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1983

ANNUAL HISTORICAL REVIEW

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ANNUAL HISTORICAL REVIEW

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COMMANDER'S INTRODUCTION

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On 12 April 1983 Army Aviation came of age. It was on that date that Secretary of the Army, John O. Marsh, Jr., issued the order establishing Army Aviation as a branch of the Army. Long awaited and expected, the announcement of the new branch inculcated a new esprit and purpose for the United States Army Aviation Center, members of the Army Aviation community and their families, and the neighboring Wiregrass communities.

Implementation of the new branch began almost immediately, and Aviation Proponency became the byword of the branch and Aviation Center. New MOS' and SCs were brought on-line which greatly enhanced the training and mission capabilities of the men and women in Army Aviation. New courses, such as the Air Assault Course, the Aviation Officer Basic and Advance Courses, Senior and Advance Courses, and enlisted and technical courses were scheduled for implementation in 1983 and 1984.

The schoolhouse part of the Aviation Center underwent reorganization and revitalization with School Model '83. Under this reorganization, several encumbent directorates and departments were disestablished while at the same time other directorates and departments were created. School Model '83 also brought about a revision and enhancement of academic and flight training, along with the expansion of combat aviation doctrine.

With the creation and implementation of the new Army Aviation Branch in 1983, and the attendant increase and improvement of its training programs, Army Aviation had much to look forward to regarding its contribution to the combined arms effort and the defense of our country. This annual historical review presents the progress, achievements, programs, and problems encountered by the Army Aviation Center in 1983.

ELLIS D. PARKER
Major General, USA
Commanding

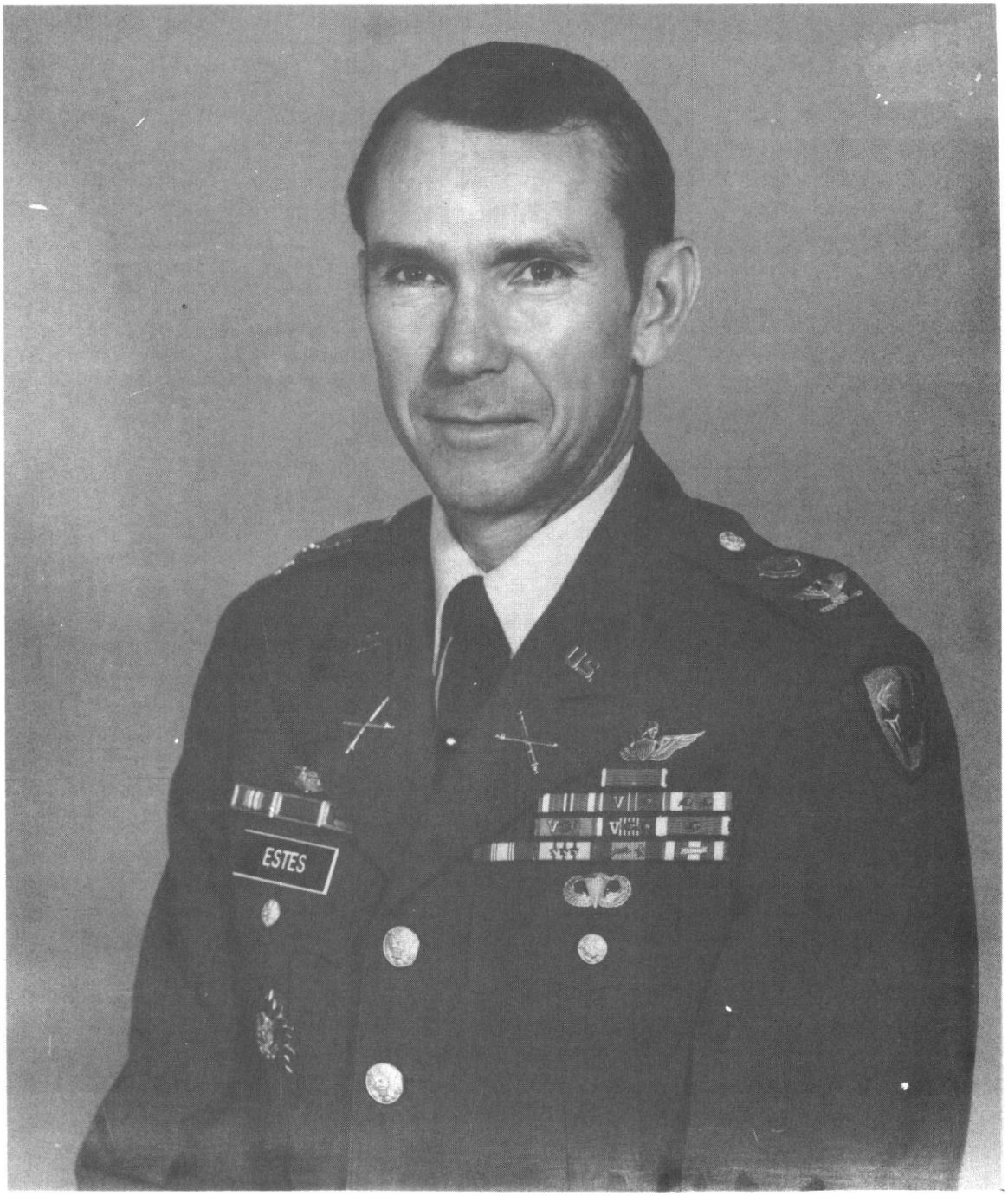
PREFACE

The Annual Historical Review, as it hereafter will be known, is the first of its kind here at Fort Rucker. Replacing the Historical Supplement, the review will hopefully provide an incisive, informative, and analytical examination of events, programs, units, and individuals at Fort Rucker. The 1983 Annual Historical Review utilized supporting documents, footnotes, appendices, and photographs to assist the reader in examining the historical materiel. The materiel used in the annual review was gathered from the respective directorates, departments, units, and offices. The Center Historian also used some oral interviews for historical augmentation.

The Annual Historical Review was divided into five chapters: Mission, Proponency, School Model 83, and School Secretary; Administration, Management, and Operations; Training; Tenant Activities; and Personnel. The Center Historian had to deal with some redundancy and overlapping in writing the history. However, it is hoped that the above elements will not distract from the history or the reader's ability to understand the "written word." Before putting the history into final form, the rough drafts were sent back to the respective units for coordination and revision, and then were returned to the History Office to be put into the final draft.

The Center Historian owes so much to so many, but has little space to be able to acknowledge everyone who contributed to the 1983 Annual Historical Review. However, at this time he would like to thank all of the units at Fort Rucker for their contribution concerning the providing of historical data and documents. Also at this time special thanks and accolades are given to Linda Hobby who suffered the fate of having to type the rough drafts from the illegible notes of the Center Historian and to put up with his many idiosyncracies--all of which are too numerous to mention! Thanks also go to Linda Evans who typed the second draft and was the first to put the history into the newly acquired word processor. Finally, thanks go to Edythe M. Setzer, the encumbent secretary, who also as her predecessors, wrestled with the "unseen" in putting out the final draft. Her patience, diligence, and humor, has not only served her well, but mitigated the self-induced anxiety attacks by the Center Historian. Whatever truths or flaws emanate from the history, the responsibility falls on the rather narrow shoulders of the encumbent resident of the Aviation Branch History Office. However, in all candor, the Center Historian enjoyed writing the first Annual Historical Review and looks forward to writing subsequent annual historical reviews.

HERBERT P. LEPORE, Ph.D.
Center Historian



Colonel Ernest F. Estes, Director, Directorate of Training Developments, 1982-June 1983, Aviation Proponency Office, September 1983 to the present.

CHAPTER I

MISSION, PROPONENCY, SCHOOL MODEL 83, AND SCHOOL SECRETARY

In 1983, the United States Army Aviation Center (USAAVNC) had as its mission the command, operation, and administration of the resources at Fort Rucker, Alabama. It also conducted the training and instruction for United States and allied officers, warrant officers, warrant officer candidates, enlisted personnel, and designated civilian personnel in the various phases of Army aviation.

The Aviation Center also accomplished actions for which it was the proponent, such as those relating to combat and training developments, training devices and literature, occupational specialities, and career management fields, and US Army aviation flight standardization. Another important function of the Aviation Center in 1983 was providing support to assigned, attached, or tenant activities to include on-post and off-post units or activities in the assigned geographical areas, unless otherwise designated.

Four significant events took place in 1983 affecting the Aviation Center mission. They were the creation and implementation of the US Army Aviation Branch, its proponency, School Model 83, and the position of School Secretary. All of these inextricably affected the mission of Army aviation. Beginning with Aviation Proponency, the background and dynamics of these events will be discussed.

AVIATION PROPONENCY

Background

Though Army aviation has been an organic element of the United States Army since 6 June 1842, it suffered the stigma of being somewhat of a stepchild regarding tactics and doctrine. The label "Army Aviation" was somewhat of a catchall concerning the Army in the period from 1942 to 1983. Army aviation meant aircraft from L-2 Piper Cubs to helicopters, but really not much more. Commissioned officer aviators always had a primary specialty code which was other than aviation. This caused a myriad of problems such as cross training, leadership and management training, branch emphasis, career guidance, and promotion opportunities. Heretofore, the commissioned officer aviator had a difficult time discerning whether or not he or she were aviators first or second, or could they be both aviators and let's say, infantry officers. The warrant officer pilots were not encumbered with the above vagaries; they were aviators--though they might be given managerial or operational leadership opportunities.[1]

Army aviation made a quantum leap forward as the result of the Vietnam War. It became integrated both on a defacto and dejure basis into the battle doctrine. Also millions of Americans saw the battle-proven helicopters on their television cameras on a nightly basis. Thousands of American fighting men owed their lives and safety to the ubiquitous helicopter. Few if any field operations were undertaken without helicopters--be it for purposes of transportation, suppressive fire, supply, or medical evacuation. From 1961 to 1973--the period of active American involvement in Vietnam--the helicopter was an integral part of both military and civil action.[2]

Though Army aviation made its mark in Vietnam, it still suffered from the stepchild syndrome. It appeared the Army in the 1970s was willing to promulgate new battle doctrine which called for the use of helicopters, yet seemed reluctant to officially include Army aviation in the Combined Arms mode. Within and without the Army, organic Army aviation had both its detractors and proponents concerning implementation of an Army aviation branch.[3]

The polemic regarding the implementation of an aviation branch raged back and forth--and still does in some circles. In April 1979, the Department of the Army announced the inclusion of Army aviation into the Combined Arms Warfare family. However, the questions concerning the creation of an aviation branch remained unanswered. To the advocates of aviation proponency, time was of the essence. The detractors, and/or those hesitant to see the inception of a viable aviation branch, questioned the feasibility of such a move.[4] There were many pros and cons as to the implementation of Army aviation. However, they will not be addressed here as the purpose of this part of the historical review is to examine the implementation of the aviation branch.

During the 1970s, however, the decentralization of Army aviation proponent responsibilities served to bring about the awareness that organic Army aviation should be an integral component of traditional branch missions.[5]

In the past, Infantry, Armor, Field Artillery, Engineers, Military Intelligence and Air Defense Artillery were the only Combat Arms branches of the Army, though Army aviation was thoroughly infused in all of them. After the Vietnam War period, the realities of available technical expertise and demands for intensified management lead to the subdivision of aviation proponent responsibilities into doctrinal, organizational, materiel, and training components. The branch schools relinquished control of materiel development to the Aviation Center of Fort Rucker in August 1978. In April 1980, the Aviation Center was designated the integrating center for Army aviation.[6]

The past approach of assigning proponent responsibility based on parameters such as aircraft systems led to confusion and a lack of coherent action in areas where battlefield missions cut across system lines. There were voids in aviation employment doctrine and replication of branch doctrine and aviation training.[7]

Something had to be done concerning the above problems. Also, Army aviation was far too important to be pushed inadvertantly, or otherwise, into conflicts with the encumbent Army branches. One question was whether or not Army aviation--as it existed--should have a greater or lesser role in regard to training, organization, missions, and programs. The Army had no choice but to force the problem and clarify the mission and role of Army aviation.

General Glenn K. Otis, Commander, United States Army Training and Doctrine Command (TRADOC) directed a 2 June TRADOC Review of Army aviation (TROAA) be undertaken. Earlier correspondence between Major General John B. Blount, Chief of Staff, TRADOC and Major General Carl H. McNair, Jr., Commanding General United States Army Aviation Center, (USAAVNC) Fort Rucker, Alabama, established a cogent need for the above review of Army aviation. Some difficult decisions had to be made concerning Army aviation doctrine, concept, organization, and materiel. At the same time it was imperative that aviation career management philosophies and policies, aviation proponency, and efficacy of establishing an aviation branch be validated.[8]

To accomplish this review, TRADOC created an independent evaluation team to provide recommendations on major issues identified in the Army Aviation Missions Area Analysis (AMAA) and the Army Aviation Systems Program Review (AASPR). The evaluation team was composed of Lieutenant General (Ret) Richard West, Major General (Ret) Benjamin Harrison, Colonel E. Frank Estes, USAAVNC and Chief Warrant Officer Four John Valaer, USAANVC.[9]

The evaluation lasted for three months. The team visited installations, three Light Divisions, three Heavy Divisions, three Corps Support Commands (COSCOMs), three Corps, five TRADOC schools involved in aviation matters, and two Departments of the Army Materiel Development and Readiness Commands (DARCOMs) involved in the development and fielding of Aviation Materiels and support systems. The team interviewed over 600 people, individually and in groups. Thirty-nine general officers were interviewed by the team and 22 major studies on Army aviation were researched.[10]

The evaluation was completed by the fall of 1982. The two basic tenants that emanated from the team's findings were that Aviation Proponency should be established, and Army aviation become a branch. On 27 January 1983, General E.C. Mayer, Chief of Staff, United States Army, wrote to General Otis at TRADOC, tasking him to develop an implementation plan and to centralize Aviation Proponency.[11]

General Meyer further tasked General Otis to include in the implementation plan the following: milestones, education and training considerations with respect to officer accessions training (Basic Course), and an Aviation Advanced Course. Resource implications, including relocation of personnel and functions were to be considered as were facilities and other pertinent data. Other considerations were that of branch composition, i.e., Specialty Code (SC) 15, 71, and 67Js and the inclusion of all rated officers into the aviation branch. The above issues were not the only ones which needed to be addressed. Some TRADOC schools quickly drew attention to other points, such as flight inspections, fixed base Air Traffic Control (ATC), Aviation Warrant Officers implementation, and what directorates would be affected by a branch implementation.[12]

On 2 February 1983, the Deputy Commander, Combined Arms Center, (CAC), Fort Leavenworth, Lieutenant General Jack N. Merritt, tasked General McNair to prepare an implemention plan through Colonel Lynn C. Hooper, Aviation Combat Development Directorate (DCSCD) TRADOC, who was to coordinate USAAVNC input. General Merritt told General McNair to include in the plans such things as education and training considerations for basic and advanced courses, branch composition (i.e., skill codes 15, 71, & 67J), and relocation of personnel and functions. Simultaneously, TRADOC was to furnish its implementation plan, augumented by the Aviation Center's input. General Merritt scheduled an inprocess review (IPR) of the Aviation Center's implementation plan at TRADOC on 22 February 1983.[13] At this time, the commands and individuals involved in aviation proponency and implementation met to discuss their recommendation, and the TRADOC Commander provided guidance concerning aviation proponency and implementation.[14] Finally, after careful deliberation, the Secretary of the Army and the Chief of Staff of the Army agreed with the recommendation, and on 12 April 1983, the Secretary of the Army established Army aviation as a separate branch of the Army.

On 6 June 1983, the anniversary of Army aviation, the Chief of Staff of the Army designated the Deputy Chief of Staff for Personnel as the HQDA Agency responsible for the timely and efficient execution of the Army Aviation Branch Implementation Plan (ABIP). He further directed that the CG, TRADOC develop a plan to centralize aviation proponent responsibility. At the same time Army aviation became a basic branch of the Army. General Meyer in correspondence to the new TRADOC commander, General William R. Richardson, on the above date, instructed him to establish an Aviation Logistics School which would be responsible to the Aviation Center and the Logistics Center at Fort Lee, Virginia.[15]

Aviation Specialty Proponent Committee

As the result of the Secretary of the Army's action establishing the Army branch on 13 April 1983, the new aviation branch was "in business." However, implementation was no easy, quick activity. Organization, mission, functions, and problem areas had to be defined and addressed. One way this was achieved was by the establishment of a USAAVNC Specialty Proponent Committee. Brigadier General Charles E. Teeter, Deputy Commanding General, USAAVNC, chaired the committee which met in the Center Conference Room on 16 May 1983. The committee examined problems, such as Officer Basic and Advanced courses, specialty codes (SC) and Military Occupational Specialties (MOS), Warrant Officer and Enlisted Issues, the Aviation Personnel Management Plan (APMP), and branch insignias.[16]

One of the individuals who attended the 16 May committee meeting was Colonel Ernest F. Estes, Directorate of Training Development (DOTD), USAAVNC. Colonel Estes later became instrumental in the establishment of the Army Aviation Branch Implementation Team (ABIT), and was the first director of the Aviation Proponency Office (APO) at the Aviation Center.

As an aside, meetings such as the above mentioned, became a common occurrence at Fort Rucker during 1983. It was at meetings, briefings, and formal and informal gatherings, proponency teams visits, and even at the Army Aviation Association of America (AAAA) convention at Garmisch, Germany in March 1983, that gave members of the Army aviation community opportunities to sell Aviation proponency.[17] The selling of Army aviation and Aviation Proponency will be discussed further below.

Aviation Branch Implementation Team (ABIT)

One of the initial activities undertaken with the 6 June 1983 approval of the Aviation Branch Implementation Plan (ABIP) was the establishment of an Aviation Branch Implementation Team (ABIT). The ABIT was to provide extensive ABIP briefings throughout the Army. Colonel Estes was the Team Chief. On 6 June 1983, the remaining seven members of the team were chosen by Colonel Estes; they were Colonel Estes, Colonel Gerry Z. Gipson, United States Army Reserve (USAR) Representative; Lieutenant Colonel Marvin E. McGraw; Major(P) Alfred J. Davis; Major Mark Kresh; Major Timothy J. Lenzmeir; Major Kenneth T.

Satterfield, and Captain(P) Stewart W. Wyland. Most of the above individuals were members of Colonel Estes' directorate.

Colonel Estes admonished those chosen from his directorate to quickly learn what they could about Aviation Proponency and its attendant problem areas. Upon completion of their mission on 4 November 1983, the ABIT terminated its activity, and the newly formed Aviation Proponency Office assumed responsibility of monitoring the implementation plan.[19]

Speaking of the Aviation Proponency Office (APO), it was established on 1 September 1983 at Fort Rucker. The members of this office, Major Robert Christensen, Captain Gary Messano, and Chief Warrant Officer (CW3) Dave Day were drawn from the Aviation Career Management Branch of DOTD where they had been actively assisting the Aviation Branch Issue and had served as the focal point for Aviation Proponency prior to the establishment of a separate Aviation Proponency Office. As previously mentioned Colonel Estes was its first director. The APO has a multi-faceted mission structure. Its missions(s) came under the aegis of TRADOC Regulation 10-X.

APO Responsibilities

The APO, though new, had its work cut out for it in a hurry. The constituency which it served included not only the Aviation Center, but active and reserve components, Integrating Center, TRADOC, Military Personnel Center (MILPERCEN) and Headquarters, Department of the Army (HQDA), and eventually the US Army Aviation Logistics School.[20]

Colonel Estes and his APO staff were busy constantly keeping the Aviation Center Commanding General, Major General Bobby J. Maddox, apprised of matters concerning implementation to aviation and non-aviation units.[21]*

General Maddox, a career aviator and combat veteran, accepted the reigns of command from General McNair on 17 June 1983. Being the strong advocate of the Army Branch Implementation, General Maddox rolled up his sleeves, figuratively speaking and stayed abreast of the Proponency Office's activities. He provided proposals, counterproposals, comments and no doubt some criticism concerning the activities of the APO.[22]

The Aviation Proponency Office had further functions. It assisted other offices and agencies in the development of regulations. It administered special proponency programs by managing branch specialties and career management fields in all phases of the personnel life cycle management model. The APO was also responsible for the establishment of the career management field (CMF) 93-Aviation Operations. It prepared the aviation warrant officer MOS restructure, and the development of the aviation warrant officer career development initiatives. The proponency office was responsible for reviewing numerous regulations, circulars, and pamphlets dealing with Army aviation and the aviation branch.[23]

Colonel Estes, his ABIP team, and his office staff, spent the period from 6 June 1983 to the end of the calendar year serving a diverse constituency; the selling of aviation proponency and implementation of the aviation branch was not easy. The examining of some special issues, problems, and projects which were endemic to the new branch will be discussed below.

Issues, Problems, and Problems of the the ABIP

Some of the critical issues of implementation included such questions as who would be in the new branch and how would they be selected? Also how and when would affected personnel receive branch training had to be examined as did the questions as to what the branch insignia would be. Another pertinent issue was how implementation would influence the career of those in Army aviation.

Implementation of Aviation Personnel

The implementation process was not an easy one to achieve. As will be discussed, there were no easy or ideal solutions. Total advocacy of implementation, though desirable, was not possible. There were people within and without the Army aviation community who believed Army aviators would be "dual-hatted."[24] In essence, they were not only aviators, but also infantry officers, armor, or artillery officers. Aviation Commissioned Officers (ACOs) had the specialy code (SC) of 15 or SC 71 which designated an aviator, but prior to implementation they could also have another SC or area of training.[25]

The Officer Personnel Management Directorate (OPMD) at the Military Personnel Center (MILPERCEN) and the aviation proponency staff had to look at the feasibility of maintaining dual trained aviators. Both MILPERCEN and the Deputy Chief of Staff Personnel, (DESPER) consulted with USAAVNC personnel, and all those concerned decided what changes regarding SCs were to be made.

All officers who held SC 15 or 71 (Aviation Maintenance Officer) as one of their specialties, or as their only specialty were to be transferred to the Army Aviation Branch. Officers who had two accession specialties, (e.g., 15/11, etc) were given the option of choosing the specialty of their choice. If officers chose a specialty combination which did not allow them to pursue an aviation career they would not be eligible for aviation incentive pay. ACOs who held SC 15 or 71 as a specialty and at the same time a non-accessioned specialty, were transferred to the Army Aviation Branch. Officers whose other specialty was a branch related accessioned one, would be branch transferred only if they requested it.[26]

One area that appeared to cause some degree of consternation dealt with the inclusion of the Aviation Warrant Officer (AWO) in the branch. There was polemic within and without the AWO sphere as to what degree

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*See biography of General Maddox in back of the Historical Review and attendant material in chapter dealing with personnel.

the flying warrant officers came under the aviation branch. Also there arose the question as to whether or not there should be an aviation warrant officer branch. The advocates of such an idea believed since AWO did not have specialty codes, but instead had a military occupational specialty, (MOS), his training was designed to keep him in a technical or flying status, and not in a command mode.[27]

It appeared that most AWOs were not adverse to becoming integrated into the aviation branch; what they wanted was clarification as to their role in the new branch. On 26 August 1983, Major General Maddox issued a message to Lieutenant General Carl E. Vouno, Commanding General, US Army Combined Arms Center, Fort Leavenworth, Kansas, recommending that MILPERCEN established a warrant officer personnel management section under the aviation branch, and within the purview of the Combat Arms Division. General Maddox further suggested that aviation warrant officers be managed by the new branch, and also wear the new branch insignia instead of the warrant officer branch insignia.[28]

The outcome of General Maddox's proposals was that the AWOs were included in the aviation branch, however, their assignment management was to be handled by Warrant Officer Division (WOD) at MILPERCEN. All warrants would continue to wear the warrant officer insignia. Opportunities for females in the aviation branch continued in accordance with basic Army policies. The combat exclusion policy and career opportunities for women aviators were to determine the female content of aviation accessions.[29]

Aviation Insignia

The implementation of the aviation branch brought about an instilling of new pride in Army aviation. "The new kid on the block," so to speak, became determined that the motto, "Above the Best" was going to be exemplified. One way to do this was by the utilization of a definite branch insignia.

A decision on accoutrements was needed, i.e., a design of a branch insignia and branch colors. Five suggested designs of the branch insignia were prepared by the Institute of Heraldry (IOH) and forwarded to TRADOC for consideration. TRADOC recommended adoption of an insignia with the existing Army aviation style gold wings with a silver prop. This insignia was for officers, while the enlisted insignia was to be gold. The IOH recommended the acceptance of Ultramarine Blue and Golden Orange as the branch colors. The branch braid, shoulder boards and lapel facing fabric had to be developed, and it was hoped by early 1984, all elements of the insignia would be in the Army inventory.[30]

After careful examination by the office of the Deputy Chief of Staff of Operations (ODCSOPS), the office of the Deputy Chief of Staff Logistics (ODSSLOG), Office of the Chief of Army Reserves (OCAR), and the National Guard Bureau (NGB), accepted the design of the branch insignia branch colors. They recommended that the Chief of Staff of the Army (CSA) approve the insignia and color.[31] On 7 August 1983, the CSA approved both.

General Maddox after becoming the Commanding General of the Aviation Center stressed the importance of the officers and enlisted men and women becoming "aviation minded." This entailed that members of the Army Aviation Community be aware of the uniqueness and heritage of Army Aviation. In a letter to the Commander of TRADOC on 22 August 1983, General Maddox reiterated his commitment to making the aviation branch stand out. He pressed for a beret to be worn by all aviation personnel both officer and enlisted. The beret was to be Ultramarine Blue. It would have been a distinctive badge, denoting the sense of pride and esprit de corps that Army aviation warranted. However, coordination with TRADOC indicated no apparent support for the beret. On 27 September 1983, General Maddox directed Colonel Estes to wait until the beginning of 1984 to reintroduce the beret issue.[32] Though the end of 1983 brought no apparent resolution concerning the beret, the aviation branch was still determined to further pursue the acceptance and implementation of a beret as part of its new identity.

Captains and Lieutenants Training

Captains and lieutenants training, previously referred to as the advanced and basic courses by the other branches was scheduled to begin for aviation captains in June 1984. This training was of particular importance for aviation as a result of the aviation branch proponent responsibilities in 1983, included coming up with developing and initiating the above training. On 5 July 1983, APO held a conference with representatives of DEH, DIO, DOTD, DES, and 1st Aviation Brigade to address how to initiate captains and lieutenants training. With the implementation of the aviation branch, it became even more imperative that its junior grade officers receive training in the development and utilization of battle doctrine and related unit support items (i.e., battle simulations).[33]

The USAAVNC's increased responsibility for developing training on both the unit and individual level was manifested in the creation of courses which provided company grade aviation officers with technical and tactical training. These courses covered areas such as common military training, Combined Arms, general aviation subjects, Aviation Safety, Nuclear, Biological, and Chemical (NBC) Operations, and a General Subjects area. The relative broad subject areas were meant to make junior aviation officer a proficient soldier and leader. Another important achievement of implementation was that as of June 1984, junior aviation officers would be able to receive their training at Fort Rucker. Heretofore, aviation officers attended Officer Advanced Courses (OAC) at other TRADOC Schools. Until lieutenants training was implemented in 1984, aviation branch lieutenants were to begin Officers Basic Courses at Fort Knox, Benning, Bliss, Sill, Huachuca, Gordon, and Eustis.[34]

The APO and USAAVNC still had to work through a number of problems which were indigenous to the training of junior grade officers on 1983. As 1983 came to an end, Colonel Estes and his staff had worked through some problem areas. It was hoped by the APO that by June 1984, all problems would be resolved and officer training begun on schedule. At the same time an exportable training package for non-resident Reserve

component aviators (who may not have had an opportunity to attend the on post captains training) was to be developed in 1984.

Enlisted Army Aviation Soldiers

In 1983, USAAVNC proudly became the overall proponent of all aviation enlisted personnel matters. General Maddox, as the Commanding General was determined to incorporate the aviation enlisted personnel as fully as possible into the new branch. Implementation and cohesion were two words which were synonomous with one another. General Maddox and Colonel Estes were of one mind when it came to the role of the enlisted men and women in Army aviation: without the acceptance and complete utilization of the aviation branch soldier by the branch, Army aviation would have little chance of being nothing more than a "stepsister" to its sister branches. The axiom, "united we stand, divided we fall," was one both General Maddox and Colonel Estes allowed to serve as a means of self-admonition.[35]

However, there were problem areas that had not been addressed concerning certain units and MOS's. Initially, Air Traffic Control (ATC) units had not been included in the implementation plan. The following military occupational specialities had also been in the transportation Career Management Field 64, Transportation: 71P, Flight Operations Clerk; 93E Meteorological Observer: 93H, Air Traffic Controller and 93J, Radar Operator. It appeared to the APO and the Aviation Center that it would be efficacious to put the above MOSs into single CMF known as Aviation Operations. Such a policy ensured a viable career pattern and management for aviation related personnel who had no connection with CMF 64. This policy was adopted and carried out. Concerning the inclusion of the ATC units into the aviation branch, the Department of the Army clarified the issue by stating that Air Traffic Control was part of the new branch--though omitted initially in the implementation plan.[36]

Though the implementation of the new aviation branch was the primary objective of Colonel Estes and his office, the APO had another important issue to address. On 6 June 1983, General E.C. Meyer, Army Chief of Staff, wrote a letter to the TRADOC Commander, General Richardson, tasking him to establish an Aviation Logistics School (ALS) at Fort Eustis, Virginia which would come under the aegis of the Aviation Center.[37]

Colonel Estes' office had its work cut out. It had to be decided what organization would do what, where, and when. This was no easy task under the most favorable conditions. The APO did not have the luxury of waiting for such conditions. It had to achieve a Memorandum of Agreement (MOA) between the USAAVNC and the US Army Transportation School (USATSCH) Fort Eustis, Virginia, concerning the establishment of the ALS within a short period of time.[38]

In order to accomplish the creation of an ALS, it was necessary for a number of meetings to be held between Major General Maddox, and his counterpart at USATSCH, Major General Aaron L. Lilley, Jr. The initial coordination meeting was held at Fort Eustis on 18 July 1983, between

Major General Maddox and Major General Lilley. Colonel Estes was the only other attendee from Fort Rucker.[39]

On 23 August 1983, Fort Eustis provided a draft for coordination to the Aviation Center. The MOA was staffed for input, changes, and currency with the Aviation Center Team. A month later, on the 23rd of September 1983, the ABIP Team provided the Aviation Center's proposed MOA to General Maddox with a telex copy to the Aviation Logistics School. On 26 September 1983, General Lilley phoned General Maddox concerning the Aviation Center's proposed MOA. The Aviation Center's MOA was definitive in nature vis-a-vis the somewhat loosely defined MOA promulgated by the USATSCH. It appeared that both sides might have difficulty coming to an agreement concerning the MOA.[40]

General Maddox took time to reassess the differences of the two drafts, and on 28 September 1983, provided the ABIP Team with an MOA reworded in such a manner acceptable to him and General Lilley. Major General Maddox presented the reworded MOA to Major General Lilley on 5 October 1983, while both were attending the Corps Systems Program Review at Fort Leavenworth, Kansas. A perfunctory perusal was made of the MOA by General Lilley. He wrote in some changes, and the MOA was resubmitted for final type.[41]

The major concern was that the USAAVNC was the "proponent" and what was to become the US Army Aviation Logistics School (USAALS) would be "responsible" for providing drafts of actions for final approval, publication, and transmittal to US Army Combined Arms Center (USACAC) and the US Army Logistics Center (USALOGCEN). The USAALS was not given any proponency responsibility but operated for and through USAAVNC.[42]

On 12 October 1983, Major General Lilley signed the MOA and telexed a copy to General Maddox. General Maddox signed the MOA on 14 October 1983. The agreement delineated responsibilities and operations of the USAALS. APO received a copy of the final agreement on 20 October 1983.[42]

The Memorandum of Agreement and Delineation of Responsibilities

The acceptance of the MOA by both USAAVNC and the USAALS on the 13th and 14th of October established a number of distinct areas so worded as to be definitive as to what organization did what, where and when; yet it was adroitly written as to cover the most significant areas of concern.

Delegated Powers

The Commander, USAAVNC, and the Commandant, USAALS, were responsible for staffing, interpreting, policy, and coordination including any future changes and/or revisions to the agreement. In essence Major Generals Maddox and Lilley were responsible for the MOA, though the APO was delegated the coordinating office for it. The MOA was to be reviewed at least once a year, and 120 days prior to the anniversary date, or sooner by request of either party. The CG, TRADOC, was the only entity given the right to approve termination of the MOA.

Both the USAAVNC and USAALS could agree to terminate the MOA, or one of the parties could end unilaterally the agreement by giving the other party at least 180 days written notice. However, the TRADOC Commander had to give the final approval of such action.[44]

Specific Agreements and Understandings

The US Army Aviation Logistics School (USAALS) was established at Fort Eustis, Virginia, in October 1983. Major General Lilley had a rather unique role as the result of the MOA, he wore three hats. He was Commandant of the USAALS, Commandant of the Transportation Schools, and Commander, US Army Transportation Center and Fort Eustis. He was fortunate in that the Assistant Commandant was tasked by the MOA to provide the daily management and support activities of the three elements of command.[45*]

The Aviation Proponency Office served in a liaison capacity concerning the MOA. What it basically had to do was to serve as an interpreter and arbiter in regards to conflicts or controversy which might take place between the USAALS and the aviation branch. The primary functions of the APO was to be objective in its interpretations and findings, but at the same time address the needs of both organizations. Being professionals, Colonel Estes and his APO colleagues were determined to be fair and uniform in whatever suggestions or determinations they might make.

There were other areas which had specific agreements and understandings the APO monitored. The USAAVNC was to be the proponent for aviation concepts studies, and doctrine. The Army Aviation Logistics School was conversely to draft logistics concepts, studies, and doctrine. Also, the USAALS was to send a first draft to the USAANVC for coordination and comment. Regarding tables of organization and equipment (TOE) quantitive personnel requiremements, the USAAVNC held the reins of proponency. In turn, the USAALS assumed responsibility for tests and evaluations relative to maintenance and logistics TOEs, and maintenance test flights.[46]

There were other areas of the MOA that were clearly defined. However, they were similar to the aforementioned agreements and understandings so do not necessitate further discussion.

Summary

Colonel Estes and the APO played an ongoing role in the implementation of the Army Aviation Branch in 1983. He and the Aviation Branch Implementation team resolutely sold army aviation wherever and whenever they could. The APO became involved in the creation of the advanced officers courses, the establishment of the branch insignias, the role of Aviation Warrant Officers in branch implementation, and the memorandum of agreement with the US Army Logistics School at Fort Eustis, Virginia.

The Aviation Proponency Office served as the "pulse" of the implementation endeavors in 1983. Since implementation was dynamic and not completed in 1983, Colonel Estes and his colleagues could look towards new challenges and accomplishments in furthering the Army Aviation Branch implementation in 1984.

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* See Appendix I-3 for staff directory on command authority for USAALS.

FOOTNOTES

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2. Peter Dorland and James Nanney, Dust Off: Army Aeromedical Evacuation in Vietnam, Washington D.C.: Center of Military History, 1982 pages 116, 117, 122-123. U.S. Army Infantry School, Fort Benning, Georgia. A Distant Challenge: The U.S. Infantryman in Vietnam, 1967-1970. Birmingham: Birmingham Publishing Company, 1971, pp 133-140, 327-331. Russell F. Weigley, The American Way of War, New York: MacMillan Publishing Company., Inc, 1971, pp 180-188, Williams Interview.

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4. Ibid., William Intvw.

5. Quad A Article.

6. Ibid.

7. Ltr (U), MG Carl H. McNair, Jr., USAAVNC to MG John B. Blount, C/S TRADOC, 10 April 82, hereafter cited as McNair-Blount Ltr, 10 April 82 (Doc I-1).

8. Ibid., Ltr (U), MG Carl H. McNair, Jr., USAAVNC to Gen. Glenn K. Otis, CG, TRADOC, 3 May 82, (Doc I-2) Briefing (U), Gen Glenn K. Otis, n.d., C-3-C-4, (Doc I-3).

9. Briefing (U), Colonel Ernest F. Estes, n.d., USAAVNC, materiel extracted, hereafter known as Estes USAAVNC briefing; Ltr (U), General E.C. Meyer, C/S, DA to Gen. Glen K. Otis, C/S TRADOC, 27 Jan 1983, hereafter cited as Meyer Ltr, 27 Jan 1983. (Doc I-4).

10. Position Paper (U), Aviation Branch Implementation Plan, n.d., hereafter cited ABIP n.d., (Doc I-5): Aviation Digest, August 1983, "Army Aviation Branch Implementation," p. 2, material is extracted; Meyer Ltr, 27 Jan 83, see above f.n. 9; Press Release, TRADOC, 19 Aug 83, Material extracted, hereafter cited Press Release extracted 19 Aug 83.

11. Ibid:, Msg, (U), CG, USACC to CG, TRADOC, 182330Z Feb 83, (Doc 1-6).

12. Ibid:, Quad A Article Outline, n.d., C-2, see above f.n. 3.

13. Ltr (U), DCG, CAC to CG, USAAVNC, Subj: Army Aviation Proponency, hereafter cited as 2 Feb 83 Ltr, 2 Feb 83, (Doc I-7); Meyer Ltr, 27 Jan 83, see above f.n. 9.

14. 2 Feb 83 Ltr.

15. Quad A Article Outline, see above 3. Estes USAAVNC Briefing; Press Release extract, 19 Aug 83; Ltr (U), Ben E.C. Meyer, C/S Army to Gen William R. Richardson, CG, TRADOC, 6 June 1983, (Doc I-8).

16. Press Release extract, 8/19/83; Estes Interview, Quad A Article, n.d., see above 3; MFR, (U), ATZQ-TDTO ACMT-M, subj: Aviation Specialty Proponent Committee Meeting, 11 May 1983, materiel is extracted from briefing,(Doc I-9).

17. Briefing (U), MG Carl H. McNair, Jr., subj: AAAA Convention Garmisch, Germany, 16 Mar 1983, materiel is extracted from briefing, (Doc I-10).

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19. DF (U) ATZQ-P to DCD et al., Subj: Termination of ABIP Team, 21 Oct 1983, (Doc I-12); Hist Input, APO, 1983, materiel is extracted.

20 Ibid; Estes Intvw.

21. Newsletter, Aviation Branch, 2 Nov 1983, materiel is extracted.

22. Estes Intvw.

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25. Msg (U), CG, USAAVNC to CG, USACAC, Subj: Aviation Branch Implementation (ABIP)--unresolved issues, 262000Z Aug 1983, material is extracted: Aviation Digest Aug 1983, p-3.

26. Estes Intvw: Estes USAAVNC Briefing; newsletter, Aviation Branch, 2 Nov 1983, materiel is extracted; Staff Agency Memo, 6 Jun 83, (Doc 1-14).

27. Newsletter, 2 Nov 83, materiel is extracted; Executive Summary, Subj: Integration of Warrant Officers into affliated Branches, 021251Z Aug 83, materiel is extracted; Memo, ATZQ-CS to ATZQ-CG, Subj: Aviation Branch Implementation Plan (ABIP) Update, 17 Oct 83, (Doc I-15).

28. SSS, APO to CG, Subj: Branching SE 71s and AWO into the Aviation Branches; and Dual Combat Arms Aviators, 28 Oct 83, (Doc I-16).

29. Memo, ATZQ-TD to ATZQ-CG, Subj: Aviation Branch Implementation

Plan (ABIP) Update, hereafter cited 5 Jul 83 update, 5 Jul 83, (Doc I-17); Memo, DAPEE-HRL-U to DA-CS, Subj: Aviation Branch Insignia and Colors--ACTION MEMORANDUM, 12 Aug 83, (Doc I-18); Memo, ATZQ-CG, Subj: Aviation Branch Colors, 16 Nov 83, (Doc I-19).

30. Newspaper, "Wickham Approves Insignia for Newest Branch--Aviation" Army Times, 29 Aug 83, p-11.

31. Ibid.

32. Ltr, (U) ATZQ-CG to TRADOC-CG, Subj: Beret/Flight Suit/Branch Insignia, 27 Sep 83, materiel is extracted.

33. 5 Jul 83 update, see above f.n. 29; TP (U), Aviation Branch Implementation Plan, n.d., materiel is extracted.

34. Ibid.

35. Estes Intvw.

36. ABIP n.d., see above 33.

37. Ltr, (U), DA-CS to TRADOC-CG, 6 Jun 83, (Doc I-20).

38. Msg (U), ATSU-CD-M to ATZQ-D-M, Subj: Memorandums of Agreement (MOA) 161630Z Sep 83, (Doc 1-21).

39. TP, (U) Memorandum of Agreement, n.d., materiel is extracted.

40. Ibid.

41. Ibid.

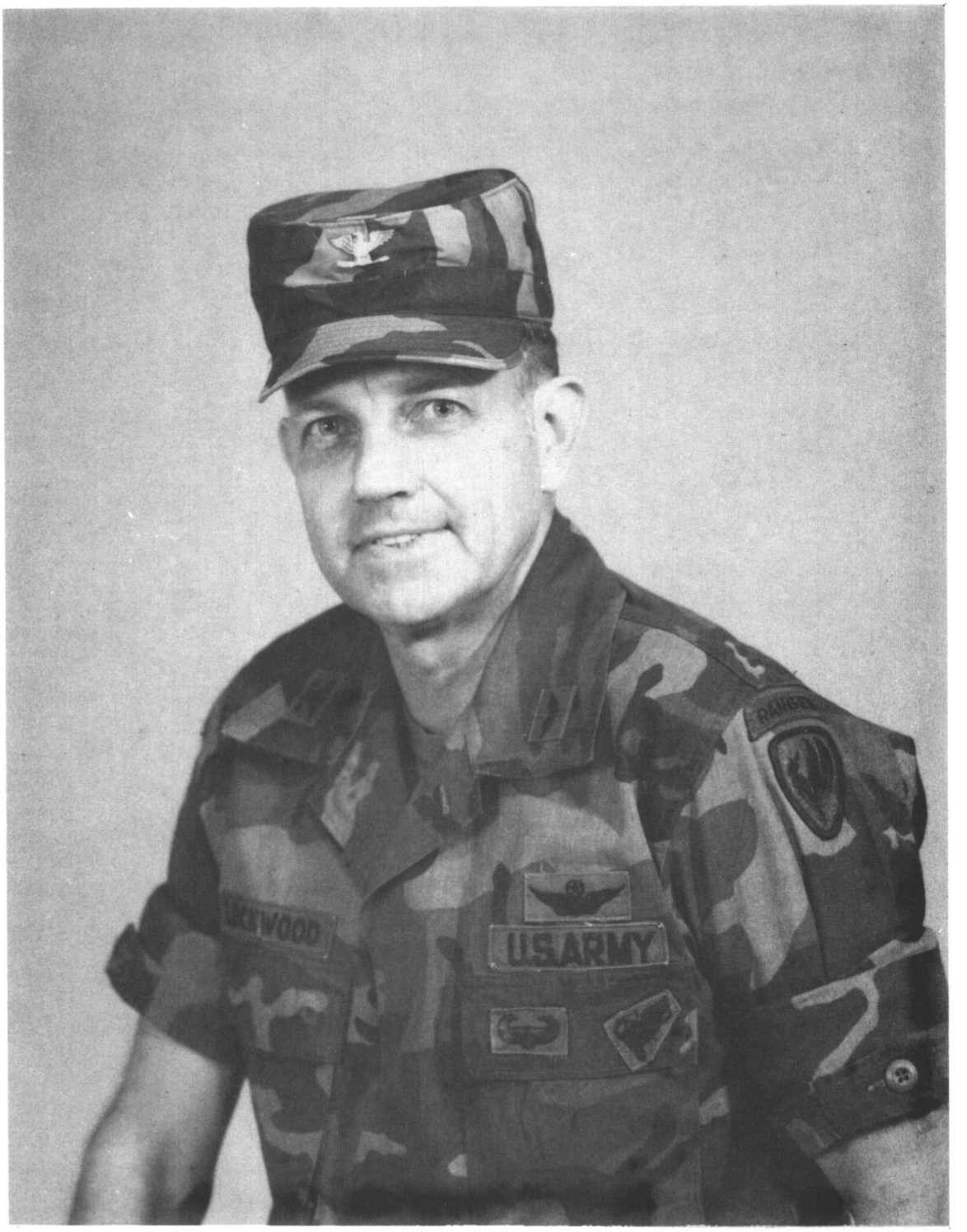
42. Ibid.

43. Ibid; MOA, USAAVNC and USAALS, 14 Oct 83 P-1 (Doc I-22).

44. Ibid.

45. Ibid.

46. Ibid.



Colonel Bill G. Lockwood, Director, School Secretary, October 1983 to present.

SCHOOL MODEL 83 AND SCHOOL SECRETARY

Introduction

The year 1983 not only brought about the implementation of the Army Aviation Branch, but also the restructuring of what heretofore had been known as School Model 76. School Model 76 came into existence in 1976. In turn, it replaced the earlier consolidated Center and School organizational structure that had existed from 1973 to 1975. This concept, the first in TRADOC, consolidated school and garrison activities into one Table of Distribution and Allowance (TDA). This consolidation allowed for the integration of similar functions, yet conserved manpower, and streamlined day-to-day management.[1]

The School Model 76 configuration created a Directorate of Training Developments (DOTD). This directorate was chartered to make training decisions, i.e., the "what, where, and how" of teaching. This charter appeared relatively simplistic. However, by its very nature it created a glaring problem. The problem was that under this system, instructors and instructional departments were for all practical purposes, isolated from becoming involved in the production of training materiel they were required to present. Over a period of time, the instructor work force underwent an attenuation of knowledge and teaching capability. In essence, the instructors were becoming outdated because they were not involved in the total teaching process. Doctrine development and literature formulation suffered as the result of the above obscurantism.[2]

This problem not only affected the Aviation Center and school house, but was attendant to most TRADOC units. TRADOC had to take a long, hard look at School Model 76.

TRADOC, Integrating Centers and School Models

The Aviation Center along with its TRADOC counterparts tackled the problem of revising Center and School Models at the TRADOC Commanders Conference in January 1983. Though there was little unanimity regarding many issues, there was the general consensus by the participants that changes had to be enacted concerning School Models.[3]

TRADOC tasked the school and integrating centers to examine variables, such as manpower and budget constraints, and long term manning needs. Such parameters as the ones above were critical in TRADOC's determining whether or not changes should be made in integrating centers and school.[4]

Major General Carl H. McNair, Jr., the USAAVNC Commander, was not only confronted with the possible restructing of the School Model, but at the same time was guiding the Aviation Center's efforts to establish an Aviation Branch.*

General McNair in a letter to TRADOC on 4 March 1983, stated he believed that though centralization of school models and integrating

centers was the paramount objective of TRADOC, and the USAAVNC, it was also imperative that TRADOC reassess the roles other schools had in the Army Aviation arena. It appeared that General McNair was attempting to mitigate the possibility of redundancy by other schools in regards to aviation assets, and at the same time, get all schools (including Fort Rucker) to devote their primary efforts to Combined Arms Operations and Training.[5]

The Aviation Center and School spent most of spring 1983 examining their organizations. TRADOC in turn came up with its own proposed organization concept which was referred to as School Model 83.

On 29 April 1983, General William R. Richardson, TRADOC Commander, sent a letter to all TRADOC Schools and Integrating Centers. He said succinctly that he wanted the assistant commandants of the respective schools to supervise the overall operation of the school house. General Richardson stated further he expected the course instructors to write the doctrine and develop viable products.[6] He also wanted them to be subject matter experts. So much said about previously outdated instructors and systems.

Two parts of the letter which certainly came to the attention of commanders such as USAAVNC's Major General McNair were TRADOC's directive that the incumbent Directorate of Support would become the "School Secretary" for all schools, and that the Commandant be recognized as Chief of the Branch. The USAAVNC had just received approval to become a branch so the TRADOC directive was definitely applicable to it.[7]

TRADOC's School Model 83 was fluid in design. It called for the cessation of the current Directorate of Training Development (DTD), and the creation of a new Directorate of Training and Doctrine (DOTD). Aviation Proponency was at the time (29 April 1983) to come under the Directorate of Combat Developments (DCD). However, it actually became an autonomous unit in September 1983. General Richardson tasked the TRADOC units to respond to his letter no later than 9 May 1983.[8] A wiregram of TRADOC School Model 83 was sent to each school for its perusal and comments.

The Aviation Center's Response to TRADOC

The Aviation Center responded to TRADOC's tasking on 7 May 1983. The Center accepted the School Model 83. However, it suggested that some flexibility in organizational placement of several school support functions be permitted based upon the relative size and unique missions for the Army Aviation Center. The area that caused some discussion was the School Secretary. General McNair told TRADOC that the Secretary position had been consolidated with the Directorate of Personnel and Community Activities (DPCA). The Secretary's Resource Management (DRM), administrative support and academic records were attached to the

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* See previous chapter on Aviation Proponency for an indepth look at the establishment of the Aviation Branch.

Adjutant General (AG). Data systems were linked with the Automation Management Office (AMO), and training and logistics support were under the Directorate of Industrial Operations (DIO). General McNair further alluded to the fact the Learning Center was part of the Academic Training Department, while the school library served as part of the DOTD staff.[9]

General McNair acquiesed with most of the TRADOC requirements. However, he rendered his own opinion concering the establishment of a separate School Command Element and School Secretary. General McNair thought those two requirements should be joined for installation functioning under a consolidated structure. The reason for this was the General's belief that separate organizations were more suitable to large training centers such as Fort Benning and Fort Knox.[10]

Fort Rucker Study of School Model 83

The summer of 1983 was a busy one at Fort Rucker. Not only was the implementation of the Aviation Branch undertaken, but simultaneously, there arose the need to address the forthcoming School Model 83 implementation. The most logical way to respond to this need was the establishment of an ad hoc study group.

On 29 June 1983, Brigadier General Charles E. Teeter, Deputy Commanding General (DCG), USAAVNC, tasked the resident directorates and the 1st Aviation Brigade to take part in an ad hoc study group.

The overall thrust of the study group was to find the most effective way to implement the TRADOC School Model 83. The first working session convened at DRM on 12 July 1983, and was in session five days. Colonel Frank S. Reece, the Director of DRM was in charge of the study group.[11]

The study group upon receiving its guidance decided to prioritize certain missions. Training became the first priority for examination. The group bought off on TRADOC's requirement that the Deputy Commanding General or the Assistant Commandant (AC) be the supervisor of training departments. The study group in turn recommended the Aviation Training Department of Flight Traininig (DOFT) and Department of Aviation Training (DOAT) be elevated to directorate status. At the same time, training departments were to assume most of the writing responsibilities for the courses. USAAVNC wanted DOFT to retain its organizational configurations.[12]

The establishment of School Model 83 was a great crucible for the Aviation Center. Major General Bobby J. Maddox, the new Commanding General, was working overtime just to bring about a relatively smooth implementation of the nascent Aviation Branch. At the same time, however, General Maddox had to keep on top of TRADOC's determination to implement School Model 83. He was able to do this by delegating DRM to to serve as the point of contact for the School Model.

After being briefed by DRM on 19 July 1983, General Maddox sent a message on 17 August 1983, to Generals Vouno and Richardson. In his

message, General Maddox informed them the Aviation Center had provisionally activated a School Secretary. This was a step forward, because it now meant the AC/DCG would have assistance in carrying out related administrative and management duties.[13] The School Secretary also had other functions in the scheme of things. (These functions will also be discussed later in the chapter). General Maddox told Generals Vouno and Richardson other changes were forthcoming and what these changes were. Basically, the message was an iteration to the effect that the Aviation Center was going along with TRADOC's requirements concerning School Model 83.[14]

TRADOC directed its centers and school to reorganize consistent with School Model 83, no later than 1 October 1983. USAAVNC worked diligently through the summer of 1983 to bring this about. Colonel James H. Kitterman, Aviation Center Chief of Staff, did some prodding to the incumbent directorates with a Letter of Instruction on 12 August 1983. He highlighted important points, such as the need for close coordination between gaining and losing directorates or organizations to assure functional responsibilities, and to have a smooth transition of services.[15] The Chief of Staff also spelled out other aspects, most of which had already been addressed. One noteworthy achievement, however, was the lifting of the provisional status of School Secretary, the Aviation Proponency Office, and the Directorate of Plans and Training (DPT) to approved organizational status.[16]

School Model 83 at Fort Rucker

Effective 1 October 1983, School Model 83 came into existence at the Aviation Center. What was to take place was the "New Look." Eight new organizations were created; however, three existing organizations were disestablished, and five other organizations at Fort Rucker underwent a change in roles. The 1st of October 1983, brought about some initial bewilderment, anxiety, and a little frustration. After all, change no matter how well planned, tends to create some havoc, be it emotional or physical. However, the men and women in the affected units put duty and professional pride ahead of personal discomfort, and went ahead with their missions. They and General Maddox were determined to make as smooth a transition as possible to School Model 83.

Changes in the Aviation Center Organizational Structure

Commanding General/Commandant roles were significantly expanded as the result of Aviation Proponency at the Aviation Center, and Army Aviation's designation as a separate branch.

Office of the Deputy Commanding General

The Deputy Commanding General had also been expanded. Within the confines of the new School Model, the DCG's principal responsibility included direct supervision of all School activities. This included the TRADOC Systems Managers and the training department directors.

Office of the Deputy Assistant Commandant (DAC)

This was a newly activated office established by the school model concept. At the Aviation Center, the DAC served as a principal assistant to the DCG. The DAC monitored taskings and assisted in the accomplishment of administrative and management duties associated with the day-to-day training responsibilities. His office also effected coordination among interal training elements, higher headquarters, integrating centers, and other schools and activities. Colonel Andrew J. Miller, became the first DAC to the Aviation Center on 13 November 1983. (Colonel Miller will be further referred to in the unit on the command section). He did not have the luxury of getting "his feet wet," but had to plunge head first into his new position and its concomitant problems and challenges. However, with his leadership and administrative experience, Colonel Miller looked forward to his new job.

Aviation Proponency Office (APO)

The APO referred to indepth in the previous chapter was chartered to assist the Commanding General in carrying out his Aviation Branch duties and served as the coordination element for external and internal issues associated with Aviation management. The other directorates will be on an individual basis in other chapters.*

School Secretary

This was a new "in house" activity established to assist the AC/DCG in carrying out his school related administrative and management duties. (The School Secretary will be discussed indepth below).

On 1 September 1983, the Office of the School Secretary became operational on a provisional basis. One month later, 1 October 1983, the School Secretary was given an authorized status, with provisions for 57 assigned personnel. Colonel Bill G. Lockwood, administrator for the Matthews-Huntington Consent Decree and the Women's Settlement Agreement assumed the reins of leadership of the School Secretary. Colonel Lockwood's office took over other organizations--some of which were new. These organizations were Student Academic Records, Training Materiel Support and Issue, Aviation Branch Historian, Training Library, Aviation Learning Center, Protocol, and Allied Military Training. The respective directors of the organizations were the following:[17]

Director	Date assumed Duty	Depart/End
COL Bill G. Lockwood School Secretary	1 September 1983	N/A
MAJ Ivan C. Camp, III Assistant School Secretary	1 September 1983	Retired 31 Oct 1983
CPT Robert Kleysteuber Assistant School Secretary	21 October 1983	17 Nov 1983
MAJ Kenneth T. Satterfield Assistant School Secretary	17 November 1983	N/A

MAJ Dwight Jobe Chief Allied Military Training	1 October 1983	17 Nov 83
CPT Robert Kleysteuber Chief Allied Military Training	17 November 1983	N/A
CPT Richard Burns Chief Admin Support	7 November 1983	N/A
CPT William Nash Chief Protocol Branch	1 September 1983	N/A
CW4 John D. Ryan Chief Learning Center	1 September 1983	N/A
Mrs. Beverly Hall Acting Chief Aviation Technical Library	1 September 1983	N/A
Dr. Herbert P. LePore USAAVNC Historian	16 November 1983	N/A
Mrs. Betty Webb Chief Academic Re- cords Division	1 September 1983	N/A
Chief Training Sup- port Division (VACANT)		

The School Secretary and its subordinate units did not have much time to show their wares in 1983. As Captain Robert Kleysteuber had two positions in the School Secretary within a short period of time. Dr. Herbert P. LePore, the USAAVNC Historian, came on board from Langley Air Force Base, Virginia, on 16 November 1983, and spent the remainder of 1983 learning that the name "Huey" did not apply to a duck, but to a helicopter! Most of the other directorates had been in their positions awhile when the School Secretary came into existence. The School Secretary was a fledgling unit in 1983, but Colonel Lockwood and his staff exhibited enthusiasm and determination in making the organization an important entity at the Aviation Center.

Summary

School Model 83 and the School Secretary came into existence at approximately the same time in 1983. Both were the result of TRADOC directives and affected changes in doctrine, training, and functions at the Aviation Center.

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* See Appendices I-1 and I-2 for School Model 83 staff directory of Aviation Branch Directorates and units.

SCHOOL SECRETARY FOOTNOTES

1. "School Model 83: A New Operational Structure at Fort Rucker." Aviation Digest Jan, 1984, materiel extracted.

2. Ibid.

3. Ibid.

4. Ltr, (U), ATCG-SPA to TRADOC units, Subj: Integrating Center and School Models, 29 Jan 1983, (Doc I-23).

5. Ibid.; ATZQ-RM-FD to ATCG-SPA, Subj: Integrating Centers and School Models, 4 March 1983, (Doc I-24).

6. Ltr, (U), ATDO to TRADOC Units, Subj: Integrating Center and School Model, 29 April 1983, (Doc I-25).

7. Ibid.

8. Ibid; Ltr, (U) ATZQ-RM-FD to ATCG-SPA, 7 May 1983, (Doc I-26).

9. Ibid.

10. Ibid.

11. Ltr, (u), ATZQ-RM to DTD et al., Subj: Study Directive-Implementation of TRADOC School Model 83 Organizational Structure, 29 Jun 83, (Doc I-27); Fact Sheet, ATZQ-DRM, 8 Jul 1983, (Doc I-28).

12. Ibid.

13. MSG, (U) ATZQ-CG to ATCG, Subj: School Model 83, 171600Z Aug 83, (Doc I-29).

14. Ibid.

15. Ltr, (U), ATZQ-CS to DCG/AC et al., Subj: Letters of Instruction (LOI) Implementation of School Model 83, 12 Aug 83, (Doc I-30).

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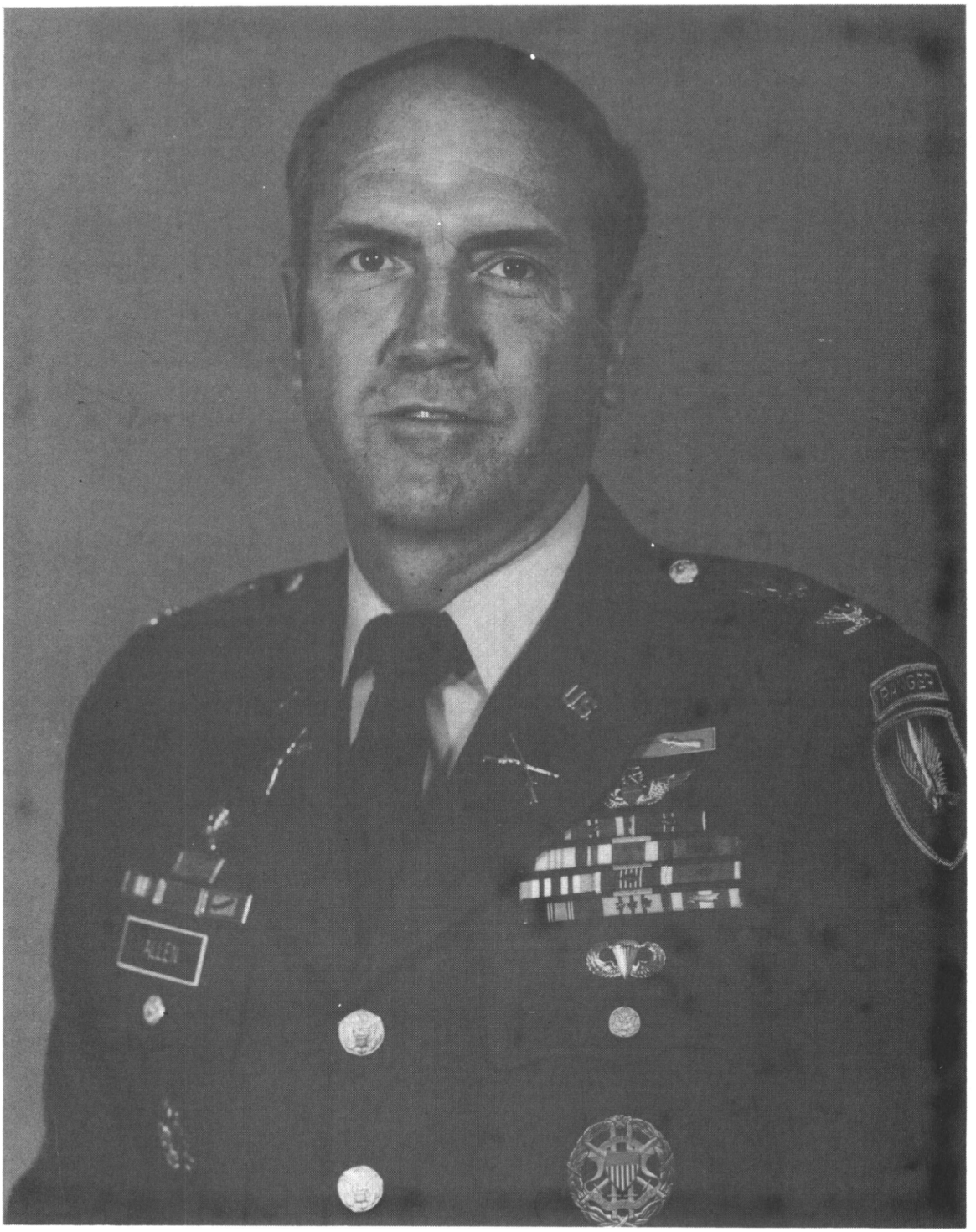
17. Memo, Historical Report for Calendar Year 1983, 17 May 1984, materiel is extracted.

CHAPTER II

ADMINISTRATION, MANAGEMENT, AND OPERATIONS

The units which comprise this chapter were those involved in the administration, management, and operations of the United States Army Aviation Center. Some units or directorates emphasized one of the above elements more than others, and in some instances there was some overlapping of functions. However, all of the units and directorates discussed were important in that they were responsible for "driving" the programs and functions at Fort Rucker.

The order in which these directorates and units will be examined was determined by the Branch Historian. He attempted to put them in sequence, based on their missions and roles in the Aviation Center, as opposed to any emphasis on importance. No matter the order of examination, the units in this chapter were equally important, and provided a great deal of support and efficiency to Fort Rucker.



Colonel David J. Allen, Commander, 1st Aviation Brigade, September 1982 to June 1983.

Colonel Lynn C. Hooper, Commander, 1st Aviation Brigade, June 1983 to the present.

1ST AVIATION BRIGADE

Introduction

The 1st Aviation Brigade was redeployed stateside on 24 March 1973, from Vietnam, where it served with distinction as the Army's primary aviation unit since 25 May 1966.[1]

Upon returning to the United States in 1973, the Brigade changed its TOE designation to that of a TDA (training) status. This was an unusual transformation of status in that most TOE units were either sent to other active duty TOE units, or were deactivated. However, the 1st Aviation Brigade maintained its active duty componency, upon its return stateside, but now strictly as part of a training command. It changed from Troop Brigade to 1st Aviation Brigade in 1977.

Organization

The 1st Aviation Brigade had two commanders in 1983. Colonel David J. Allen served as the Brigade Commander from 1982 to June 1983. He was replaced by Colonel Lynn C. Hooper on the same day, who guided the 1st Aviation Brigade for the remainder of 1983.[2]

Lieutenant Colonel Patrick W. Merten was the Brigade Deputy Commander from 1 January 1983 until 29 June 1983. Lieutenant Colonel Joseph R. Gaston became the Brigade Deputy Commander on 29 June 1983 and held the position for the rest of the year. The Brigade Command Sergeant Majors were Command Sergeant Major Donald H. Devine and Command Sergeant Major Bobby D. Burnett. CSM Devine was the Command Sergeant Major from 1 January 1983 to 25 August 1983, at which time he was replaced by CSM Burnett who served as the Brigade Command Sergeant Major for the remainder of the calendar year.

The Brigade consisted of the 1st Battalion, (Administration), the 4th Battalion, (Instructional), and the 6th Battalion (Instructional). Attached to the Brigade were the 46th Engineer Battalion (Combat) (Heavy) (Augmented), D Company, 229th Attack Helicopter Battalion, (AHB) and A Company Military Police Activity. D Company was a TOE unit which had served in Vietnam from September 1965 until its departure in March of 1972. The 46th Engineer Battalion came on line 5 November 1971. Prior to the above date, it had been designated the 83rd Engineer Battalion.[3]

Mission

The 1st Aviation Brigade exercised command over assigned and attached battalions. It was also responsible for operations, training, intelligence, and security activities within the Brigade.

Accomplishments

What will be undertaken with this chapter on the 1st Aviation Brigade, will be an overview of the Brigade's accomplishments in 1983.

An indepth look will be done on the respective Brigade units. The Brigade had a dual achievement on 21 May 1983, when it conducted the 1983 Spring Sportsfest and 41st Birthday celebration of Army Aviation. The celebration was attended by more than 10,000 people. The Brigade worked overtime in planning such events as a combined carnival and bazaar, and an information center, and an Aviation Museum open house. There were numerous athletic events, such as golf, softball, volleyball, and track and field. The Brigade participated in festivities such as the 4th of July cermonies at the Post Parade Field, and in the 38th Annual National Peanut Festival in Dothan, Alabama, on 22 October 1983.

On 17 August 1983, 1st Aviation Brigade units took in a tactical training exercise at Fort Rucker's Matteson Range. The 46th Engineer Battalion; D Company, 229th Attack Helicopter Battalion; C Company, 509th Infantry (Pathfinders), and 260th Field Artillery Detachment in the 1st Battalion were involved in the exercise.

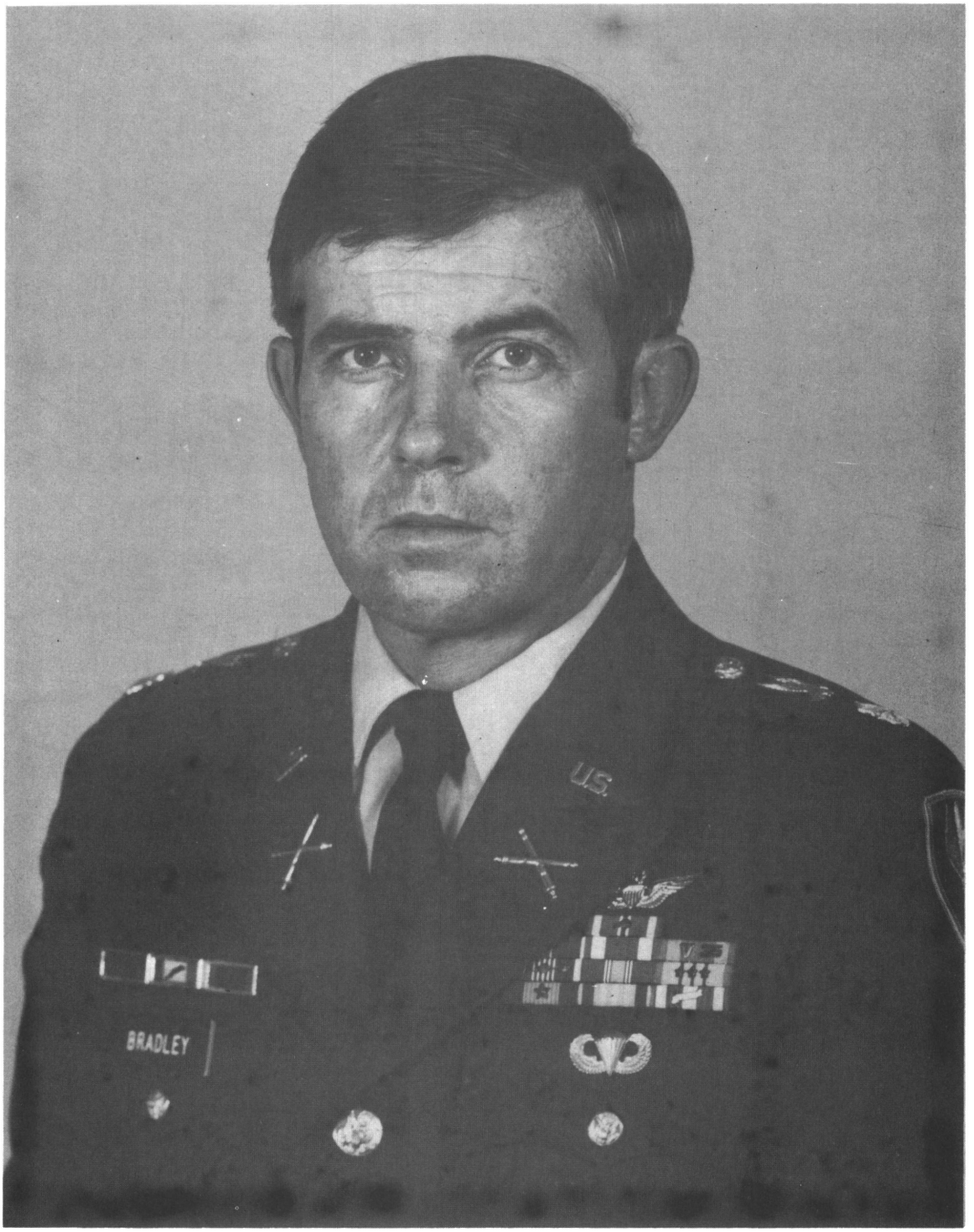
Air Assault Course

Probably the most significant accomplishment for the Brigade in 1983 was the establishement of the USAAVNC Air Assault Course at Fort Rucker. Major General Maddox deemed it important that Army aviation personnel be proficient in Air Assault tactics, such as sling loading on helicopters, forced marches, night and day rappeling from helicopters, compass reading, and pathfinding capabilities.[4]

On 16 July 1983, General Maddox issued a verbal directive to Captain Jeffery J. Anderson, 1st Aviation Brigade, to begin development of an Air Assault course and school at Fort Rucker. The Brigade and the Aviation Center were to be responsible for conducting training at the Air Assault School. Cadre from the 101st Airborne Division (Air Assault), Fort Campbell, Kentucky, were to provide assistance to the Brigade.[5] The following month, on 26 August 1983, Lieutenant General Carl E. Vuono, Commanding General, United States Army Combined Arms Center (USACAC), Fort Leavenworth, Kansas, gave his blessings to General Maddox's Air Assault directive.[6]

Colonel Hooper detailed in a letter to the School directorates on 1 September 1983, what the Air Assault Program was all about. He did not mince words. The training was to commence on 11 October 1983, with the first three classes composed of 25 to 30 volunteers. These classes were to be prototype in nature, but to incorporate an arduous physical training program. The participants, prior to acceptance into the program, had to achieve a score of at least 180 on a recently administered Army Physical Readiness Test. The training period was eight days in length, and with an average twelve-hour day. Upon successful completion of the course of instruction the students would be awarded the Air Assault Skill Qualification Badge. Attending the program was worth two promotion points; the badge was worth five points.[7]

The 1st Aviation Brigade and 1st Battalion in direct coordination with the Directorate of Plans and Training (DPT) were tasked to be the



Lieutenant Colonel John Bradley, Commander, 1st Battalion, 1st Aviation Brigade, all of 1983.

administrative unit for the Air Assault Course. The period from 7 September to 10 October 1983, was spent obtaining the necessary logistics support; getting course structure finalized, and ironing out last minute problems. On 11 October 1983, the first Air Assault Course, 84-1 began. It had twenty-five students of which three were women, and was comprised of enlisted personnel.[8]

The 1st Brigade finished 1983 with a total of five classes. The Air Assault Course underwent a great deal of refinement in the short time it served the Brigade in 1983. It was planned to have classes between 80-100 individuals going through the Air Assault Course at one time in 1984. The Brigade, the School, and the new Army Aviation Branch, could take pride in the term, "Air Assault." Hopefully, it was to be an endemic part of the Brigade and Fort Rucker for many years in the future.[9]

Problem Areas

If the Brigade was encumbered with problems in 1983, they were problems concerning keeping abreast of the myriad of activities in which the Brigade and its units participated. Colonel Allen and his successor Colonel Hooper, guided a brigade whose mission was expanded in 1983. This brought about some growing pains. However, the professionalism and the pride of the soldiers and officers of the Brigade were such as to overcome most shortcomings.

Summary

The 1st Aviation Brigade's mission in 1983 was diversified with administration, instructional, and TOE responsibilities. The brigade took on a new and added responsibility with the implementation of the Air Assault Course on 16 July 1983. However, it met its mission requirements, deployment, and new challenges, and personified the words of the Army Aviation Branch, "Above the Best."

1ST BATTALION

Introduction

Lieutenant Colonel John Bradley was the Commander of the 1st Battalion for 1983. The Battalion Executive Officers were Major John Hall, who served from 1 January 1983 to 23 June 1983, and Major Paul C. Walker, Jr., who served from 27 June 1983, to the end of the year. The Battalion Command Sergeant Major was CSM Gean Hendrick who was the incumbent for all of 1983.

Organization

The 1st Battalion had several subordinate units. They were the 11th, 12th, 13th, and 14th Companies. Company C (PFDR/ABN) 509th Infantry was the other Battalion unit.

Mission

The 1st Battalion exercised command and control over all assigned and/or attached units and elements. It provided command and staff supervision of administrative functions, training, operations, and security. The Battalion also gave logistical support including rations and quarters for all assigned and attached personnel.

Accomplishments

The breakdown of the Battalion's accomplishments will be done on an individual company and unit basis. It will also be broken into four quarterly periods. Also, as the result of a lack of supporting documents, the history will emanate from the unit historical input.

11TH COMPANY

Captain David Prewitt commanded from 23 September 1982 to 27 July 1983. He was succeeded by Captain John Fabry on 27 July 1983, who served until the end of the year. Lieutenant Donna Smith was the Executive Officer from 10 January 1983 to the end of the year.

The 11th Company received kudos for having the best billets for the first quarter of 1983. The company also did exceptionally well in all areas of the annual General Inspection. During the first quarter, nine soldiers from the 11th Company reenlisted.

During the second quarter, on 27 April 1983, the company conducted a Change of Command in which Captain John R. Fabry assumed command vice Captain David S. Prewitt. In the area of sports and recreation, the distaff side of the Company won the overall female award in sports during the 1983 Spring Sportsfest. The male and female softball teams from the 11th Company at the same time showed their prowess by winning 1st place in the the Sportsfest softball tournament.

The 11th Company kept up its winning ways in the third quarter. It won the "Best Barracks" competition as it had in the first quarter. This indicated a great deal of personal and unit pride by the men and women of the 11th. Once again, the company's women did well in sports. The women's team placed third in the 4th Battalion Track and Field day held on 24 September 1983. The company garnered another honor by reenlisting 100 percent of its eligible reenlistees for the quarter.

Captain Fabry's men and women won the Best Barracks Award again in the fourth quarter. The men's basketball team demonstrated its skills by winning 1st place in the Battalion's Fall Sportsfest. The women soldiers of the company, not to be outdone by their male counterparts, scored impressively in orienteering in the Fall Sportsfest. The company underwent survival, escape, resistance, and evasion (SERE) training on 14 December 1983. The company did well in this training--though it only had one day in which to do it.[10]

Problem Areas

The one problem area dealt with training. It appeared there was not enough time in which to get proficient in Skill Qualification Tests (SQTs) and Army Training and Evaluation Programs (ARTEPs). A possible rationale for this was the many duties and functions of the 11th Company precluded getting the soldiers and training components together. However, the 11th Company was determined to ameliorate this shortcoming in 1984.

Summary

The 11th Company's mission was a highly diversified one in 1983. The company exhibited a high degree of proficiency in it's inspection; its reenlistment rate was relatively high, and its soldiers took pride in its sports accomplishments.

12TH COMPANY

The 12th Company had two company commanders in 1983. Captain Terry R. Council was in charge of the company from 23 September 1982, until 26 September 1983. At that time, he was replaced by Captain Howard A. Nemetsky who guided the company for the remainder of the year. The two executive officers for the company were First Lieutenant Suzette Moulton, who was in the 11th Company from 21 January 1983, to 5 March 1983, and First Lieutenant Ronald Gray who arrived at the company on 9 May 1983. LT Gray was the Executive Officer for the remainder of the year.

The company conducted the Physical Readiness Test during the first quarter of 1983. The test was given to 244 soldiers on ten different occasions. Only 49 soldiers failed the Physical Readiness Test. Close to 80 percent of the company's soldiers passed the test. Captain Council knew it was going to be back to basics in regards to physical fitness. Ideally, all the soldiers of the 12th Company should have passed the test. The unit, however, did well in that it had an 80 percent use of its billets. This meant that most of the junior NCO's and lower rank single soldiers were making use of Army facilities thus saving themselves money.

The second quarter was one of apparent achievement. The company reenlisted 100 percent of those eligible for reenlistment. It also provided housing for National Guard and Army Reserve personnel, in addition to 56 assigned soldiers. The company made allowances for 56 soldiers as well as providing extra bed space for transit personnel. The company held its M-16 rifle qualification for its enlisted men and women.

As mentioned earlier, a change of command took place in the third quarter of 1983. Captain Howard A. Nemetsky replaced Captain Terry R. Council on 26 September 1983. During the third quarter, the 12th Company conducted its pistol qualification for officers using thirty-eight and forty-five caliber revolvers and pistols. It also

undertook its semi-anual APRT. This time over 90 percent of the participants passed the test.

The 12th Company's athletes proved their mettle and ability by winning the softball crown during the Fall Sportsfest, and coming in second in the Post Football Tournament of 1983. The company received kudos for its dining facility, (maybe this had some effect upon the high reenlistment rate).[11]

Problem Areas

One area which had to be addressed was physical training. Though a relatively small number of 12th Company soldiers failed the APRT in the first quarter of 1983. The unit had to reassess its physical fitness program, and make the changes necessary to improve its APRT score. It apparently did this because there was a discernable improvement in its later score.

Summary

The 12th Company had its share of accomplishments in 1983. It had a high reenlistment and billet usage rate. It provided housing for National Guard, Army Reserve, and transit personnel. It had two company commanders and executive officers during the year. However, the transition went smoothly, and the company maintained its high peak of efficiency. Its only shortfall was to improve its APRT score--which it did by the end of 1983.

13TH COMPANY

The soldiers and officers of the 13th Company made its presence known both on and off Fort Rucker in 1983. Commanded by Captain William F. Tanner, who relinquished the command to Captain Michael P. Hollis, on 5 Decemer 1983, the 13th Company, as its sister companies, served the 1st Battalion well.

SP5 William J. Baker and PFC Timothy J. Woodall were a source of pride for the 13th Company during the first quarter of 1983. They were selected respectively as the Brigade, Battalion, and Post NOC and Soldier of the Month. This dual achievement was noteworthy, and brought about a real sense of esprit to the company.

The company's sports team did very well during the second quarter. Its volleyball posted a perfect 6 and 0 record in winning the National League Championship, and were runners-up in post play. The 13th Company won first place in men's shot put, discus, and the 20 kilometer bicycle race, during the Spring Sportsfest. The units football team finished second in the Sportsfest, third in women's softball, and fourth in the tug-of-war and pistol shoot. The company sponsored a trip to Atlanta's Fulton County Stadium in June of 1983. It did exceptionally well in April with its APRT--scoring 96 percent.

Once again, the Company's sports team did well in the third quarter, as it had in the previous quarter. The men's softball team was

third in league competition, while the women's softball team finished third at post level competition. In the Battalion's Common Task Testing (CTT), the 13th did quite well. It had a 98 percent test ratio with only one percent failure rate. One percent was allowed as a standard of deviation.

SP5 Gerald Delancy and SP4 Gail James were selected as Battalion NCO and Soldier of the Month for October 1983. Not to be outdone, SP4 Della St.Louis was chosen as Battalion Soldier of the Month for December. The unit conducted its APRT from the 18th through the 29th of October 1983. The company got its public exposure by marching in the Dothan Peanut Festival, in Dothan, Alabama, on 23 October 1983. Captain Michael P. Hollis assumed the reins of command from Captain William F. Tanner on 5 December 1983.[12]

Problem Areas

The 13th Company appeared to be free of discernable problems in 1983. One reason for this seems to be the high degree of continuity in regard to command and staff personnel. Captain Tanner and his staff had what appeared to be an efficient company; this was somewhat influenced by the fact that the officers and soldiers worked closely, yet professionally, with one another which did much to instill pride and cohesion in the 13th Company.

Summary

The 13th Company had a number of its soldiers receive achievement awards going all the way to the Post level. The company was not encumbered by numerous changes of command, nor was it deployed or detailed from Fort Rucker in 1983. It performed well in unit and post athletics--receiving a number of awards for its male and female athletes.

14TH COMPANY

On 11 April 1983, Captain David P. Ridgway became the Company Commander of the 14th Company. He replaced Captain David L. Brice who had commanded the company since the beginning of the year. First Lieutenant Paul R. Disney was the executive officer from 9 April 1983 to 9 September 1983. CW4 William Vickery was the executive officer from 13 September 1983 until the end of the year.

The company spent most of the first quarter of 1983 in the training mode. Military Justice, Operational Security, (OPSEC), Code of Conduct, Alcohol and Drug Abuse, Geneva/Hague Convention, Equal Opportunity, and Standards of Conduct training were all undertaken by the 14th Company.

With the advent of Spring 1983, the 14th Company exhibited its muscles and ability by doing quite well in its athletic endeavors. The unit won six first places in the Spring 1983 Sportsfest. They were in women's swimming, men's racquetball, men's ten kilometer run, women's pistol shoot, men's horseshoes, and women's basketball. PV2 Staley R. Tichenor provided additional laurels to those above, by being selected

as Soldier of the Month on the Company, Battalion, and Brigade levels. The unit color guard was selected to take part on the 4th and 7th of May 1983, at the Officers Club during the Post Change of Command, and again during the Brigade Change of Command on the 24th of June 1983. The company conducted the APRT and Military Justice B Training in April. Weapons qualification, Equal Opportunity Training, and Nuclear, Biological, and Chemical (NBC) Training were undertaken in June 1983.

The third quarter brought additional honors to the 14th Company. The unit's "Hanchey" male softball team placed first in Post-wide softball competition. The 14th Company placed three of it's women on the post women's basketball team. One 14th Company soldier made the post men's softball team. Beside once again displaying its athletic prowess, the 14th Company did exceptionally well in the Common Task Testing (CTT). More than 10 percent of the unit's E-7's and below received a maximum score on the test.

The fourth quarter brought about a continuation of the 14th Company athletic achievements. Its 4X100 relay won first place in the Fall Sportsfest; the women's basketball team and the men's softball team took second in the Sportsfest. The company conducted its APRT in October with make-up tests being given in November and December 1983.[14]

Problem Areas

The 14th Company seemed to interweave its training and athletic participation well into the fabric of its mission. It was a unit that seemed to function quite well in its test scores, so a specific problem area was not apparent in 1983.

Summary

In 1983, the 14th Company underwent extensive training in areas, such as NBC, Military Justice, APRT Preparation, Alcohol and Drug Abuse, Standards of Conduct, Equal Opportunity, and Operational Security (OPSEC). The men and women of the unit performed very well in their sports activities during the year. Its color guard took part in the Post Change of Command and the Brigade Change of Command in 1983. Overall, the 14th Company made its presence felt within the Battalion, and also Post-wide.

98TH ARMY BAND

The ever ubiquitous 98th Army Band, ably led in 1983 by CW4 James Choate, garnered much attention and many honors for the Battalion. It performed not only on post but throughout the Wiregrass area, Georgia, Mississippi, and Florida in 1983.

Two soldiers from the 98th Army Band demonstrated their vocational satisfaction concerning their job by reenlisting during the first quarter. The band performed at least twice weekly during the

quarter--both on and off post. The unit also supported six fly-bys, six swearing-ins, six graduations, and six graduation balls.

The 98th took time out from its busy Spring schedule by having 100 percent of its members pass the APRT. This was a notable achievement because the band's busy schedule almost precluded enough time to prepare for the test. Five more members displayed their apparent satisfaction with their job and Fort Rucker by reenlisting during the second quarter. On 13 June, the entire Company qualified with the M-16A1 Rifle. The band's Spring schedule was quite extensive. The band performed at 7 fly-bys, 7 swearing-ins, 8 graduations, and 9 graduation balls.

During the third quarter, the band maintained its high degree of visibility by playing at numerous functions throughout the Wiregrass region. The band took the CCT on 5 August 1983. All but one of its musicians passed, and those who passed had a score of 100 percent. The 98th was on mass leave from 5-19 July 1983. However, during the third quarter, the band played at 4 swearing-ins, 5 graduations, and 4 graduation balls.

The 98th Army Band maintained its busy schedule through the final quarter of 1983. It participated in a number of local and regional parades. It was during this quarter that the band traveled to Jackson, Mississippi, to perform. The Thanksgiving and Christmas holidays saw Mr. Choate and his musicians take part in local parades and post functions. The band also found time to perform 7 fly-bys, 7 swearing-ins, 12 graduations (including 3 Air Assault graduations), 9 graduation balls. The band was on mass leave from 22 December to 5 January 1983.[15]

Problem Areas

The only problem that might have beset the 98th Army Band, was finding enough time to perform at all the functions scheduled for it, and still maintain its training mode. However, the band was apparently able to train and perform--and do both quite well. The men and women of the 98th Army Band did much for the local and regional communities, and brought distinction upon themselves, the 1st Battalion, the Brigade, and Fort Rucker.

Summary

The 98th Army Band had a busy schedule in 1983. It performed throughout the local and regional areas on Post. It accomplished its major training taskings, such as its rifle qualification, APRT, and CTT. It made it presence known far and wide.

260TH FIELD ARTILLERY DETACHMENT

The 260th Field Artillery (FA) Detachment was a TOE assigned to the 1st Battalion. It was commanded in 1983 by Captain Donald L. Mooney. There were two executive officers for the detachment during 1983. They were First Lieutenant Paul R. Disney, who held the job from 1 January 1983 to 9 April 1983, and First Lieutenant Jose D. Hernandez, who

assumed the Executive Officer position on 9 April 1983, and served at this job for the rest of 1983.

Being a TOE unit, the 260th FA spent 1983 maintaining a high degree of readiness. During the first quarter of the year, Captain Mooney's soldiers conducted rappelling training with Company C, 509th Infantry, and aerial artillery adjustment with Company D, 229th Attack Helicopter Battalion. In conjunction with the above training, the unit's Battery Commander, Executive Officer, and the Fire Direction Officer, observed 2/10 FA Battery ARTEP at Fort Benning, Georgia on 7-9 February 1983. The observation evidently had a positive influence on the 260th, because 97 percent of its personnel passed its ARTEP. The unit was also given the Battalion Best TOE Billets Award. Sergeant William Brawnley was given the Army Achievement Medal for his achievements and leadership ability. The 260th fired retreat each month of the quarter for a total of 2,116 rounds.

The 260th FA conducted section evaluation during May 1983, and the Fire Direction Center underwent an ARTEP evaluation. The 13 Bravos in the unit demonstrated their skills by receiving a 100 percent verification of their Skills Qualification Test (SQT) during April and May of 1983. It maintained its high efficiency level by conducting its APRT in May 1983 with a 97 percent pass ratio. On 14 June 1983, the unit underwent training in preparation for its first ARTEP day, Reconnaissance, Selection and Occupation of Position (RSOP) and emergency procedures. The 260th conducted night training on 28 and 29 June 1983, in preparation for its first ARTEP emergency procedures and night occupation. Its battery rendered a 13-gun salute on the 17th of June 1983, for the Fort Rucker Change of Command Ceremony. The detachment fired at all three monthly retreats, at which time it fired a total of 2,174 rounds.

The third quarter was an exceptionally busy quarter for the soldiers and officers of the 260th. On 19 July and 20 July 1983, the 260th fired illumination rounds from firing position (FP) 4. The unit did well in its night firing. On the 28th and 29th of July 1983, the unit successfully completed its first ARTEP. From the 15th through the 17th of August 1983, the 260th participated in the Combined Arms Tactical Training Exercise. Earlier in the month of August, from the 2nd through the 4th underwent its CTT--in which it did quite well--with a 99 percent passing score. Section training using direct fire procedures were successfully accomplished by the 260th on the 23rd of August 1983. The unit fired 2,480 rounds during the third quarter of the year. Of these above mentioned rounds, 1,104 were high explosive, and 1,376 were illumination for school support.

The fourth quarter brought about somewhat of an attenuation of the 260th FA's firing activities. The unit became more involved with garrison duties. It conducted First Aid Training, NBC and CTT Training. The unit also did some drivers training, and Air Mobile Operations during the fourth quarter. The detachment celebrated St. Barbara (the Field Artillery Patron Saint) Day on 16 December 1983 with a Dining Out.

The unit had its holiday stand-down in the latter part of December 1983. In the final quarter of the year, the 260th FA Detachment fired a total of 2,098 rounds.[16]

Problem Areas

There appeared to be few, if any, discernable problem areas. The unit appeared to be in a high degree of readiness.

Summary

The 260th Field Artillery Detachment a TOE unit deployed to the 1st Battalion maintained a noticeable degree of proficiency in its training and field operations. It worked with Company C, 509th Infantry and Company D, 229th Attack Helicopter Battalion. The soldiers of the 260th did well in their ARTEP, their SQTs, and other tests and evaluations. They were ready for any contingency.

COMPANY C (PFDR/ABN) 509TH INFANTRY

This was the Infantry Unit assigned to the 1st Battalion in 1983. Captain John LeBrun commanded Company C in 1983. The Executive Officer was First Lieutenant Thomas J. Bobowski, who served all of 1983.

Company C was a pathfinder/airborne (PFDR/ABN) unit, so it was at home in the Air Assault venue. Company C spent part of January and February of 1983 undergoing training at Fort Drum, New York, with the 9th Infantry Division, from Fort Lewis, Washington. The unit honed its skills in winter tactical operations. Company C conducted Jumpmaster Course 1-83 and qualified 4 members. It conducted 9 Airborne Operations, expended 189 MCI-1 Main Parachutes, and had 6 rappel missions.

In the second quarter, the unit took time to win the "Best TOE Billets" award. Its honor guard was used on the 12th and 13th of April 1983, to welcome visiting Military Attaches. The unit conducted 5 Airborne and 7 rappel missions during the second quarter. Most of the training tended to be local as far as geography during the quarter, and more garrison oriented.

During the third quarter of the year, the training and mission activity of the Company C was expanded. The company participated in three 12-mile forced marches, 3 day and night compass course missions, a foreign weapons class, a Florida field training exercise, and M-16 qualifications. It also did water jumps in the Florida Keys, known as Sharkwater II, and hand-to-hand combat training. During the month of August and September 1983, Company C helped to provide some of the cadre for the upcoming Air Assault Course at Fort Rucker.*

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* Reference is made to the establishment of the training cadre for Air Assault in the unit on the 1st Aviation Brigade.

Lieutenant Colonel William A. Hall, III, Commander, 4th Battalion, 1st Aviation Brigade, all of 1983.

Company C had its annual General Inspection on the 2nd and 3rd of November 1983, and received 8 laudatory comments. During the fourth quarter the unit conducted 9 Airborne operations. It used 6 Air Force fixed wing aircraft and 3 US Army rotary wing aircraft. It also conducted night airborne training raids at Fort Campbell, Kentucky. Captain LeBrun's men underwent live fire exercises at Fort Rucker, in October 1983, and Sharkwater III at Key West, Florida. They were involved in Jumpmaster course 509-3 training, and provided cadre for the first of the three Air Assault Classes at Fort Rucker for 1983.[17]

Problem Areas

None discernable

Summary

Company C had a busy and exacting training schedule for 1983. It did well in its training with Army, Air Force and Naval Units. The training was specialized, demanding, but above all rewarding. The unit illustrated an Esprit de Corps, and provided much leadership and expertise to the members of the three Air Assault classes at Fort Rucker.

4TH BATTALION

Introduction

Lieutenant Colonel William A. Hall, III was the Battalion Commander of the 4th Battalion in 1983, and Major Robert Lippard served as the Executive Officer of the 4th Battalion from 10 January 1983 to the end of the year. Command Sergeant Major Sonnie D. Bronson was the 4th Battalion Command Sergeant Major for all of 1983.

Mission

The 4th Battalion exercised command and control over all its assigned/attached units and elements. It provided command and staff supervision of its administrative functions, physical security, limited logistical support, quarters and training of assigned personnel. The success of the mission was predicated on hard work and also cooperation by all members of the Battalion.

Organization

The 4th Battalion consisted of the 41st, 42nd, and 43rd Advanced Individual Training (AIT) companies and the 44th Advanced Aviation Officer Training Company.

Accomplishments

(The historical input for the 4th Battalion and its assigned units have been combined because of the surfeit of input from the companies in the battalion).

Though the battalion was primarily concerned with the training of soldiers and officers to serve Army Aviation in maintenance and Air Traffic Control, at the same time it prepared soldiers and officers to be able to meet any contingency. War survival training was implemented into the course training in May 1983.

The 4th Battalion personnel took part in the Army's water survival program at the Fort Rucker Physical Fitness Center pool in May and June of 1983. The training included "drownproofing," which entailed the soldiers jumping into the pool in their fatigues and swim the length of the pool and back. Upon successful completion of the swim they had to remove their fatigues, and make the tops and bottoms into floatation devices. This was not easy to do even under the ideal setting of the pool, but most of the soldiers were able to accomplish the training.[18]

One extremely important accomplishment was the letting out of the contract to build a new barracks complex on post. The new complex was slated to house 792 people. The construction site was located between the boundaries of 23rd and 26th Streets, and Andrews and Fifth Avenues. The much-needed facility was to consist of six barracks, a dining facility, and a three-company administration building, and a central mechanical building. Associated with the complex was the installation of steam lines, sanitary sewer system, electrical distribution, gas lines, asphalt paving, curb and gutter, side walks, grading and landscaping.[19]

The contract to build the complex was let out for bid 25 May 1983, by the Army Corps of Engineers, Mobile District. Bear Brothers, Incorporated, Montgomery, Alabama, was given the contract to build the barracks complex on 15 June 1983. The amount awarded to the company was $8.2 million dollars. It was scheduled to take approximately two years to build.[20]

The USAAVNC was going the extra mile to update the housing for its enlisted personnel. Twenty-two one and two story buildings in the area where the complex was to be built were demolished. Also demolished were existing asphalt, concrete, water, gas, sanitary, sewer, and electrical distribution systems. It was hoped the inconvenience that was placed upon the men and women of the 4th Battalion, concerning their having to live in older billets, would not affect their mission or morale. The entire 4th Battalion area (approximately 40 buildings) was refurbished to include landscaping with an extensive area beautification program.

The 4th Battalion did provide a great deal of self initiative and hard work by refurbishing an unused dining facility close to the battalion area, so it could be used again by its soldiers. Because time was restricted in the training environment, the maintenance and air traffic control students often chose to miss meals rather than walk a mile to the mess hall. Students were not only missing meals, but also tended to do without proper nutrition by eating at the fast food places on or off Post. Approximately 20 soldiers scrubbed, swept, painted, and polished the inside of the dining facility. The building which was on

Seventh Street, opened for business on 22 July 1983. The 4th Battalion soldiers were now able to get their three "squares" a day. This brought about an upsurge in morale and pride, let alone more time to eat.[21]

The 4th Battalion took time from its schedule to receive congratulations for its Standard Installation Division Personnel System (SIDPERS) clerks and their supervisor. They reached a 100 percent efficiency rating; this earned them the Army Achievement Medal on 21 June 1983. Colonel David J. Allen, then Commander of the 1st Aviation Brigade awarded medals to PFC Timothy H. Finney, 43d Company, PV2 James I. Harless, 41st Company, and Specialist Five Michael A. Barnes, SIDPERS Supervisor. PFC Finney and PV2 Harless received an ARCOM after reaching a 100 percent efficiency rating for 6 consecutive months. In October 1983, the Battalion received a new SIDPERS System with computer tie-in to the main SIDPERS terminal at the post Adjutant General level. This further enhanced their processing rate for 1983.

The Battalion received the 63rd Company from the 6th Battalion on 1 November 1983. The 63d was officially deactived on 31 October 1983, and was reactived the next day as the new 44th Company, 4th Battalion. This resulted in an increase of approximately 500 officer students and 4 permanent party personnel in the 4th Battalion. The battalion accepted its additional manpower responsibility and continued with the mission.[23]

To promote an additional dimension of excellence, the 4th Battalion instituted the Smart Troop Program in November 1983. This program allowed the AIT soldier to take additional studies in sub-courses within his MOS. The program was self-paced and supervised by the Aviation Learning Center.[24]

The number of graduates from the Non-Commissioned Officer Education System (NCOES) was 104; the number of graduates from the 44th Officer Student Company was 523. Total number of students graduated from the 4th Battalion in 1983 was 3,527. As adjunct information, the battalion had 9 reenlistments and 7 extensions of service in 1983.[25]

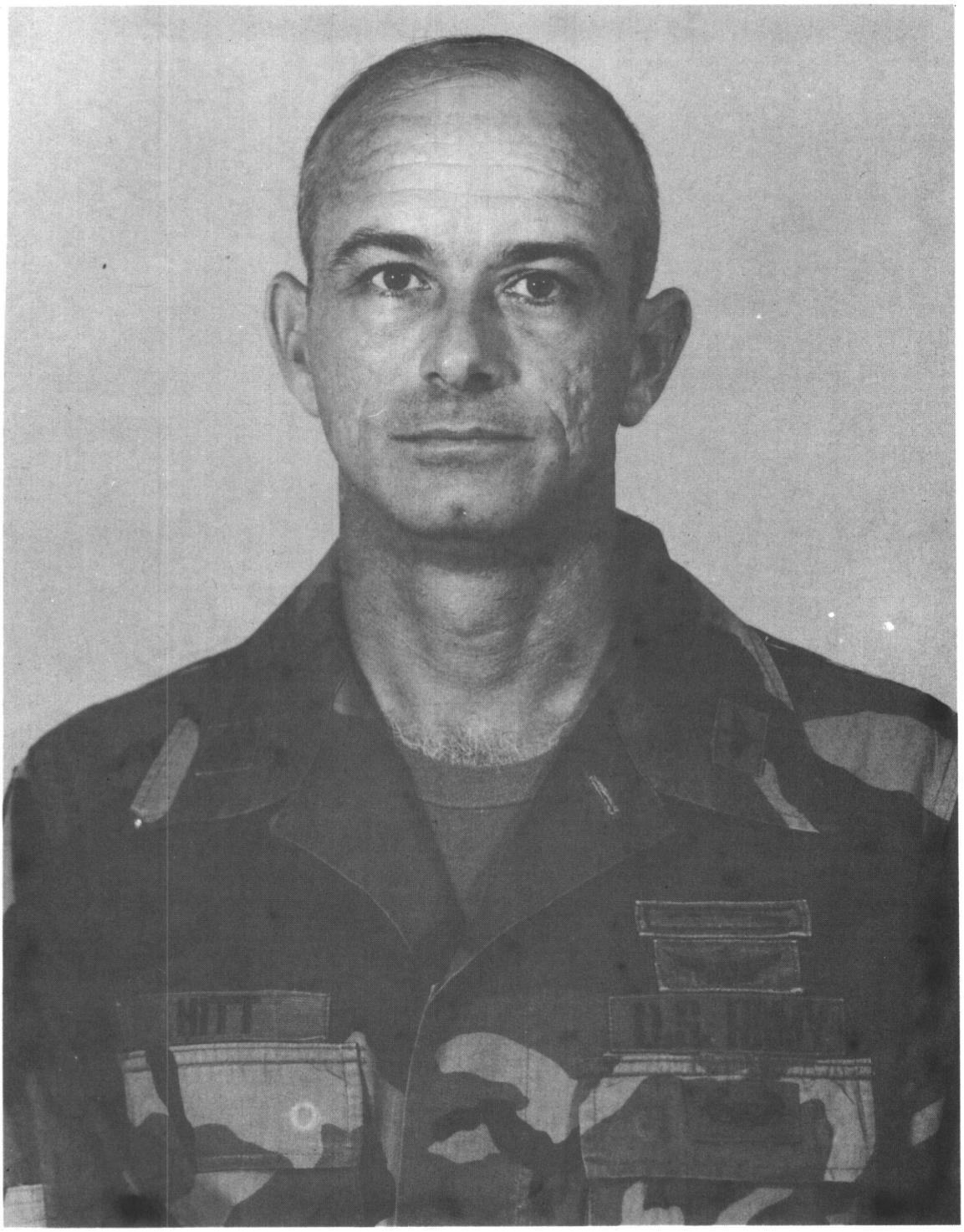
Problem Areas

In 1983, there were 12 service members from the battalion on absent without leave status. This does not reflect in the achievements of the 4th Battalion and its unit, but illustrates a problem which was apparent in many Army units in 1983.

Summary

The Battalion maintained a high degree of training for its AIT student officers. It had a new building complex started in 1983, and refurbished a dining facility for its enlisted personnel. Its SIDPERS clerks exceeded DA standards for the year. The 4th Battalion assumed command of the deactivated 63d Company, 6th Battalion, and reactivated it as the 43d Company on 1 November 1983.

Lieutenant Colonel Moses Erkins, Commander, 6th Battalion, 1st Aviation Brigade, 1982 to June 1983.



Lieutenant Colonel Johnnie C. Hitt, Commander, 6th Battalion, 1st Aviation Brigade, June 1983 to the present.

6TH BATTALION

The 6th Battalion came under the command of Lieutenant Colonel Johnnie B. Hitt on 21 June 1983. The previous Battalion Commander was Lieutenant Colonel Moses Erkins who served from 1982 to 21 June 1983. Major Gary E. Campbell was the Battalion Executive Officer from 17 May 1982 to 13 June 1983. His replacement, Major D. A. Anderson, assumed the Executive Officer position on 16 June 1983, and served in this capacity for the remainder of the year. Command Sergeant Major Timothy Bronson served as the 6th Battalion Command Sergeant Major for all of 1983.

6th Battalion History

LTC Hitt, a long time aviator, assumed the leadership of the battalion which probably has had the greatest impact on Army aviators since 1965. The 6th Battalion dated back to its inception in November 1965 when the 1st and 2nd Warrant Officer Candidate Companies were formed at Fort Rucker to provide support for student personnel attending the Army aviation school. This was the era of the Vietnam War, and hundreds of young aviators went through their initial training in this battalion to advanced training and then to Vietnam.

In march 1968, the 1st, 2d Warrant Officer Candidate Companies were consolidated with two Officer Helicopter and Fixed Wing Training Companies, and the Battalion was designated the Student Aviator Battalion (Provisional). The provisional battalion was redesignated as the 6th Battalion, United States Army Aviation Center, Troop Brigade in May 1970. The battalion consisted of the 60th, 61st, 62d and 63rd Warrant Officer Candidate Companies and one Student Officer Company.

The Primary Flight Training was moved from Fort Wolters, Texas to Fort Rucker in July 1973. Consequently, the Battalion was reorganized into a somewhat different configuration; this being the 60th, 61st and 62d Warrant Officer Candidate Companies. The 63rd Company became the 63d Transition Training Company for warrant and commissioned officers. The 64th Student Officer Company was established to administer the Aviation Commissioned Officers (ACO) program. In 1977, the 6th Battalion (known as the "Warriors") changed operational control from the US Army Aviation Center Troop Brigade to the First Aviation Brigade in October 1977. In 1983, the battalion strength was more than 2,200 soldiers. It graduated approximately 4,900 aviators in 1983.[26]

The battalion also had the distinction of having an Army Aviator Medal of Honor Winner, CW4 Michael Novosel, working at its headquarters in 1983. Mr. Novosel, had won the Medal of Honor in Vietnam while serving as a MEDEVAC pilot in 1969.

Unit Mission

The 6th Battalion provided the command and control for the administrative training and operational support for officer and warrant officer candidate students in the Aviation Officer Basic Course,

(AVNOBC, Phases I-III). The battalion also administered the Warrant Officer Candidate Military Development Course (WOCMDC) program, the Warrant Officer Rotary Wing Aviator Course, and the Officer Rotary Wing Aviator Course.

Accomplishments

Colonel Hitt spent the last several months of 1983 working assiduously to get the Aviation Officer Basic Course ready for its scheduled implementation date of 4 June 1984. This meant getting a trained cadre of warrant and commissioned officers to administer and teach the course. Programs of Instruction (POI) had to be written, examined for relevance, revised where necessary, and finally approved by both the battalion and the Combined Arm Tactics Directorate.[27]

The 6th Battalion constantly reassessed and revised POIs and training programs in 1983. Its personnel knew that they had their work cut out for them in regard to the new programs. However, time was one variable which was on the side of the "Warriors." What they could not finish in 1983, the members of the battalion knew by working as hard in 1984 as they had in 1983, they would have all their programs on-line by 4 June 1984.

The battalion was not only concerned with the maintenance of the highest standards possible, but at the same time, being a "Chain of Concern" for all battalion family members. Colonel Hitt, his staff, the Company Commanders, and senior NCOs, knew that the young Warrant Officer Candidate (WOC) and aviation officers needed guidance, encouragement, and support--as did their families. The battalion companies sponsored activities such as solo cycles, tug-of-war, car washes, blood drives, and parties and picnics for the student and their families.

Colonel Hitt instructed his company commanders to maintain an "open door" policy in reference to the students. He believed it was imperative that students have access to commanders to obtain guidance, assistance in resolving problems, and commiseration, where applicable. According to Colonel Hitt, student aviators were people, not merely numbers, and the Army had to remember that it was not better than the men and women who served in its ranks. This was an admonition well worth remembering.[28]

Problem Areas

The 6th Battalion began 1983 with a shortage of Training Advising and Counseling (TAC) officers. The battalion was authorized 26, but only had 22 TACs. The incumbent Battalion Commander, LTC Moses Erkins, had to involuntarily extend two officers beyond their assigned tour of 18 months to have enough TACs for the battalion. Appeals to the Directorate of Flight Training (DOFT) for support met with minimal results. This caused a great deal of anguish in the battalion since the fiscal year (FY) was scheduled to see a marked increase in the number of assigned students.[29]

The battalion spent the Spring and Summer of 1983 attempting to ameliorate the TAC shortage. However, when LTC Hitt came onboard on the 21st of June 1983, solving the TAC shortage was not uppermost in his mind, so it took a while before he and his staff could address it. When CW4 Novosel became the battalion TAC in May 1983, he went to work to reduce the shortage. He reshuffled schedules and personnel, and by the end of the year, the TAC problem was manageable enough that the battalion was able to live with it.[30]

Summary

The 6th Battalion had served Fort Rucker since 1965. Hundreds of young Army aviators--both male and female--have graduated from the battalion. Its mission over the years had been expanded. However, its primary objective in 1983 was the same as it had been in previous years: Putting out the best aviators and maintaining the highest quality of training and support. The 6th Battalion also worked toward the eventual implementation of the Aviator Officer Basic Course in 1984 and the expansion of the Warrant Officer Candidate Course.

6TH BATTALION COMPANIES

The 6th Battalion companies provided the wherewithall necessary to make the aviator student programs function smoothly. The respective companies had diverse missions. However, they complimented each other. By going through one phase and on the the next one, the student, as a rule, underwent a modicum of trauma in his and her quest to become Army aviators. The functions and achievements of those student companies in 1983 deserve to be told.

60TH COMPANY

The 60th Company was the first company the fledgling Warrant Officer Candidate (WOC) saw in his training cycle in 1983. Bereft of most of his hair--if he was male--and some of his dignity, the WOC candidate began aviation training at the 60th. Captain Houston A. Yarbrough was the Company Commander from 19 August 1982 to 20 September 1983. Captain George A. Vidal assumed command of the 60th on 20 September and served the remainder of the year as the company commander. The company commanders were ably assisted by their First Sergeants. First Sergeant Jacobus Z. TenBroek served as 1st Sergeant from 1 January 1983 to 23 May 1983, at which time he was replaced by First Sergeant Melby J. Hallford who continued as First Sergeant for the rest of the year.[31]

The young WOC received much of his guidance and support from the ever ubiquitous First Sergeant. The 60th Company was a shade above boot camp. For six weeks, prior to any flying programs, the WOCs were to move about in great bewilderment. Mass formations were the order of the day. Military development was the catchall given to the six week program at the 60th Company. Enlisted men and women wanting to become Army aviators had to learn to study, endure, and occasionally suffer. They took classes in military customs, history, hygiene, and similar

courses. The WOCs at the same time underwent a physical regimen destined either to make them believe in their physical capacity to withstand torture, or to make them realize they were not meant to be aviators. The six weeks at the 60th Company were not easy; nor were they meant to be easy. However, those who passed the portals of the 60th Company had at least begun their transition from enlisted to officer status.

From 1 January 1983 to 31 December 1983, the 60th trained 848 Warrant Officer Candidates. Also six Warrant Officers were selected to assume TAC officer duties in the 60th. The WOCs of the 60th took time out from their busy schedule to win best marching unit streamers in Brigade ceremonies in 1983. CW3 Richard M. Plesur, was the first non-aviation Warrant Officer to serve as a TAC officer for the company. Two additonal non-aviator TACs were added to serve in a similar capacity in 1983. The 60th also began its preparation to receive non-aviation Warrant Officer Candidates on 16 January 1984.[32]

Summary

The 60th Company served as the unit first in the eyes, mind, and being of the aviation WOCs. The company had these young men and women for six weeks. In those six weeks, the company was responsible for their moving on to flight student status. The 60th Company evidently did a good job in preparing the WOCs for further training in 1983. It successfully trained 848 Warrant Officer Candidates in 1983.

61ST COMPANY

Captain Myron E. Pangman was the Company Commander of the 61st Company from 1 January 1983 to 27 May 1983. He was succeeded by Captain Robert E. Cox on 27 May 1983 and was the commanding officer for the remainder of the year. The two executive officers were First Lieutenant Roberto Rubet and First Lieutenant Steven C. Edge. Lieutenant Rubet was the XO from 1 January 1983 to 14 June 1983. Lieutenant Edge served from 16 June 1983 to the end of the year. First Sergeant Michael W. Schrumpf had served in his capacity since 3 November 1982. He could aptly be referred to as "an old salt," because of his time in service as First Sergeant of the 61st. However, the Operations and Training NCO, Staff Sergeant Terrance Lee was "the Boot." He had begun in the company one less day than First Sergeant Schrumpf, having come on board in 4 November 1982.

The 61st Company's mission in 1983 was to provide the necessary command, administrative, and logistical support to warrant officer candidates during their preflight and primary flight training. Their military development training program was expanded to include aeronautical subjects. The WOCs found that while in the 61st Company, they were able to have their hair a little longer and had the honor of wearing flight suits (also referred to as "pickle suits"). They were starting to at least present a reasonable facsimile of being an aviator.

Besides the classroom and flight training curriculum, WOCs from the 61st were involved in post beautification projects, community relations,

and renovation of the unit dining facility. They won the "Best Dining Facility" award three quarters in a row in 1983 in post wide competition. The 61st Company also participated in post blood drives, and often had 100 percent participation of company personnel and warrant officer candidate.[33]

Summary

The 61st Company was the home for WOCs in the preflight and primary flight training in 1983. It was through the unit that the WOCs eventually moved on to their junior and senior phases of flight training. The training staff of the 61st did an excellent job in the furtherance of the making of aviators out of young men and women which came under its aegis.

62ND COMPANY

The 62nd Company was the final transfer point for those who had completed their preflight and primary training. It was from this unit that the Army Warrant Officer graduated as an aviator.

Captain Marshall T. Hillard, the Company Commander from the first of January 1983 to the 29th of July 1983, at which time he relinquished command to Capt John W. Barton. Captain Barton was the Company Commander for the rest of 1983. First Sergeant Jose L. Sarmiento was at his position for all of 1983. The Operations Sergeant was SFC Robert L. White, who was replaced by SFC James R. Taylor on 15 September 1983.[34]

The 62nd Company's primary mission was to provide the command, administrative, and logistical support to Warrant Officer Candidates during their junior and senior phases of flight training. Upon completion of the 24 week training, the WOCs were appointed as Warrant Officers and graduated as Army aviators.

During 1983, the company received 997 WOCs from the 61st Company and graduated 922 Warrant Officers. The unit gave the largest donation by an organization at Fort Rucker. It donated $11,376.00 to the Combined Federal Campaign. The 62nd Company displayed its philanthropic propensities by donating tricycles to the post child day care center and clothing to Honduran ophans. It contributed goodly amounts of money to local Boy Scouts and to the Sheriff's Boys Ranch in Clayton, Alabama. The men and women of the 62nd Company erected a stone memorial to the gallant United States servicemen who died in Grenada. The unit also assisted local schools in fund raising efforts during Halloween.[35]

During 1983, the flight program was revised to the extent that the Department of the Army (DA) promulgated a policy whereby Warrant Officer Candidates were able to select their own aircraft transitions. Senior WOCs were allowed to wear a uniform similar to that of a Warrant Officer. As an aside, the 62nd Company provided a mascot, Garfield the Golden Hawk, for the 1st Aviation Brigade.[36]

Summary

The 62nd Company provided the final two flight training phases for the Warrant Officer Candidates in 1983. The final two phases of training totaled 24 weeks. The company spent a great deal of time in philanthropic pursuits and provided a mascot for the 1st Aviation Brigade.

63RD COMPANY

The 63rd Company was unique in that it was deactivated in October 1983, and reassigned to the 4th Battalion on 1 November 1983, where it was given the designation as the 44th Company.

However, the incumbent 63rd Company had Captain Walton C. Carrol as its Company Commander, and SFC Charles M. Hunter as its First Sergeant. The Company provided internal and operational support to student officers enrolled in the 28 different programs of instruction. It also conducted training for permanent party personnel, and coordinated and organized the annual social activities for the Warrant Officer Career College.[37]

On 31 October 1983, the company was deactivated and assigned to the 4th Battalion. A nascent 63rd Company was scheduled to replace the original unit in early 1984.

Summary

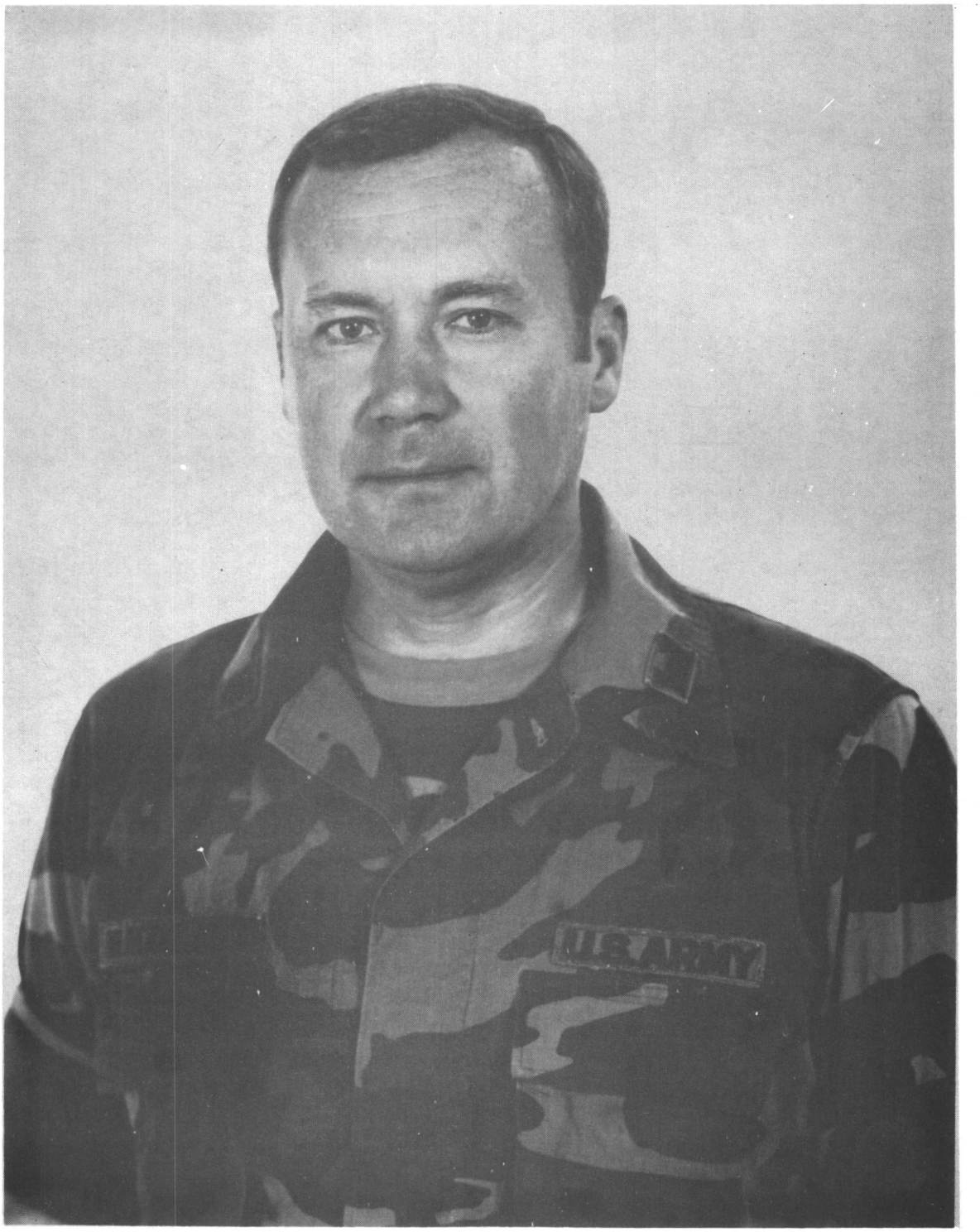
The 63rd Company provided the internal and operational support to student officers enrolled in the vast array of programs of instruction. On 31 October 1983, the Company was deactivated and assigned to the 4th Battalion of the 1st Aviation Brigade.

64TH COMPANY

The Commander of the 64th Company was Captain Gratton O. Sealock, II, who assumed his position on 4 May 1983. He succeeded Captain Lee A. Thompson, whose tenure of command was from 9 February 1982 to 3 May 1983. Second Lieutenant Craig A. Kracht was the executive officer from 15 January 1983 to the end of 1983. Sergeant First Class (SFC) Charles S. Horne was the First Sergeant from 1 October 1981 to 15 May 1983. SFC Phyllis D. Brownen was the interim First Sergeant from 21 May 1983 to 25 July 1983. SFC Samuel J. Goodwin became the First Sergeant of the company on 1 August 1983, and served out the rest of the year in that capacity.

The 64th Company had the mission of providing all command, administrative, and logistical support to all assigned/attached personnel, and officers attending the Initial Entry Rotary Wing (IERW) class. The company provided similar support to United States Military Academy (USMA) cadets and ROTC cadets.

The 64th had a busy year. Its students took part in the Brigade Spring Sports Festival, and won three streamers. It did nearly as well



Lieutenant Colonel John I. Klaczkiewicz, Commander, 46th Engineer Battalion, 1st Aviation Brigade, all of 1983.

in the Fall Sports Festival by winning two streamers. On 11 December 1983, the 64th Company passed the Adjutant General Inspection, receiving laudatory comments.

Summary

The 64th Company provided the administrative, command, and logistical support for student flight officers in 1983. It also supported West Point and ROTC cadets involved in summer flight training.

46TH ENGINEER BATTALION (COMBAT) (HEAVY)

Lieutenant Colonel John I. Klaczkiewicz was the battalion commander of the 46th for all of 1983. His executive officer was Major Robert J. Wrentmore, who was at the battalion the entire year. Also serving the battalion for all of 1983 was Command Sergeant Major Douglas Harris.

Mission

Engineer Units

The battalion's engineer units had as their mission the following: The construction and rehabilitation of roads, airfields, pipeline system, structures, and utilities for the Army and Air Force. The units also assisted in emergency recovery operations, and provided engineer combat support and general engineer work. They also performed infantry combat missions when required to do so.

Organization

The 46th Engineer Battalion consisted of four organized units, one detached unit; and five attached units. The detached unit was D Company which was domiciled at Fort McClellen, Alabama. The organic companies were Headquarters, A, B, and C. The attached units consisted of the 108th Quartermaster Company; the 416th Transportation Company; 427th Medical Company; the 123rd Explosive Ordnance Detachment (EOD), and the 91st Engineer Detachment (Fire Fighting).

Attached Units

These units established and operated temporary petroleum storage facilities to division support commands and direct support and service companies. They transported bulk petroleum and supply products. The attached units also provided ground evacuation and medical support, and fire fighting crash rescue assistance.

Fort Rucker Support

The engineering support helped maintain combat readiness of REFORGER units. It provided troop construction and maintenance support to Fort Rucker. It also gave support to USAAVNC Training Activities; supported contingency requirements,[39] conducted parades, ceremonies, and funerals as directed.

First Quarter

The engineer portion of the battalion had a busy first quarter. It was involved in a Command Post Exercise at Montgomery, Alabama, from 22-24 February 1983. It was an exercise with associated units, with whom the 46th would deploy for REFORGER. Bravo Company of the 46th deployed to Fort Benning, Georgia, from 7 to 11 March 1983, in preparation for an ARTEP. While at Fort Benning, the unit honed its weaponry and bayonet skills. A sister unit, the 108th Quartermaster Company, conducted an Emergency Deployment Readiness Exercise at Fort Rucker from 8 to 11 March 1983. The 46th used its diverse skills to complete a landfill for the City of Troy, Alabama, and to finish a helipad for the Commanding General during the quarter. It also built a prefabricated metal storage facility for the Physical Fitness Center on post, and took time to remodel its dining facility.[40]

Second Quarter

The battalion underwent an ARTEP at Fort Rucker, from 23 to 29 April 1983. The exercise addressed many phases of tactical combat engineering, such as minefield emplacement, anti-tank/vehicular ditches, timber trestle bridge construction, obstacle construction, demolitions, main supply route bridge construction, and vertical construction tasks. The 416th Transportation Company participated in a field training exercise at Eglin, AFB, Florida. The company trained in day and night operations, map and compass work, and NBC exercises. The battalion took part in the Fort Rucker Change of Command on 17 June 1983. In April 1983, 30 enlisted men and one officer from the 108th Quartermaster Company were sent to Fort Irwin, California, to conduct reverse osmosis water purification operations. During the quarter, the 46th Engineer Battalion completed 39 concrete helipads at Guthie Field, and upgraded the Blackmill Range Road.[41]

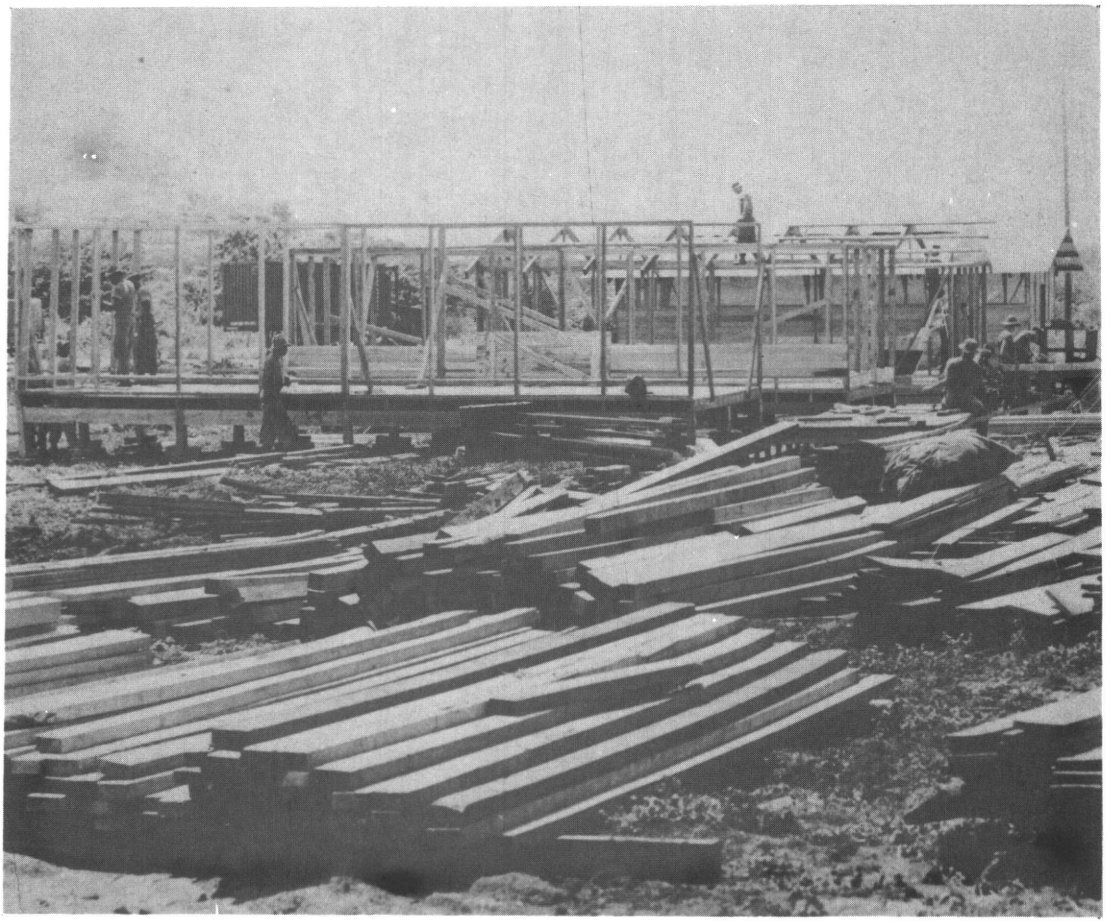
Third Quarter

On 18 July 1983, the 46th Engineer Battalion was alerted for movement overseas to Honduras, Central America. This was to be a major undertaking. Honduras was to be a major test-site for the engineers. They were going to be working in somewhat hostile terrain--though in a relatively friendly nation. The engineers would have the opportunity to do all types of work projects in a "real-world" milieu. The advanced party left Fort Rucker for Honduras on 16 August 1983. Delta Company from Fort McClellan, left for Honduras on 28 August 1983. A contingent from battalion headquarters departed for Honduras on 20 August 1983. Most of the TOE equipment went by boat. While in Honduras, the 46th Engineers took part in building road projects, self-help and sanitation projects, and community affairs. Shortly after the majority of the 46th Engineer Battalion departed for Honduras, the 427th Medical Company conducted a field exercise to maintain REFORGER Training. Meanwhile, the 108th Quartermaster Company was involved in the Bold Eagle '84 exercise a Eglin AFB, Florida. The unit supported the training by the maintenance and transporting of petroleum products. Prior to deployment, the 46th completed the Hanchey POL (Petroleum, Oil,

46th Engineer Battalion equipment coming ashore on the coast of Honduras, 1983.

46th Engineer Battalion soldier talking with Honduran villagers during deployment to Honduras in 1983.

Member of the 46th Engineer Battalion giving clothing to Honduran children during 1983 deployment to Honduras.



One of the several building projects undertaken by the 46th Engineer Battalion in Honduras during the 1983 deployment.

Lubricants) roads, and work at Camp Alaflo Boy Scout Camp.[42] The third quarter was a noteworthy quarter for the 46th Engineers.

Fourth Quarter

Most of the 46th was in Honduras during this quarter, and not scheduled to be redeployed to Fort Rucker until early 1984. The rear detachment battalion, however, stayed quite busy. Twelve of its members graduated from the first Air Assault Class in October 1983. In October 1983, the 416th Transportation Company and the 108th Quartermaster Company continued involvement in Bold Eagle '84. The units combined to move 2.5 million gallons of fuel, and drove more than 75,000 miles. The rear detachment battalion spearheaded the annual Fort Rucker "Operation Santa Claus" toy and clothing collection drives. Over 11,000 toys were collected, refurbished, and distributed throughout the Wiregrass area. In addition, the 46th also sent food and clothing to Honduras, to be distributed to needy people. On 16 December 1983, the first redeployment of engineer equipment from Honduras arrived at the Port of Mobile, Alabama, and shipped on to Fort Rucker.[43]

Problem Areas

One area of concern was the wide area of displacement of personnel and equipment in 1983. Though not outwardly apparent, it was apparent to LTC Klaczkiewicz and his staff. Units and personnel took time to "marry up" with one another, and logistical and support problems were not easy to overcome. However, the 46th Engineers worked long and had to mitigate, if not ameliorate, these sore points. In spite of the above problems, the 46th Engineers had a major successful deployment to Honduras and accomplished other noteworthy projects.[47]

Summary

The 46th Engineer Battalion was a TOE unit under the aegis of the 1st Aviation Brigade. It was commanded by LTC John I. Klazkiewicz in 1983. Its units were constantly undergoing training, ARTEPs and major training exercises. It deployed to Honduras in the late Summer and into the Fall of 1983. It was scheduled to return from Hondruas in February 1984.

D COMPANY, 229TH HELICOPTER BATTALION

D Company, 229th Attack Helicopter Battalion was assigned to the 101st Airborne Division (AASLT) and domiciled at Fort Rucker, Alabama. However, it was operationally connected (OPCON) to the 1st Aviation Brigade.

Major Gerald D. Saltness commanded D Company from 1 January 1983 to 30 June 1983, at which time, he relinquished command to Major Richard C. Cashon. Major Cashon retained command for the rest of 1983. Captain D.A. Anderson served as the executive officer from the beginning of 1983 until 22 June 1983, at which time he was replaced by Captain David P. Miller, who finished the rest of the year as the XO. D Company had two First Sergeants in 1983. They were First Sergeant Robert McCook who

served from 1 January 1983 to 11 May 1983, and First Sergeant Wayne Closson, who was the First Sergeant for the remainder of 1983.[45]

Mission

D Company had worldwide deployability as part of the Rapid Deployment Joint Task Force (RDJTF). It also was part of the Combined Arms Team, and had the capacity to locate and destroy enemy armored mechanized forces using aerial firepower, maneuver and shock effect. D Company also provided support to the United States Army Aviation Center.

Accomplishments

From January 1983 on, D Company found itself busy with a wide variety of missions and training exercises. In January, the Company supported elements of the 82nd Airbone Division during the 18th Airborne Corps Joint Training Exercise (JTX) Dragon team 04-83 at Eglin AFB, Florida. It provided direct support of maneuver brigades, Joint Air Attack Team Training (JAAT) with Air Force A-10s, and Airmobile escort missions. These operations were "round-the-clock," and reflected D Company's mission-oriented attitude.

Upon returning from Dragon Team in the middle of January 1983, the company received an Aviation Resource Management Survey (ARMS) inspection by the FORSCOM ARMS team. It received the mark of operational excellence for aviation operations, safety, and supply management. As an aside, the aircraft experience by its warrant officers was two thousand hours per pilot.

In conjunction with its role in the RDJTF milieu, D Company flew its aircraft to Lawson Army Airfield, Fort Benning, Georgia, to practice its Emergency Deployment Readiness Exercise (EDRE). The unit aircraft underwent loadout operations by its ground personnel. Upon completion of the exercise, the helicopters were flown one hundred miles back to Fort Rucker.

In February 1983, D Company and its aircraft deployed to Fort Campbell, Kentucky, to take part in its first external Army Training Evaluation Program (ARTEP). The main body arrived at Fort Campbell on 12 February 1983, and moved to the field for a shakeout field training exercise (FTX). The company conducted its ARTEP and adjunct missions, and performed well in all areas.

March 1983 was dedicated to ARTEP recovery and preparation for an aerial and individual weapons qualification exercise at Fort Benning, Georgia. At the time preparation was underway for the aerial and weapons qualification exercise at Fort Benning, D Company's officers participated in Gallant Knight '83, a corps-level RDJ&F Command Post Exercise (CPX) at Fort Bragg, North Carolina. At this exercise, D Company supported the 24th Division. The CPX brought out the fact that the Attack Helicopter was the discriminator in battle.

April, May, and June 1983 were spent in gunnery qualification and operations. However, for every hour in the air, company personnel spent

an inordinate number of hours in preparation for the aerial operations. Everything from convoy clearance with civilian authorities to established supply accounts at specifice training installations had to be accomplished. D Company found it moved not only by air, but also by pencil and paper.

During May and June 1983, D Company also supported the USAAVNC and did air training manual (ATM) flying.

In June, D Company deployed to Fort Benning, Georgia, for an Aerial Gunnery Exercise (AGX). The exercise was tailored around a combined arms team scenario in which the Air Battle Captains (ABC) were required to employ their attack teams in a manner ensuring proper tactics and terrain utilization. The individual crews also had to achieve maximum accuracy with weapon systems. The company moved in the latter part of the month to its new quarters.

July was spent accomplishing post support and remodeling of the new company quarters. Time was also spent on necessary aircraft and weapon system maintenance, and in administrative chores.

The company stayed at home in August 1983, but took part in the Combined Arms Tactical Training Exercise (CATTE). Matteson Range was the site of the training scenario. Aeroscout helicopters, attack helicopters (Cobras), A-10 close support aircraft, OV-1 reconnaissance aircraft, armor, infantry, artillery, and an airmobile insertion were integrated into a program that was viewed by over two thousand people. It was quite a show! The firepower and quality execution by all those involved impressed professionals and laymen alike.

In September 1983, the Company went airborne back to the gunnery ranges of Fort Benning for another summary exercise. Its command was also preparing for JTX Bold Eagle '84 in October.

October 1983 was an eventful month for Company D. As part of its role in Operation Bold Eagle '84, it supported the 197th Infantry Brigade and deployed in total. Over the course of the five day tactical play, the unit flew nearly five hundred hours. The pace was rapid and Company D was so responsive that it required additional use of controllers to maintain the twenty-four day pace the company was setting. October also marked replacement of the older OH-58A with the improved OH-58C helicopter allowing the aeroscouts a better aircraft to perform their mission.

In November 1983, the company, being part of the 101st Airborne Division (Air Assault), self-deployed an attack team to Fort Campbell in support of its attack helicopter operations. Also during the same month, Company D supported the USAAVNC Mini-Boles Creek VIP exercise. The company flew the Assistant Secretary of the Army through a simulated tactical scenario, and demonstrated the capability, lethality, and employment of an attack team. He was impressed.

As the year wound down in 1983, December found Company D back at Fort Benning, Georgia. This time it supported the 197th Infantry ARTEP.

At the same time, the unit conducted an aircraft decontamination exercise for filming by the USAAVNC. After completion of the above, the company closed shop for the holidays.[46]

Problem Areas

Company D underwent critical equipment shortages which at times put a strain on its missions and operations. The company flew 4500 hours during 1983 with one class C mishap, that as a result of an engine failure while operating Nap-of-the-Earth (NOE). The aircraft was set down with only minor damage.[47]

Summary

Company D was tasked to support various exercises and missions both on and off Fort Rucker. It was also part of the Rapid Deployment Joint Task Force (RDJTF). The company received a number of kudos for its operational readiness.

MILITARY POLICE ACTIVITY

Mission and Organization

The Military Police Activity (MPA) was the primary mover behind all Fort Rucker law enforcement entities and functions. The Provost Marshal's Office was the unit responsible for the maintenance of order, physical security, crime prevention, apprehension of military law violators, and non-felonious investigation. Under the MPA badge also came the Administration/Plans Branch, A Company (which was attached to the 1st Aviation Brigade), Operations Branch, and Investigations Inspections Branch.

A Company, MPA, supported the Fort Rucker Provost Marshal's Office with personnel and logistics. The unit was comprised of four offices, 80 enlisted personnel and 22 civilians. Captain(P) Robert H. Wood was the Company Commander from 1 January 1983 to 11 May 1983. He was replaced by Captain Maria D.A. Polo who assumed command on the above date, and remained as the company commander for the remainder of the year. There were two Assistant Operations Officers in the company in 1983. They were First Lieutenant Betty M. Gieseke and First Lieutenant Glen C. Stagnitta. The former was in her position from 1 January 1983 to 15 July 1983; the latter assumed his position on the above date and was the Assistant Operations Officer for the rest of the year. Sergeant Major Ed Smith was the Provost Marshal Sergeant Major for 1983.[48]

Accomplishments

The Military Police responded to over 5,000 incidents in 1983. Of these 5,000 incidents, 774 were grouped into four major categories: they were crimes of violence, of which there were six; crimes against property which numbered 318; drug suppression/apprehension numbered 98 cases, and traffic accident investigations totaled 352.

The MPs, commensurate with the volume of traffic on post, issued 5,452 Armed Forces Traffic Tickets to soldiers and civilians for various traffic offenses. The MP unit also gave 2,634 Federal Magistrate Tickets, which dealt with violations of state laws. Seventy-eight driving privileges were suspended by the MPA in 1983. The MPs wrote out 1,418 reports in areas, such as altercations, assault and battery, physical threats, etc.

The AWOL apprehensions section of the MPA had a busy year. It traveled more than 27,769 miles throughout 79 counties in three states. One hundred and seventeen absentees were returned to Fort Rucker.

The Military Police investigation unit dealt with 98 marijuana cases on post in 1983. There were 43 assault cases; 318 larceny cases; 16 housebreaking cases; 150 civil cases and 30 harrassing/obscene phone calls. Needless to say, the investigators were kept busy in 1983. One noticeable disparity was that of the value of private property stolen as opposed to that recovered. The value of stolen property was $4,236,189.60 and that of the recovered property was $125,281.94. During 1983, the MP Investigation Section spent a great deal of time visiting military organizations and groups on post. It provided drug abuse information to the soldiers, such as the identification of drugs, use of the narcotic detector dogs, and coordination with appropriate post agencies. Though the use and presence of drugs was probably not as serious at Fort Rucker as at other posts, there was drug usage on post. In fact, the most significant seizure of contraband was 276.4 grams of marijuana, as the result of a military working dog (MWD) section involved in a traffic stop. Additional roadside spotchecks were productive. Not only was more contraband seized, but offenders possessing the illicit drugs were identified. Several of Fort Rucker's Military Police were sent to Lackland Air Force Base, San Antonio, Texas, for basic and patrol narcotic detector dog courses in anticipation of filled MWD requisitions.

Manpower was somewhat of a problem for the MPA in 1983, though it performed quite well with the existing personnel and resources. Two glaring problems were larcenies in barracks and in the housing areas on post. The Crime Prevention Section worked long and hard to ameliorate the problems. From October through December 1983, the Crime Prevention Section made 13 visits to the barracks and housing areas to educate soldiers and their families on being aware of conditions conducive to crime. No apprehensions were made, but there was a noticeable decrease in larceny and related criminal activities.

An important program at Fort Rucker was the Officer Friendly Program. The program was instrumental in building a better rapport between children of the military community and law enforcement personnel. The community children were taught classes, such as bicycle safety, crime prevention techniques, drug and alcohol awareness, baby sitting, the role of police officers in the community, and Halloween safety. The program was highly successful. The Junior Military Police Cadets Program was an adjunct of the Officer Friendly Program, and was well received by young men and women between the ages of 10-18. Younger children, from 8-10 years of age were accepted into the program in 1983.

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The Junior Military Police Cadets were involved in a myriad of activities, such as car washes, swim and skating parties, bike rodeos, dances, kite contests, and a Halloween Haunted House. The MPA and the Junior Military Police Cadets participated in the annual Wiregrass Christmas Party, which was attended by children from throughout the Wiregrass area. The Fort Rucker community gave a vote of gratitude and confidence to these young men and women for a job well done.[49]

Problem Areas

The one apparent area of concern was the shortage of manpower necessary to perform all of the functions of the MPA. However, Captain Polo and her personnel did extremely well with the resources at their disposal.

Summary

The Military Police Activity (MPA) was comprised of several organizations, one of which was A Company, under the command of Captain Maria D.A. Polo. A Company dealt with areas such as crimes, violence, crimes against property, drug suppression and apprehension, and traffic accident investigations. The Military Police working dog section helped in the apprehension of contraband drugs and paraphernalia. A Company personnel visited military personnel and residents of the Post housing area alerting them to the problems of larceny in the barracks and in the housing areas, and the Officer Friendly Program accomplished a great deal of rapport between the children of the Fort Rucker community and the MPA.

FOOTNOTES

1. Hist, 1st Avn Bde, 1983, materiel is extracted.

2. Ibid.

3. Ibid.

4. Msg, ATZQ-CG to ATZL-CG, Subj: Air Assault Training, 261830Z Aug 83, (Doc II-1).

5. Ibid; DG, ATZQ-AB to ATZQ-AB-T, Subj: Air Assault Training, 7 Sep 83, (Doc II-2).

6. Msg, SSO Lvnworth to SSO Rucker, Subj: Air Assault Training, 261830Z, Aug 83, (Doc II-3).

7. Ltr, ATZQ-AB to ATZQ-AB-PP et al., Subj: Voluntary Participation in Air Assault Training. 1 Sep 83, (Doc II-4)., ATZQ-AB-T to ATZQ-PA, Subj: Air Assault Training. (Doc II-5).

8. DF, AFF-EB-OP to CDR/TRNG NCO et al., Subj: Air Assault Applications 12 Sep 83, (Doc II-6).

9. Memo, Air Assault class schedule, n.d.

10. Hist, 1st Battalion, 1st Avn Bde 1983, materiel is extracted.

11. Ibid.

12. Ibid.

13. Ibid.

14. Ibid.

15. Hist. 98th Army Band, 1st Avn Bde, 1983, materiel is extracted.

16. Ibid.

17. Ibid.

18. Hist, 4th Battalion, 1st Avn Bde, 1983, materiel is extracted. Army Flier, 26 May 1983, p.6., materiel is extracted.

19. Hist, 4th Battalion; Army Flier. 9 June 1983, p.6., materiel is extracted.

20. Ibid; Contract: Corps of Engineers to Bear Brothers, Inc., 25 May 1983.

21. Army Flier, 4 Aug 83, p.4.

22. Hist, 4th Battalion; Army Flier, 21 July 1983, p.7.

23. Hist, 4th Battalion.

24. Ibid.

25. Ibid.

26. Hist, 6th Battalion, 1st Aviation Brigade, 1983, materiel is extracted.

27-29. Ibid.: Ltr, ATZQ-AB-OS to ATZQ-CG, Subj: Training Advising and Counseling (TAC) Officer Status, 11 January 1983 (Doc II-7).

30-38. Ibid.

39. Hist, 46th Engineer Battalion, 1st Aviation Brigade, 1983, materiel is extracted.

40. Ibid.; Briefing, 25 February 1983, Fort Rucker, Alabama, materiel is extracted.

41-44. Ibid.

45. Hist, D Company, 229th Helicopter Battalion, 1st Aviation Brigade, 1983, materiel is extracted.

46-47. Ibid.

48. Hist, Military Police Activity, 1st Aviation Brigade, materiel is extracted.

49. Ibid.

50. Ibid.

DIRECTORATE OF PERSONNEL AND COMMUNITY ACTIVITIES

The Directorate of Personnel and Community Activities (DPCA) was involved in all aspects of military personnel administration and management, general administration, and morale, welfare and recreation activities. DPCA supervised Alcohol and Drug Abuse, Personnel Services, Organizational Effectiveness, Equal Opportunity, Adjutant General, Army Aviation Museum, and Morale, Welfare and Recreational Programs and Activities. The Directorate also exercised staff supervision over AAFES and Dependent Schools activities, administrative control of private association and Non-Appropriated Fund Instrumentalities.

Colonel Richard C. Antross guided the fortunes of DPCA from 1982 to May 1983. In June 1983, Colonel Joel J. Mikuta became the Director of DPCA. He continued as Director for the remainder of 1983. Lieutenant Colonel Joseph Gaston was one of two Deputy Directors for the Directorate in 1983. Lieutenant Colonel Stephen M. Hill was the other Deputy Director.

LTC Gaston held the position of Deputy Director of DPCA from 1982 to July 1983, at which time LTC Hill assumed the job of Deputy Director, and continued in it for the rest of 1983.

On 1 October 1983, DPCA relinquished the position of Assistant School Secretary under TRADOC School Model 83. It became the Aviation School Secretary and came under the Command Section. Prior to 1 October 1983, DPCA had three Assistant School Secretaries. They were Major(P) Robert M. Howard who served from 1982 to February 1983, First Lieutenant Steven Panton who held the position from February to June 1983, and Major Ivan C. Camp, III, who served from June to October 1983. Mr. Hugh M. Weeks was Chief, Administration and Management Branch for all of 1983. There were two Special Assistants for Minority Recruiting. They were Captain Alfred E. Lott and Captain Olin Saunder. Their office was part of a major USAAVNC initiative to educate and attract minorities into Army aviation.

The subordinate units of DPCA will be examined on an individual basis, and a narrative written on each unit.

ADJUTANT GENERAL DIVISION

The Adjutant General (AG) Division was organized into the following branches: Consolidated Military Personnel Activities (COMPACT); Administrative Services Branch (ASB); Officer Management Office; and Retirement Services Office.

Lieutenant Colonel Louis R. Bixler was the Adjutant General all of 1983. Major Theodore J. Tlanda was Chief of the COMPACT Branch in 1983, and Mr. Norman E. Powell served as Chief of ASB in 1983. The Officer Management Office had two Chiefs in 1983. Major Paul B. Hay was the Chief of the Officer Management Office from 1 January 1983 until 14 June 1983. At that time, he was replaced by Captain(P) Wayne D. Davis, Jr., who was the Chief of the unit for the remainder of 1983. Mr. Robert L. Cooper was Chief of the Retirement Services Office all of 1983.

Accomplishments

The AG Division had a busy and diversified year in 1983, and its branch missions covered a wide spectrum of activities and impacted upon a large number of soldiers at Fort Rucker.

An example of this was the Retirement Services Office. It held semi-annual preretirement orientations in May and December, and hosted the ninth annual Fort Rucker Retiree Open House on 26 and 27 August 1983. In February, May, August, and November, the Retirement Services Office conducted quarterly officer and enlisted retiree council meetings. The office distributed the semi-annual retirement services bulletin to Fort Rucker's retired military community. This was done in June and December in 1983. The Deputy Commanding General, Brigadier General Charles E. Teeter, participated in the preretirement orientations and the Commanding General, Major General Bobby J. Maddox, took part in the Retiree Open House.

Major Theodore J. Tlanda's section, Consolidated Military Personnel Activities (COMPACT), proved its effectiveness in 1983. Its SIDPERS Interface Section maintained a processing and timeliness rate in excess of 98.5 percent. This percentage rate consistently exceeded the DA Standard of updating Data Base not more than seven days after an event occurred. In December 1983, COMPACT showed its versatility by transitioning to Vertical Installation Automation Baseline (VIABLE) to allow input via terminals in lieu of a bulky card system.

The Permanent Party Records Section of COMPACT received 1,952 Officer Records Briefs (ORB) in 1983, with 93 percent of the above briefs being personally reviewed by the respective officers. There were 2,242 Officer Evaluation Reports (OER) submitted to the Permanent Party Records Section with a late rate of only 1.4 percent. DA Selection Boards screened the records of 710 Fort Rucker soldiers, with 98 percent of the soldiers being able to review their packets prior to the packets being forwarded to Fort Benjamin Harrison. During 1983, there were 5,197 annual audits for officer and enlisted personnel. Of this number, 92 percent audited their personnel records. This high percentage can be attributed to the notification system and command interest. School Model 83 reorganization caused 227 OERs to be generated, and at the same time, there was a complete revamping of the Fort Rucker personnel roster. Also, as the result of School Model 83 reorganization, approximately 350 position transactions through SIDPERS were required, as well as approximately 100 reassignment orders. From October 1983 to the end of the year, there appeared to be a lot of "stubby pencil" drills going on in COMPACT.

The Permanent Party Management Section of COMPACT was involved in a variety of activities, such as Personnel Mobilization Exercises (PERMEX), and the deployment of the 46th Engineer Battalion to Honduras (Exercise AHUAS II).*

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* For a narrative on the deployment of the 46th Engineer Battalion to Honduras, see the chapter on the 1st Aviation Brigade.

On 18 July 1983, the Adjutant General Division was notified that the 46th Engineer Battalion was to be deployed to Honduras. Colonel Bixler directed the Permanent Party Management Section to work closely with other agencies at Fort Rucker in regard to preparation for overseas replacements (POR).

This entailed determining what units needed replacements, and then filling the personnel shortages. This was not easy task. The Permanent Party Management Section overcame most of the shortages by cross leveling of personnel between organizations on post, and by obtaining fillers from FORSCOM installations. By the time the 46th Engineer Battalion deployed on 6 September 1983, practically all the critical shortages had been filled. The AG's Permanent Party Management Section (COMPACT) also took part in two Personnel Mobilization Exercises June 1983, and PERMEX 2-83, 31 October to 18 November 1983. These exercises were important in that they tested and evaluated execution of the MILPERCEN-ARGENT (Army Forces Central Command) Support Plan. In the first exercise, Fort Rucker was required to identify fillers by name and POR qualify them to the Installation Transportation Office (ITO) to coordinate their simulated movement to the gaining installation. Fort Rucker successfully completed the exercise and out processed two service members who served in the capacity as fillers.

The second PERMEX, though considered successful, had its problem areas. The computer programs of the Mobilization Cross Leveling (MCL) part of the exercise were ineffective to cross level personnel and adjust unit strengths. This meant that a lot of the MCL work had to be done by hand, thus taking up a lot of time. Another dispairing aspect was the fact MCL "down time" was excessive and inhibited AG's ability to keep pace with exercise play. Headquarters Department of the Army (HQ DA) was made aware of the shortcomings, and was attempting to rectify the problem areas as 1983 came to a close.

However, all was not ominous with AG during 1983. The Reenlistment Office met established TRADOC objectives of 98-102 percent reenlistment goals. Also, the Records Management Section of the Administrative Services Branch, (ASB) approved word processing equipment for numerous activities located throughout the Aviation Center. This gave activities increased productivity and efficiency because of office automation. The few remaining activities were scheduled to get word processing equipment in 1984. The Records Management Section, ASB, assumed management responsibility for control of the Aviation Center's forms and directives programs from Publications Sections.[2]

Problem Areas

Basically the problem areas lay in the realm of MCL play. The MCL computer program was not totally effective and was encumbered by excessive down time.

Summary

The Adjutant General Division's four branches, Consolidated Military Personnel Activities (COMPACT), Administrative Services Branch

(ASB), Officer Management Office, and Retirement Services Office, were busy in 1983. They were involved in retirement orientations, unit deployments, mobilization exercises, OERs, and Officer Records Briefs and Audits. The AG Division also was responsible for the management of records and seeing that reenlistment goals were met.

PERSONNEL SERVICES DIVISION

Lieutenant Colonel Stephen M. Hill wore two hats for DPCA in 1983. He served as Deputy Director, DPCA, and was also the Chief, Personnel Services Division. Captain Kerry W. Bast was the DPCA Plans and Mobilization Officer for 1983. The Personnel Services Division had two Personnel Services Officers during 1983. They were First Lieutenant Robert J. Goodyear who departed on 16 December 1983. His replacement was First Lieutenant Dianna L. Carson. She assumed her position on 14 December 1983, and served for the rest of 1983. Staff Sergeant William R. Mills was the division Non-Commissioned Officer in Charge (NCOIC) from 1 January 1983 to 29 July 1983. Sergeant First Class David R. Trevathan became the division NCOIC on 6 September 1983.

Organizational Structure

Personnel Services Division was a major unit under the supervision of DPCA. LTC Hill supervised the Army Community Service Branch, the Army Continuing Education System Branch, the Dependent School Superintendent, and Personnel Services Division which also provided liaison with Fort Rucker and Air Force Exchange Services.

Accomplishments

DPCA's Personnel Services Division was busy administering and supervising activities that affected the quality of life of the Fort Rucker community. It formulated local policies on wearing of Army uniforms and accoutrements in 1983. The division provided staff supervision and performed administrative functions associated with command-level investigations, aircraft accident collateral investigations, and investigations pertaining to adverse suitability. Adverse suitability dealt with actions such as shoplifting at post facilities, being ordered not to re-enter the installation, and termination of eligibility for on-post housing (as directed by the Commander).

The Personnel Services Division had to deal with the proclivity of some soldiers and family members to abuse check cashing privileges on post. DPCA did not just slap the hands of the offenders. In accordance with Army Regulation 210-60, it administered the suspension or revocation of check cashing privileges, and distributed a dishonored check list to check cashing facilities. Also, DPCA sent forward files on check cashing abuses to gaining activities when individuals were transferred.

Another area which the Personnel Services Division dealt was the revocation of on-post driving privileges. Driving while intoxicated

(DWI) was a definite problem area that DPCA had to address in 1983.* Fort Rucker's DWI statistics were not high, as far as numbers, but any DWI citation was cause for concern both to DPCA and to Major General Maddox, who pushed vigorously for follow-up action on members of the Fort Rucker community who were arrested for DWI. DPCA and the Military Police Activity worked together to maintain records on personnel arrested for DWI. The idea of assiduous record keeping was to keep unit commanders, command groups, and supervisors apprised of the individual arrested for the DWI. Any soldier, family member, or government employee arrested and/or convicted for DWI, whether the offense was committed on or off the installation, had their post driving privileges administratively suspended and/or revoked. In addition, active duty service members also received letters of reprimand and in all instances, were obligated to undergo a treatment program.

Colonel Hill's division also worked to develop mobilization and contingency plans as they pertained to DPCA operations. The Personnel Services Division participated in simulated Emergency Deployment Readiness Exercises (EDRE) and served as the DPCA point-of-contact during simulated emergency operations. In time of actual emergency, LTC Hill's people would serve in the same capacity. To assist patrons of the Post Exchange (PX), DPCA also provided letters of identification to those patrons needing them in accordance with Army Regulation 60-20.[3]

Problem Areas

The only perceivable problem might be finding the time and personnel to perform all the necessary functions. However, LTC Hill and his staff worked vigorously to maintain a high degree of achievement, professionalism, and pride in whatever they endeavored to do.

Summary

Personnel Services Division was ably led by LTC Stephen M. Hill in 1983. It supervised the Army Community Service Branch, the Continuing Education System Branch, and the Dependent School Superintendent. It also dealt with problems such as check cashing abuses by a small percentage of patrons at Fort Rucker facilities, and dealt with the revocation of driving privileges of individuals arrested on and off post for driving while intoxicated, and the issuance of letters of notification to commanders, and letters of reprimand for DWI. The division developed mobilization and contingency plans as they pertained to DPCA operations.

ARMY COMMUNITY SERVICE

Major Ivan C. Camp, III wore two hats for DPCA in 1983. Beside being the Assistant School Secretary for part of 1983, he was the Commander of the Army Community Services branch. He was assisted by Mr.

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* For statistics on DWI cases at Fort Rucker in 1983, see unit on Military Police Activities in chapter on 1st Aviation Brigade.

William R. Lane, who served as the ACS Officer for the entire year, and First Lieutenant Rafael Linero, who was the ACS Administrative Officer in 1983. Staff Sergeant Donald Blain was the NCOIC from 1 January 1983 to 31 may 1983. Staff Sergeant Thomas Hutchinson replaced him on 1 June 1983 and was the NCOIC for the rest of the year.

The Army Community Service Branch of DPCA provided the Installation Commander with staff assistance in solving problems of the military community. It served to improve the quality of life and the well-being of the military and family members of Fort Rucker. ACS served as the Commander's primary resource agency for the coordination, maintenance, and development of the installation's soldiers and families social support system. The branch also did considerable work to foster the growth and development of children of families assigned to Fort Rucker. Married junior enlisted service members and their families were given help to adjust to Army life and assistance in maintaining financial stability.

Accomplishments

In 1983, the Community Service Program was restructured in accordance with a major revision of AR 608-1 Army Community Service Program, dated 15 June 1983. ACS became the controlling agency for a nascent program, the Army Family Advocacy Program (AFAP). This program replaced the Army Child Advocacy Program on 15 June 1983. This was a specialized program to prevent child and/or spouse maltreatment and attendant problems. The Army realized the need to help its "family." There were a myriad of reasons for spouse and child abuse and the Army worked very hard to allay those variables that brought on abuse. Fort Rucker was fortunate because it had a number of installations and civilian agencies close by to help those needing assistance. Pastoral, psychological, financial, legal, and personal help was offered. The installation conducted an area-wide workshop on 9-10 August 1983, in which representatives of Army and civil agencies and interested laypeople attended a number of sessions dealing with abuse and how to resolve it. Public awareness of the problem and causes and education of professionals were major achievements of the workshop. To be noted was the realization by the Aviation Center Commander that both the abused and the abuser(s) needed help, and that through ACS, professional and lay services could be brought to bear to help those needing help and relief.

The furtherance of compassion and assistance was evident with the establishment of the Exceptional Family Member Program (EFMP). It had been formerly known as the Handicapped Dependents Assistance Program. The objectives of the EFMP were to assist soldiers in finding and accessing resources to meet health and education related needs of handicapped family members. Other objectives were to provide support to assignment authorities in effecting reassignment of soldiers to an installation where resources were available to meet the needs of family members.

The Child Development Services (CDS) Program, which included the Foster Child Care Program, was deleted from ACS on 15 October 1983. CDS

was assigned to Recreation and Community Programs Branch, Installation Morale, Welfare and Recreation Services Division.

ACS conducted the Army Emergency Relief Fund Campaign in 1983. It received a total of $69,777 which was a new record. A total of $107,727 in loans and grants were given to soldiers and families on Fort Rucker.

Problem Areas

The only discernable problem area was the fact there was only a paid staff of nine workers. However, these workers were ably augmented by a volunteer force of 150 members who worked very hard to see that the ACS programs were carried out.[4]

Summary

Army Community Services was responsible for improving the quality of life of its military community members. Its notable achievements were in the Army Family Advocacy Program, which dealt with child and spouse maltreatment and the Exceptional Family Member Program, which addressed problems concerning handicapped family members. Army Community Service also raised $69,777 during the Army Emergency Relief Fund Campaign.

FORT RUCKER EXCHANGE

The Fort Rucker Exchange was one facet of DPCA with which most military and retired personnel at Fort Rucker and the neighboring communities had a great deal of contact in 1983. It provided merchandise and services of necessity and convenience at uniformly low prices to its patrons. It generated earnings to supplement appropriated funds for the support of Army and Air Force welfare and recreational programs.

Organizationally, the Exchange had under its control the Main Store, Troop Store, Washateria, Four Seasons Annex, Theater, and Hospital Annex. The Post Filling Station, Vehicle Inspection Station, and Military Clothing Sales Store were under the Fort Rucker Exchange in 1983, along with several concessions.

Mr. Lonnie V. Pecor was the Exchange Manager in 1983. He was assisted by James C. Howard and Alexandro Roman, both of whom served as retail managers in 1983. David A. Schloss became Operations Manager in November 1983. Sue E. Cronk assumed the position of Food Activity Manager for the Exchange in March of 1983.

The Fort Rucker Exchange had operating equipment valued at over $350,000 located in 31 buildings dispersed throughout the post. The equipment was maintained by a three man maintenance crew. The crew consisted of a foreman and two employees. The foreman served also as the Exchange Energy Conservation Officer.

Accomplishments

The Fort Rucker Exchange had some notable accomplishments in 1983. It renovated Building 8901 in March 1983 to house the Rent-All equipment rental section. The cost of this much needed project was $5,788. In April 1983, the Exchange renovated the food facility, Cue-N-Brew (which was renamed the "Hole-in-the-Wall"), at a cost of $182,000. The Uniform Shop was relocated from Building 6109 to Building 119. During the same month, a hot dog kiosk was installed at the entrance of the Four Seasons, Building 9006. The new facility was named the "Puppy House."

The Fort Rucker Exchange spent the summer of 1983 upgrading, renovating, and installing equipment. An example was the renovation of Building 8905 to house the Military Clothing Sales Store. The cost of renovation was $120,674. The Post Pizza Pub had a covered patio installed in August 1983, at a cost of $3,648.00.

On November 18, 1983, the new Fort Rucker Exchange Main Store was dedicated. The "Grand Opening" theme was "AFFES is Your Christmas Store." The new store had 30,434 square feet of selling space and 15,766 square feet of stockroom space. When completed in 1984, the store was to have 48,000 square feet. The Exchange patrons at Fort Rucker could take pride in the new facility. DPCA worked long and hard to get a facility of this magnitude for its many patrons. It hoped they would appreciate it and use it.[5]

Problem Areas

None were discernable.

Summary

The Fort Rucker Exchange provided merchandise and services of necessity and convenience to its patrons. Its earnings help supplement appropriated funds for Army and Air Force welfare and recreational programs. The Exchange had a new Main Store built in 1983. It was dedicated on 18 November 1983.

THE EDUCATION CENTER

The Education Branch, referred to as the Education Center, was the operational unit for the Army Continuing Education System (ACES) and was staffed and supervised by the Chief, Personnel Services Division, DPCA. The Education Center was composed of the following organizational elements: ACES Administrative Section; Army Apprenticeship Program; Basic Skills Education Program (BSEP) II, ACES Learning Laboratory; ACES Testing Section; Non-Personal Services Contracts; Institutional Contracts; MOS Library; and the Programmed Logic for Automated Teaching Operation (PLATO)

Mr. John W. Bush was the Education Services Officer from 1 January 1983 to 12 August 1983. His replacement, Mr. Paul B. Rahenkamp, assumed his position on 26 September 1983. The Education Services specialists were Mr. James K. Newtown, Mr. George C. Arnold, and Ms. Doris J. Lacy.

Messrs Walter T. Overstreet, Jeff Pouncy, and Frank P. Barbour were the guidance counselors for the Education Center in 1983. Mrs. Doris C. Hawkins was the other guidance counselor.

The Educational Center provided educational opportunities as an integral part of the life of the military personnel at Fort Rucker. This was achieved through a system of coordinated career and self-development education courses. Service members were able to develop professionally and personally to their maximum potential.

Accomplishments

During 1983, ACES provided academic and vocational/technical services to 6,988 service members assigned throughout the Wiregrass Area, Northeast Alabama, Northwest Florida, and the lower half of Mississippi. Enterprise State Junior College was brought to Fort Rucker as a resident center to offer a large number of courses on post during the day and evening. Johnson and Wales College received the Basic Skill Education Program (BSEP) II and Advanced Skills Education Program (ASEP) contract. In 1983, ACES provided the Pre-Separation Services Program (PSSP) which was a mandatory briefing for honorable separating service members. This briefing was given 45 to 90 days before separation. There were 2,995 individuals enrolled in 4,195 courses in 1983. Forty-nine Associate Degrees were awarded; forty-one Baccalaureate Degrees were also awarded, and twenty-nine Masters Degrees were presented to Education Center recipients.

Problem Areas

None were discernable for 1983.

Summary

The Education Center was busy in 1983. It provided skills, testing, and educational programs for close to 6,988 service members. The Center was busy both day and night and awarded degrees to the Masters Degree level.[6]

FORT RUCKER DEPENDENT SCHOOLS

The Fort Rucker Dependent Schools district consisted of the central office, a primary school, and intermediate school, and a department of exceptional education. John S. Breads was Superintendent of the school all of 1983. Alice G. Suiter was the Principal of the Primary School in 1983. Clarence R. Jones was the Principal of the Intermediate School at Fort Rucker during 1983. Jean O. Dalton was the Supervisor of the Department of Exceptional Education. The Dependent Schools provided free, public education to the dependent children of military personnel residing on Fort Rucker. The 7th to 12th grade students went to school at Daleville, Ozark and Enterprise city schools.

Accomplishments

The Fort Rucker dependent schools provided free education to the dependent children of military personnel residing on Fort Rucker. The school opened a 13 station computer laboratory with a full-time teacher.

INSTALLATION MORALE, WELFARE, RECREATION FUND

The Installation Morale, Welfare, Recreation Fund (IMWRF) was established and operated under the aegis of DPCA. It was basically a non-appropriated fund (NAF) supported business organization. The IMWRF provided to the Installation Commander the flexibility and management latitude to tailor morale, welfare, and recreation (MWR) programs to best fit the particular needs of Fort Rucker. Under DPCA, the IMWRF was tasked to ensure the efficient use of resources to support MWR programs. At the same time, it was to maximize the amount of non-appropriated funds available for application to capital expenditure requirements, in particular, the NAF Major Construction Program.

Mr. Joseph C. Wissel was the Acting Business Manager of IMWRF since its inception in October of 1983. He was in charge of three sub elements. They were the Administration/Logistics Branch, Recreation and Community Programs Division, and Food, Beverage, Retail Division. The organizational structure continued its provisional status for the remainder of the year.

Mr. Evan E. Smith, Jr., was the Acting Chief of the Administration/Logistics Division in 1983. Mr. Walter Jackson took charge of the Recreation and Community Programs Division on 14 March 1983 and guided it for the remainder of the year.

Accomplishments

On 2 March 1983, Headquarters TRADOC notified Fort Rucker that effective 1 October 1983, all Non-Appropriated Fund Instrumentalities (NAFIs) were to be consolidated into a single installation MWR fund. A task force was established to develop methodology and milestones for the fiscal year (FY) 84 IMWRF single fund budget.

Mr. Wissel headed the six-member task force. DPCA members included Mr. Wissel, Mr. Hugh Weeks, Mr. Woodrow Farrington (DRM CAO), Ms. Marsha Stading, Mr. Evan E. Smith, Jr., and Mrs. Pat Sales of DEH Billeting Branch was the sixth member. The task force worked in an assiduous fashion to develop the necessary methodology and milestones as requested. On 22 June 1983, Headquarters TRADOC hosted a conference called for DPCA's and other installation personnel concerning the one-NAFI concept. TRADOC and DA Staff answered questions on the entire spectrum of operations. Evidently both DA and TRADOC liked what they received from the DPCA task force. On 1 July 1983, the IMWRF Consolidated Budget was submitted and approved by TRADOC.

During July, August and September 1938, the Directorate of Resource Management (DRM) Internal Review Division conducted terminal audits of all NAFI that were merged into the new single fund. The reason for this

was that DA wanted to be certain that all accounts were in line prior to 1 October 1983 when the IMWRF was implemented.

On 30 August 1983, the Administrative/Logistical Division became operational. This division consolidated Procurement, Administration, Supply, Budget, Maintenance, Publicity and Quality Assurance. Accounting and Personnel Management were already consolidated. By the 7th of September 1983, personnel involved in the consolidation were physically relocated to their new work areas. It can be said that DPCA moved with deliberate speed in seeing that the IMWRF concept came on-line and became operational. All property (appropriated and non-appropriated) was transferred to the new Consolidated Supply Section of Administrative/Logistics Branch.

A new Non-Appropriated Fund Table of Distribution and Personnel Allowances was implemented. This froze NAF personnel staff at the current level and cost. TRADOC issued the final approval and go-ahead on 7 October 1983. The year ended with TRADOC and DA preparing to monitor all results through FY84 and FY85. If the results were favorable, the single fund NAF concept was to be implemented Army wide.

Problem Areas

None discernable.

Summary

DPCA established and operated a single, fully integrated, installation level, non-appropriated fund (NAF) supported business organization. TRADOC and DA provided the guidance necessary to bring this about. If results were favorable, the single fund NAF concept was to be implemented Army wide.

FOOD, BEVERAGE, RETAIL BRANCH

Mr. Joseph C. Wissel was Food, Beverage and Retail Program Manager in 1983. He was ably assisted by Mr. Evan E. Smith, Jr., Officers Club Branch Manager, and Mr. James C. Harrelson, NCO Club Branch Manager. The Package Beverage Branch Manager was Mr. Stanley Filipiak and Mr. Robert S. Harrel was the Snack Bar Manager.

Accomplishments

It was a very good year for the Food, Beverage, Retail Branch. It realized sales of 5.6 million dollars for FY83. The Snack Bar Operations became a part of the Food, Beverage, Retail Branch on 1 October 1983. Mr. Joseph C. Wissel, the Branch Chief was chosen by the Army to receive the James A. Carrol Award in the civilian category for excellence in Club Management.

Problem Areas

None discernable.

Summary

The Food, Beverage, Retail Branch had sales of 5.6 million dollars in 1983. Mr. Joseph C. Wissel received the DA award of excellence in club management in the civilian category.

RECREATION AND COMMUNITY PROGRAMS BRANCH

The Recreation and Community Programs Branch (formerly Morale Support Activities Division) contained three major program elements. They were Community Branch which was assigned on 1 October 1983. The two other programs were the Physical Activities (PA) Branch and the Library Branch.

Accomplishments

Mr. Veikko Juhola managed the busy Post Golf Course in 1983. The 22nd Annual Military Dependents Championship from 8-12 May 1983 was extremely successful. The event brought in 140 women from various branches of the military, all of whom had a very enjoyable time playing golf and socializing with one another. The Fourth Annual Golden Hawk Pro-Am was held in October 1983. It featured 45 professional players and had a purse of $16,000 which surpassed the three previous Golden Hawk Pro-Ams in the purse and field-size. The golf course underwent enlargement of the fourth tee and cart paths were repaved. Additional cart paths were built in the Fall of 1983.

The Bowling Center underwent modernization in 1983. New settees were installed along with 10 new telescore tables with seats and new carpet. Five new 10-locker units were added, making a total of 50 additional lockers available to rent. There were 15 leagues in competition including mixed couples, men, women, and youth. Mr. Larry Kelly was the Bowling Center Manager in 1983.

Mr. John Thomas managed the Outdoor Recreation Program in 1983. He showed a great deal of skill in managing the many programs such as the Beaver Lake fishing tournament on 3 September 1983. More than 200 children from 4-15 years of age took part in the above tournaments. Mr. Thomas had six new picnic shelters and tables installed. Participation in the children's fishing tournament, bass tournament, and deer drives were excellent. Numerous successful camping outings were held at Engineer Beach.

Mr. Lyle Jones was in charge of the Sports Program for DPCA. There was a myriad of successful activities, such as boxing smokers, which were held in March and November 1983, track and field meets in April and September 1983, and wrestling matches in January and October 1983. The Physical Fitness Center underwent major renovations in 1983. The acquisition of some Nautilus equipment and one 16 station Universal Machine brought about more activity into the weight room. The Center's weight room's lift area was expanded from 2200 to 4000 square feet. Hartwell Pool also underwent renovation in 1983 as did the men's and women's steam rooms, the snack bar, and two racquetball courts. DPCA purchased new football and basketball scoreboards and moved the issue

room to the main gym in order to improve service and enhance control of the gymnasium.

Youth activities had a busy year in 1983 under the aegis of Mr. Billy Adkins, the Youth Activities Director. The Youth Activities utilized the support of its volunteers. During the year 4,631 volunteers contributed 98,203 hours of service. Three volunteer families, Colonel and Mrs. Lee Smith, Sergeant and Mrs. Carl K. Cannon, and Captain and Mrs. Arthur S. Aprico, were selected as the Installation's Great American Families. They did a stellar job and so were honored for their endeavors.

The Junior Police Cadets were extremely active.* The Cadets and their leaders sponsored a haunted house during the Halloween season which was quite successful. Youth Activities initiated a program guide for new arrivals to Fort Rucker and to each family as it registered for yearly membership. Singing Pines camping area was renovated in 1983 and was made available for scouting activities, retreats, and day camps.

Youth Sports at Fort Rucker had an outstanding year in 1983. Soccer participants went to the state tournament. The football program was greatly expanded during 1983, and Fort Rucker hosted the Dale County Youth Activities Football League Super Bowl.

The basketball league combined girls and boys into one productive program. The boys baseball teams were franchised with Dixie Baseball, Inc., while the girls were associated with Dixie Softball. All the baseball and softball teams, with the exception of T-Ball participants, took part in end of the year tournaments. The Dixie Ponytails received the state sportsmanship trophy in the state tournament at Huntsville, Alabama.

Ms. Barbara Davis, the Recreation Theater Director, led a happy band of thespians in 1983 who performed remarkable feats of showmanship in the Fort Rucker Little Theater Group. The performance level was first class and innovative with the likes of such presentations as "Plaza Suite," "No Sex Please, We're British," "The Odd Couple," and "Panic in the Palace." Not to be denied diversity, the Recreation Center offered classes in calligraphy, Middle Eastern Dance, Guitar, and Dog Obedience--obviously for dogs who wanted to learn how to be obedient! Community Activities covered the gamet of flea markets, singing valentines, and the First Annual Santa Claus Home Visit Program. The Recreation Center also provided a drummers contest, talent show, and a post-wide pool tournament. Specialist Fifth Class Elias Tirador of Fort Rucker was selected to participate in the All-Army, Interservice, and NATO Chess Championships. Another Fort Rucker soldier, Specialist Fourth Class Jeffery Floyd won a "Best of Show" vocals award in the 1983 DA Festival of the Performing Arts. Information, Tour and Travel (ITT) offered tours to Gatlinburg, Tennessee (ski trip), Disney World, a weekend cruise to Nassau, and a trip to Lumpkin, Georgia, to visit Westville's Living History Village. Monthly or bi-monthly trips were scheduled to Panama City, Florida, or Destin, Florida, for deep sea fishing, and to Newton, Alabama for canoeing.

The Center Library had a summer reading program, which was a huge success for the post youngsters. Mr. Leslie Waltman, the Library Director, worked hard in 1983 to make the Library efficient and productive, and his efforts were obviously rewarded by a 21 percent increase in patronage in 1983 over 1982.

Ground was broken for the new Skill Development Center in September 1983. The jewelry/lapidary areas were moved from the Ceramics Shop (Building 8913) to the Multicraft Building (8912) with the assistance of the 46th Engineer Battalion, which did the plumbing and electrical work. Ms. Janis Friend, Skill Development Center Director, strove mightly to make the new center a viable and rewarding experience for all its patrons, though still having to be housed in three buiildings in 1983. One of the notable accomplishments of 1983 was the promulgation of the "Life, Be in It" theme. This theme expressed the idea of being aware of life and taking part in it. It was a subtle form of "soldierization." The Skills Development Center sponsored a post wide photo contest in July 1983. The winners had their work forwarded to TRADOC, then on to the DA level contest. One of the Fort Rucker, winners, Chief Warrant Officer (CW2) Louis S. Busby, had his work make it to the DOD level contest. Improvements were made to the Auto Craft Shop. This included repairs to the doors, enclosure of the paint booth, and the installation of a brake drum lathe and a Sun Engine Analyzer. These additions helped give the Auto Craft Shop a more professional atmosphere.

The Child Development Services (CDS) Program included a Full-Day Child Development Center, a Part-Day Child Development Center and Home Based Family Branch on 1 October 1983. Ms. June Gavette and Ms. Wanda Anderson were respectively the Directors of the Full-Time and Part-Time Child Development Centers beginning on 1 October 1983.[8]

Problem Areas

None discernable at this time.

Summary

The Recreation and Community Programs Branch assisted commanders in maintaining morale, esprit, mental and physical fitness, as well as, combat readiness. This was accomplished by offering opportunities for self-fulfillment, skill development, social activity and leisure time enjoyment. These services were equal or better than those in comparable civilian communities.

ALCOHOL/DRUG ABUSE DIVISION

Mr. Ronald Sorrels was in charge of the Alcohol/Drug Abuse Divison (ADAD) of DPCA in 1983. It was a division not only vitally important to the military and civilian community of Fort Rucker, but also to DA and the Wiregrass communities. The Alcohol/Drug Abuse Division, important

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* See the chapter on Military Police Activities for adjunct information on the Junior Police Cadets.

as it was, had its detractors both from within and without Fort Rucker. Claims of infringement and/or abridgement of rights were not uncommon. However, it was imperative in 1983--as it had been in previous years--that the program go on, no matter what the allegations were.

ADAD was responsible for the implementation and execution of the Alcohol/Drug Abuse Prevention and Control Program (ADAPCP). This program was effected to prevent alcohol and drug addiction and abuse, and to restore to duty those personnel encumbered or incapacitated by drugs and alcohol. Mr. Sorrels' division also provided input to commanders and directors concerning personnel rehabilitation problem failures. If a soldier was not rehabilitated, or capable of being so, he or she would be separated from military service. However, the Army utilized all support assets, such as the Post Psychiatrist, Psychologist, and the Chaplain, in assisting the soldier to overcome alcohol and drug problems. Despite all the support measures, some soldiers were not amenable to rehabilitation, or were not motivated to be rehabilitated. The Army had not choice but to discharge them.[9]

Accomplishments

In 1983 the Department of the Army and TRADOC took a tougher stance in regard to drug and alcohol abuse. On 9 May 1983, DA issued its mandated actions for illegal drug abuses, which was to become effective 1 July 1983.

All officer and warrant officers determined to be illegal drug users were to be processed for separation as were senior enlisted (E-6 through E-9) personnel. Soldiers in grades E-1 through E-5 determined to be second time drug abusers and/or drug dependent were to be processed for separation. In addition to the above policies, soldiers and officers in sensitive MOS' or specialties, were required to undergo urinalysis a minimum of once per year.

Drug abuse was unequivocably incompatible with military service and represented an apparent failure to comply with Army standards. An Army must be able to fight and figuratively think on its feet. The illegal use of drugs precluded this ability. Army aviators using contraband drugs would compromise the safety of their crew and passengers, and the success of their mission. This could not be tolerated.

Department of Army did however state that initiation of separation proceedings did not mean automatic separation. Each case was reviewed and appropriate action considered by the separation authority. DPCA at Fort Rucker, along with other installation DPCAs were tasked by DA to treat individuals who referred themselves for rehabilitation.[10]

In 1983, there were 428 referrals for drug and alcohol abuse in DPCA. Three hundred and thirty-nine soldiers were treated by Mr. Sorrels' unit. Follow up visits were effected, but results were not to be know until 1984.

The Army maintained nearly as severe a mandate towards alcohol abuse as it did towards drug abuse. Although self-admitted heavy

drinking in the Army had declined in 1983, alcohol remained the most popular substance of abuse.[11]

Current Army philosophy focused on the deglamorization of alcohol, and severe actions to be taken against those who chose to abuse it. Concurrently, treatment was provided for those personnel who had alcohol problems and exhibited potential for future service. Mr. Sorrels worked hard to get this across to those whom he treated. In essence, he let it be know that the Army was "cracking down."

On 29 April 1983, the Army set the standard for on duty alcohol impairment. Blood alcohol was not to be more than .05 percent or more. The percent was to be based on milligrams of alcohol per milliliters of blood; .00-.049 no arrest, .05-.099 judgement call, .1 or higher conclusive proof. However, arrest may be made at .05 or higher.

Commanders were authorized to use urine, blood, and alcohol, or breath tests to determine fitness for duty. This also included search and seizure, and military inspections. Some soldiers thought their constitutional rights were being violated. However, their cries of "foul" did not influence the Army to act otherwise. An army was only as strong as its weakest link, and the United States Army simply could not afford weak links. In 1983, the Army implemented strict sanctions for soldiers who drove while intoxicated (DWI). The soldier, family member, or government employee arrested and convicted for DWI either on or off Fort Rucker and other Army posts, underwent a one year revocation of on post driving privileges. The soldier was mandatorily referred to the DPCA alcohol/drug program for evaluation and enrollment into an appropriate rehabilitation program. Family members and government employees were strongly encouraged to seek counseling assistance. The DPCA counsellors stressed in their treatment endeavors the need for the soldier to foster a mature decision concerning the use of alcohol.[12]

DPCA had to deal with problems of reliability concerning the use of portable urine test kits by field commanders in 1983. Postive results from portable urinalysis kits only gave the commander ground for suspicion of abuse because of a 60-70 percent reliability of the units. The commander had to utilize indepth follow-up procedures such as the use of blood tests and/or breathalizer tests, and regular urinalysis tests. The discrepency in the test results of field kits served somewhat of a dilemma for commanders. It behooved them to take people suspected of alcohol or drug abuse out of the field and test them at a testing unit.[13]

Fort Rucker had much concern about the Fort Meade, Maryland laboratory support for the post urnialysis testing program. Colonel Mikuta, DPCA, wrote a letter to the Alcohol and Drug section of the Office of the Army Surgeon General on 16 September 1983, asking that the receipt of specimens and actual inlaboratory processing be shortened. It appeared that the average "turnaround" time from date of shipment from Fort Rucker until receipt of results from Fort Meade was 13.92 days. Colonel Mikuta believed the time period might mitigate the effectiveness of the testing procedure, and thus, would be antithetical to the identification of drug users in the Army flight programs.[14]

Colonel Mikuta's apprehensions were evidently matched by other Army posts and commands. On 28 October 1983, DA issued a directive to Army units and posts stating that due to adverse publicity from the press concerning the accuracy of Fort Meade test results, commanders were not to use test results from Fort Meade until there was reverification of these results. However, drug and alcohol rehabilitation programs were to remain in effect.[15]

In spite of problems such as the one concerning the accuracy of urinalysis test specimens, DPCA's Alcohol/Drug Abuse Division stayed on track in regard to the evaluation and treatment of Fort Rucker soldiers and civilians. It carried out Army policy concerning drugs and alcohol abuse, yet maintained a positive and compassionate attitude towards those it served in 1983.

Problem Areas

One problem that beset the Alcohol/Drug Abuse Division was the shortage of personnel to implement its programs in 1983. There was a fairly high degree of personnel turnover during the year. However, the division worked hard to achieve a notable degree of service and rehabilitation of its clients despite the personnel shortages.

Summary

The Alcohol/Drug Abuse Division of DPCA had the responsibility of evaluating and treating individuals with drug and alcohol problems. It worked closely with commanders, directorates, and tenant units at Fort Rucker to implement Army drug and alcohol programs and policies in 1983.

EQUAL OPPORTUNITY DIVISION

The Equal Opportunity (EO) Division assisted the Commander in achieving racial harmony and equal opportunity for its soldiers, through education, affirmative action, and implementation of special activities in 1983.

The EO had three Chiefs on 1983. Master Sergeant Dwight Riley served as Acting Chief from 1 January 1983 to 11 February 1983. He was succeeded by Captain Richard H. Burns on 11 February 1983. Captain Burns served until 24 August 1983, and was replaced by Major William O. Gammill who was the EO Chief for the remainder of the year. Master Sergeant Riley, besides being the Acting Chief for a short duration in 1983, also wore the hat of the NCOIC of EO for all of 1983. The Equal Opportunity Division had two Education/Training NCOs in 1983. Sergeant First Class Carl Smith served the entire year as a EO Education/Training NCO, while Sergeant First Class Robert E. Price was the second NCO, and had his job from 28 November 1983 to the end of the year.

Accomplishments

The first six months of 1983 saw EO staff members traveling to various conventions, training seminars, and workshops. Evidence of this was the fact that one EO staff member visited the Defense Equal

Opportunity Management Institute (DEOMI), Patrick AFB, Florida, 25-29 May 1983, to receive an update on EO policies and programs throughout the Armed Forces. Another Fort Rucker EO Staff member went to the National Association for the Advancement of Colored People Convention, New Orleans, Louisiana, 10-17 July 1983, to keep the EO Division abreast of policies, programs, and problems affecting minorities. From 24 to 26 June 1983, an EO staff member conducted EO training for Corps of Engineer personnel, Vicksburg, Mississippi.

At Fort Rucker, the EO Division performed 36 installation facility checks for affirmative action, problems dealing with racial discrimination, housing problems, and sexual harassment. Though there were seven complaints relating to the above checks, only two were founded. There was one valid sexual harassment complaint and one valid complaint dealing with housing. DPCA conducted 200 hours of personnel counseling and 100 hours of EO education/instruction classes. There were 50 hours of EO training presented to new arrivals in the 6th Battalion.

Ethnic Week activities were an integral part of the EO mission in 1983. It became involved in providing assistance and major input in planning and conducting the various ethnic week activities. Important ethnic week activities were Black History Week, 13-19 February, Asian/Pacific American Heritage Week, 16-20 May, Hispanic Heritage Week, 11-17 September, Native American Day, 26 September and American Heritage Week, 24-28 October.[16]

Problem Areas

None discernable.

Summary

DPCA's Equal Opportunity Division assisted the Center Commander in achieving racial harmony and equal opportunity through education, affirmative actions, and implementation of special activities.

ORGANIZATIONAL EFFECTIVENESS (OE) DIVISION

The Organization Effectiveness (OE) Division was important in that it provided Fort Rucker with the capability of utilizing a systemic military application of selected management and behavioral science skills and methods necessary to accomplish assigned missions and increased combat readiness. It was tailored to the unique needs of a commander and his organization, and was implemented with the assistance of an Organizational Effectiveness Consultant (OEC). The United States Army Aviation Center (USAAVNC) was the receipient of guidelines by the OE Division concerning the use of the OEC. In turn, the OEC acted as a consultant in the design of the instructional system used to present OE instruction at Fort Rucker.

Major Craig E. Geis was Division Chief of the OE Division for all of 1983. The OE division utilized the support of four OE consultants in

1983. They were Major Glen A. Panning and Master Sergeant Richard W. Ballard, both of whom served all of 1983, Master Sergeant Leroy Richardson who was an OE consultant from 27 October 1983 to the end of the year and Sergeant First Class Richard W. LeBlanc, who arrived at his position on 11 July 1983 and remained there for the remainder of the year.

Accomplishments

Throughout 1983, Major Geis and his division conducted OE operations at all levels of Fort Rucker organization, with emphasis on battalion level and higher organizations. The OE Division also conducted transition workshops for various commanders and directors on Fort Rucker. The OE Division provided OE service school instruction in Warrant Officer Candidate Development, Warrant Officer Advanced Course, Warrant Officer Senior Course, Warrant Officer Orientation Course, and Advanced NCO Education System Courses on a continuation basis.[17]

Sergeant First Class Wayne Wilfong was the Instructor for the Leadership Management Development Course (LMDC), which took place from 14 to 18 November 1983, and from 12 to 16 December at Fort Rucker. The LMDC was a five day course designed to enhance leadership and management skills. Principle subject areas included communication skills, conflict resolution, problem solving, and performance counseling.[18] Attendance at the December class was limited to officers in grades WO1 through Captain and NCOs in grades E7 through E9. The course was successful in that it addressed significant problem areas and answered numerous questions presented by the participants, which numbered thirty-two for both sessions.[19]

The Organizational Effectiveness Division planned, organized, and facilitated the Commanding General's Leadership conference held on 15 December 1983. The Leadership Conference was predicated upon the Commanding General's belief that his staff and directorates should have a clear understanding of Fort Rucker's mission, and at the same time have an opportunity to exchange ideas relative to the Army Aviation Center. The Conference also examined issues such as aviation doctrine, state-of-the-art facilities, installation management, training, and command and control of Army aviation on the battlefield.[20] These issues were to be further addressed in follow-on conferences.

Problem Areas

None discernable at this time.

Summary

The OE Division conducted OE operations at all levels of Fort Rucker organizations. Programs such as the Warrant Officer Candidate Development, Warrant Officer Advanced Course, Warrant Officer Senior Course, and the Advanced NCO Education System Courses were provided on an ongoing basis. The Organizational Effectiveness Division also conducted transition workshops for various commanders and directors at Fort Rucker. Two Leadership Management Development courses were set up

by the OE Division in November and December of 1983. The division planned, organized and facilitated the Commanding General's Leadership Conference on 15 December 1983, which included the Command Staff and directors.

U.S. ARMY AVIATION MUSEUM

The United States Army Aviation Museum at Fort Rucker was possibly the most widely known and significant activity on post. Over eighty-eight thousand visitors attested to its renown in 1983. A total of 318 groups consisting of public school children, college students, high school and college ROTC, military and civilian Very Important People (VIP), civic clubs, Officer/Warrant Officer Candidates and Maintenance Training classes visited the museum on conducted tours.

Thomas J. Sabiston was the Museum Curator in 1983. Mr. James G. Craig was the Assistant Curator for all of 1983. The Museum Specialist was Harford (Tim) Edwards, Jr., who prior to the coming on post as the Branch Historian was responsible for writing the Annual Historical Supplement, the predecessor to the Annual Historical Review. Mr. Edwards worked hard to make the Historical Supplement a definitive work. Ms. Sandra P. Casey served as Museum Technician for all of 1983.

Accomplishments

The year 1983 was a busy and important year for the Army Aviation Museum. Beside having hosted over eighty thousand visitors in 1983, the Museum obtained 270 historical items ranging from small personal items to complete aircraft. The Museum had 15 aircraft repainted with polyurethane paint for preservation against the elements. A special exhibit covering the World Helicopter Championship held in Poland in 1982 was displayed in the Museum. The United States won that championship.

The Museum collection was valued at approximately 70 million dollars. The collection consisted of 61 fixed wing and 64 rotary wing aircraft and two lighter-than-air vehicles, along with hundreds of Army Aviation historical items and memorabilia. The staff worked very hard to maintain a high degree of professionalism in its arrangements of Museum exhibits.[21] In 1983, the Museum was given provisional certification in accordance with AR 870-20. This was the result of a visit to the museum by a two-man team appointed by the US Army Center of Military History, Washington, D.C. The team visited the Army Aviation Museum from 23 to 25 May 1983.[22]

The Fort Rucker Museum Foundation moved forward in 1983 to obtain money for the eventual building of a new museum. The cost of building the new Museum was in the general area of two million dollars. On 6 April 1983, the Board of Directors of the Army Aviation Museum Foundation met at Fort Rucker. It was chaired by Lieutenant General Robert R. Williams. Major General Carl H. McNair, Jr., the Commanding General was in attendance. Several building designs were presented by architects and/or contractors, but no final decision was given by the Board of Directors in regard to which design was the most suitable.

Though polemic was held to a minimum, there was an apparent diversity of ideas on how the new museum should be financed. Some members opted for most of the funding and donations to come from the private sectors. Others were of the opinion that members of the Army Aviation Association of America should become actively involved in the project. One area agreed upon by all members of the museum committee was that the new building should be at the corner of Headquarters Road and Andrews Avenue. The meeting closed with the determination by its members to press forward to obtain funding and to hopefully agree upon a specific type of structure for the museum.[23]

Problem Areas

The museum underwent a number of glaring problems in 1983. The museum staff was encumbered by being understaffed and at times overworked. It also did not pass the initial certification inspection by the Center of Military History because the facility that housed the historical artifacts and displays consisted of World War II structures susceptible to extremes in temperature and humidity changes. Efforts to correct the situation were addressed to the Directorate of Engineering and Housing, but were disapproved.

Summary

The Army Aviation Museum was the foremost attraction at Fort Rucker during 1983. Under the guidance of the Curator, Mr. Thomas J. Sabiston, the museum hosted 88,689 visitors in 1983. The museum collection was valued at approximately 70 million dollars and consisted of 61 fixed wing and 64 rotary wing aircraft. There were two lighter-than-air vehicles along with hundreds of Army Aviation historical items and memorabilia.

DPCA FOOTNOTES

1. Hist (U) ATZQ-PA, 1983, materiel is extracted.

2. Hist (U) ATZQ-PA-AG, 1983, materiel is extracted.

3. Hist (U) ATZQ-PA-PS, 1983, materiel is extracted.

4. Hist (U) ATZQ-PA-ACS, 1983, materiel is extracted.

5. Hist (U) ATZQ-PA-PS-PX, 1983, materiel is extracted.

6. Hist (U) ATZQ-PA-PSE, 1983, material is extracted.

7. Hist (U) ATZQ-PA-PS, 1983, material is extracted.

8. Hist (U) ATZQ-PA-IMWRF, 1983, material is extracted.

9. Hist (U) ATZQ-PA-ADA, 1983, materiel is extracted.

10. Msg, (U) DA-DAPC-HRA to AIG 7406, Subj: Mandated Actions for Illegal Drug Abusers, 0920027Z May 83, (Doc II-8)

11. IP (U) DAPE-HRA Subj: Maximum Time Post-Exposure for Detection of Drugs in Urine, 8 August 83, (Doc II-9).

12. IP (U) DAPC-HRA, Subj: Army Alcohol Policies, 8 Aug 83, (Doc II-10).

13. IP (U) PEDA, Subj: Portable Urine Testing Update, 8 Aug 83, (Doc II-11).

14. Ltr, (U) ATZQ-PA to DA-ADA, Subj: Laboratory Support for Urinalysis Testing Program, 16 Sep 83 (Doc II-12).

15. Msg (U), DAPE-HRA to AIG 7446, Subj: Urinalysis Drug Testing Program 281753Z Oct 83, (Doc II-13).

16. Hist (U) ATZQ-PA-EO, 1983, materiel is extracted.

17. Hist (U) ATZQ-PA-OE, 1983, materiel is extracted.

18. DF (U) CSM-USAAVNC to 1st Avn Bde et at., Subj: Leadership & Management Development Course, 27 Oct 83, (Doc II-14).

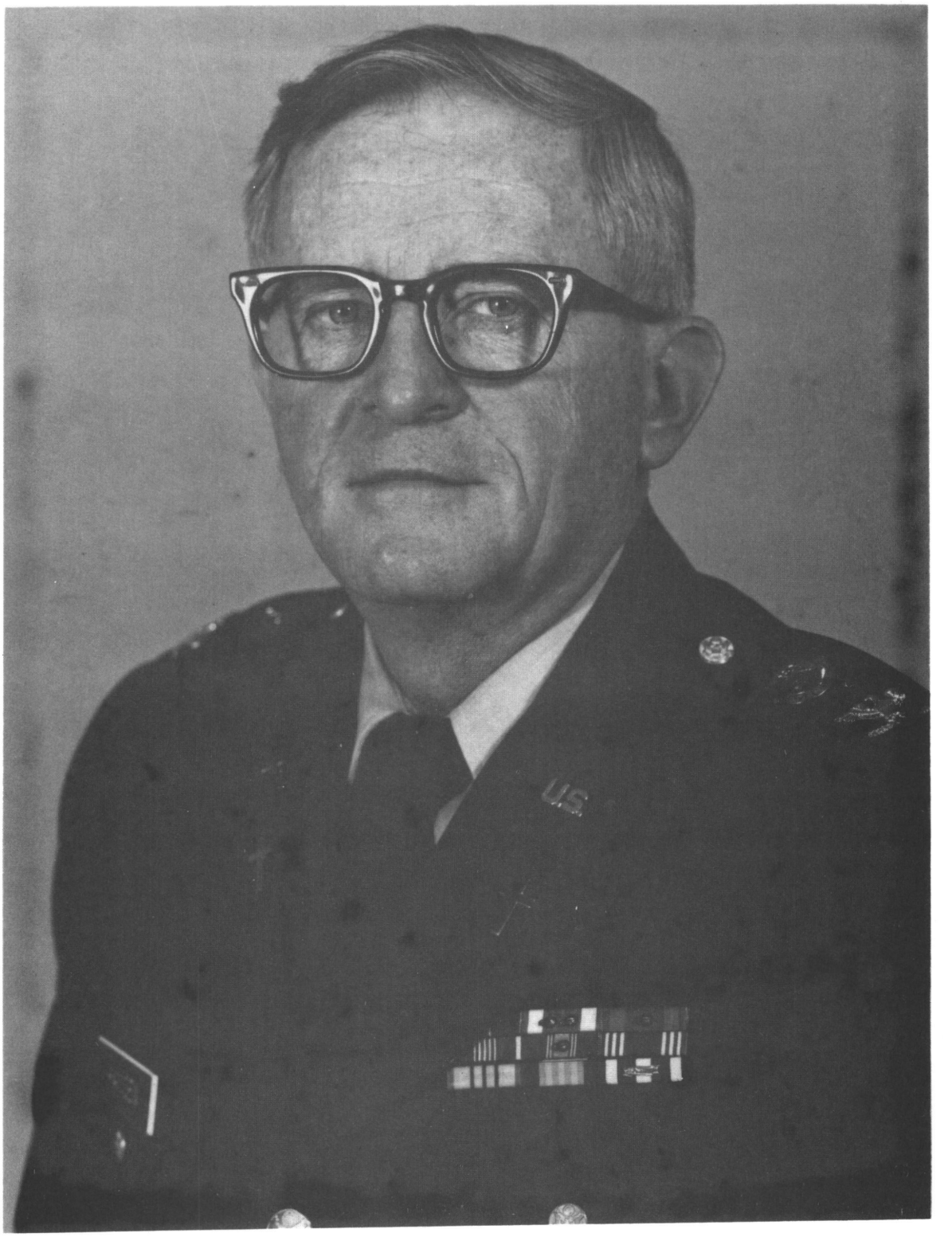
19. DF (U) ATZQ-PA-GE to 1st Avn Bde et al., Subj: Leadership Management Course, 29 Nov 83, (Doc II-15).

20. DF (U) ATZQ-PA-OE to 1st Avn Bde et al., Subj: Summary of Leadership Conference, 15 Dec 83, (Doc II-16).

21. Hist (U) ATZQ-PA, 1983, materiel is extracted.

22. Ltr (U) DA MH-HSM to ATZQ-CG, Subj: Certification Report, n.d. (Doc II-17).

23. Agenda (U) Subj: Approve Minutes of Annual Board of Directors Meeting 6 April 1983, (Doc II-18).



Colonel James Hansen, Center Chaplain, all of 1983.

OFFICE OF THE CENTER CHAPLAIN

Colonel James Hansen was the Aviation Center Chaplain for all of 1983. Nineteen chaplains served Fort Rucker in 1983. They were responsible for meeting the spiritual needs of soldiers, family members, and all retirees within the installation's designated area of support. These chaplains also addressed the morale and moral behavior of the soldiers at Fort Rucker. At times, the men "of the cloth" were called upon to provide emotional succor to soldiers and their families at Fort Rucker. The Center Chaplain was assisted by a Family Life Chaplain and eight command chaplains, twelve enlisted Chaplain Assistants, and four civilian personnel.

Accomplishments

The Office of the Center Chaplain had a busy year in 1983. It became involved quite heavily in religious education at Fort Rucker for its Catholic and Protestant parishioners in 1983. The Catholic Religious Education Director was Sister Mary Kavanaugh and Mr. Louie Reynolds served as the Protestant Religious Education Director.

Two significant events that were supported by the Center Chaplain's Office were Easter Sunrise Service at Lake Tholocco and the Systematic Training for Effective Parenting (STEP) Class on 19 April 1983. The latter was particularily important in that it illustrated the Center Chaplain's involvement in the home life of Fort Rucker soldiers and their families. Parenting in the military milieu was stressful, and at times, difficult under the best of circumstances; and direction, suggestions, and listening by the Post Chaplains served to ameliorate some of the filial problems which beset Army families. This was a positive step forward.

In 1983, Chaplain Hansen's office became involved in ecumenical endeavors such as the conducting of a post-wide cantata and the commission of Fort Rucker lay ministers as the Christmas Season came upon the Fort Rucker community in 1983. The Office of the Center Chaplain provided the impetus to the celebration of the yuletide season with the conducting of numerous chapel services and ceremonies. All in all, the Fort Rucker Chaplain's Office had a busy and profitable year and had a great impact upon the soldiers and families of Fort Rucker.

Problem Areas

No problems were discernable in 1983.

Summary

Colonel James Hansen was responsible for the religious activities of Fort Rucker in 1983. There were 19 chaplains under Colonel Hansen's supervision. There was both Catholic and Protestant Religious Education Classes held at Fort Rucker in 1983. The Office of the Center Chaplain also conducted the Systematic Training for Effective Parenting and addressed the religious and emotional needs of the Fort Rucker community.[1]

CENTER CHAPLAIN OFFICE FOOTNOTES

1. Hist [U], ATZQ-CH, 1983, materiel is extracted.

Colonel Joseph F. Rutkowski, Director, Directorate of Training and Doctrine, 1982 to January 1983.

Colonel Bruce H. Gibbons, Director, Department of Flight Training, 1982 to January 1983, Director, Directorate of Plans and Training, February 1983 to the present.

DIRECTORATE OF PLANS AND TRAINING

The Directorate of Plans and Training (DPT) was a new directorate in 1983. It emanated from the previously existing Directorate of Training and Doctrine (DOTD). This was accomplished under the School Model 83.* DOTD, though effective, had been somewhat cumbersome because of its rather large size and diversity of function.

The new DPT Director functioned in a dual capacity as of October 1983. He was the Operations Chief for both the Center and the School. The DPT advised the Commanding General/Commandant and the Deputy Commanding General/Assistant Commandant on planning, estimating, coordinating, integrating, and supervising functional areas such as Army aviation operations and airspace use. DPT also dealt with command security, aircraft requirements, student loads, and flight hour programs which supported the Aviation Center. An important area with which DPT dealt was the training component. This included training schedules, classroms, training aids, audio-visual support such as photography, educational television and graphics. The Directorate of Plans and Training as an additional function was Program Director for the following activities: School Secretary, Aviation Proponency Office, Department of Enlisted Training, Department of Aviation Subjects, and the Department of Combined Arms Tactics and the Departments of Flight Training and Academic Training.

Colonel Joseph F. Rutkowski was the Director of DOTD from 1982 until he retired in January 1983. Colonel Bruce Gibbons assumed command in February 1983 and continued as Director for the rest of 1983. The Administrative Management Branch (AMB) of DPT had two Chiefs in 1983. They were Major(P) Richard G. Dickson who departed in June 1983. Captain Billie B. McMahen was Chief of AMB from June 1983 for the remainder of the year.

The authorized strength at the end of 1983 was: Officers, 24; Warrant Officers, 13; Enlisted, 67; and Civilian, 127; the total was 231 people.[1]

DPT accomplishments will be covered by respective divisions.

RESIDENT TRAINING DIVISION

The function of this division was to coordinate with the Directorate of Training and Doctrine (DOTD) on the implementation of Resident Programs of Instruction (POIs) and plans for implementation changes and future courses. It served as the proponent for USAAVNC Pamphlet 95-15 and USAAVNC Supplement 1 to Army Regulation (AR 95-1).[2]

The Resident Training Division (RTD) was composed of three branches. They were the Plans Branch, Airfield/Airspace (AF/AS) Branch, and Programs/AVMIS Branch.

Major(P) Marvin H. Baker served as Chief of RTD from 1 January 1983 to 15 June 1983. He was replaced by Major William D. Weber who assumed command on 1 July 1983 and held the position of Chief of RTD for the

rest of 1983.

Captain(P) John R. Orkwis was Chief of the Plans Branch in 1983. The branch planned, coordinated Reserve Component (RC) aviation training, foreign military programs and other special training programs. It also developed plans and prepared training actions. One important function of the Plans Branch in 1983 was the formulation of the Long Range Aviation Training Support (LORATS) Plan. This was a "down the line" look at Army Aviation training and was somewhat of a prognostication of aviation training in the future. It also reviewed instructional materiel, documents and studies, and provided aviation training data to TRADOC and FORSCOM as requested. The RTD shop gave the Aviation Center briefings and other special briefings to VIPs and interested personnel.[3]

Accomplishments

Plans Branch established a "Mom and Pop" briefing to supplement IERW graduation activities for visiting friends and relatives. This briefing discussed the aviation training, duty assignments and answered questions concerning Fort Rucker. The Plans branch also rewrote the Avaition Center briefings to reflect new changes from School Model 83 and Aviation Branch Proponency.

The ninth EURO/NATO Helicopter Training Symposium was held at Fort Rucker October 31 through 4 November 1983. This multi-national conference was an annual event, with the symposium alternating between Fort Rucker during odd numbered years and user nations during even numbered years. The agenda items discussed ranged from training costs, training and emergency procedures, provision of instructor pilots, changes to POIs, future space requirements, and a revision of the EURO/NATO agreement.

Earlier in May 1983 USAAVNC instructor pilots began Pilot Night Vision Sensor Training. Three classes finished training by the end of December 1983. In June 1983, the coordinating draft of the AH-64 Aircrew Training Manual (ATM) was released and the annual written examination underwent revision. The Branch rescheduled the Instructor and Key Personnel Training (IKPT) for instructor pilots to begin in March of 1984. The reason for the March 1984 implementation date for IKPT was DPT's doing numerous "stubby pencil" drills in 1983 to ensure that the training component had all or most of its problem areas worked out prior to actual training.

DPT set the pace in the coordination and utilization of the Multiple Integrated Laser Engagement/Equipment System/Air-to-Ground Engagement System (MILES/AGES) training devices at USAAVNC. These devices were to be used in various aviator training programs at Fort Rucker. DPT took action to obtain these aviation devices and by the end of the year most of them were bought or on order.[4]

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* For an indepth examination of the role of School Model 83 and its effect upon School and Center, see Chapter I.

Problem Areas

It was difficult to discern the existence of problems because of the transition of DOTD to DPT in 1983.

Summary

In 1983 the Plans Branch established a perfunctory briefing for visiting friends and relatives of individuals graduating from IERW training. The briefing covered areas such as training, assignments, and answered questions about Fort Rucker. DPT hosted the Ninth EURO/NATO Basic Helicopter Training Symposium from 31 October 1983 through 4 November 1983. It began Pilot Night Vision Sensor Training Classes in May 1983, and had the coordinating draft of the AH-64 ATM released in June 1983.[5]

AIRFIELD/AIRSPACE BRANCH

This unit dealt with operations, maintenance, and safety of basefields, stagefields, and selected civilian facilities. The Airfield/Airspace Branch provided staff planning for aircraft tactical landing areas, aircraft navigation and communication facilities, and Air Traffic Control and aviation safety matters.

The Branch had two chiefs in 1983. Captain Michael S. Snyder was Chief from 1 January 1983 until 21 March 1983. On April 2, 1983, Captain Thomas N. Kaszas became Chief of the Airfield/Airspace Branch and served for the remainder of the year in that capacity. CW3 Robert E. Houser and Mr. Forrest E. Faulkner served respectively as the Safety Officer and Air Traffic/Airspace Officer in 1983.[6]

Accomplishments

The Airfield/Airspace Branch of DPT spent a great deal of time in 1983 coordinating activities such as plans to repair or improve stagefields and basefields throughout the Fort Rucker Reservation. Cairns Army Airfield (AAF), Hanchey Heliport (AHP), and Knox AHP were repaired and improved upon. Shell, Hooper and Longstreet Stagefields also underwent significant repairs and improvements in 1983.

Important areas of coordination took place with other branches of the Armed Forces, such as the Marines, Air Force, and Navy. These branches of service were allowed to use the USAAVNC training airspace and USAAVNC established airspace corridors and procedures for implementation of Joint Air Attack (JAAT) Training. In 1983, Fort Rucker initiated action for the establishment of Military Operation Areas (MOAs) which were utilized.

The branch was responsible for the tentative re-opening Shell AHP as a basefield for the TH-55 fleet. This was needed to remove some of the airspace saturation resulting from both the TH-55 and Blackhawk being at the same field.

DPT was instrumental in the establishing of a special Spanish-

speaking flight training program of Latin American pilots. Along with the School Secretary, DPT coordinated with the necessary USAAVNC units, DA, and the State Department to make certain that when the first Latin American flight students arrived at Fort Rucker in 1984, everything would be ready for their training.[7]

Problem Areas

None discernable.

Summary

The Airfield/Airspace Branch developed and coordinated plans to repair or improve stagefields and basefields at Fort Rucker in 1983. It also worked closely with other branches of the Armed Forces in the use of training airspace and Military Operations Areas (MOA) at USAAVNC. The Branch played an important role in the establishment and implementation of a Spanish-speaking flight training program for the Latin American pilots in 1983.[8]

PROGRAMS/AVMIS BRANCH

The Programs/AVMIS Branch determined, coordinated, and disseminated to all agencies detailed training schedules, aircraft requirements, student loads and flight hour programs to support the Aviation Center flight and non-flight training programs. Mr. William Carn, Jr., served as the Chief of the Branch for all of 1983.[9]

Accomplishments

In 1983 the Branch paid particular attention to meeting General Maddox's request that sixty percent of flight students train in the OH-58. There were parameters which mitigated this being accomplished; however, Mr. Carn's unit did see that at least an effort was made to bring about this directive.

The fluctuating economic situation in the nation during the early 1980's affected the retention of active Army warrant officers. More active duty warrant officers were staying in the Army longer as opposed to retiring after twenty years. In order to rectify the dilemma, DCSPER directed DPT to intensely manage IERW training to achieve a reduction in active Army warrant officers. Strict guidlines were followed; this included a reduction in the quota of flight students undergoing training at Fort Rucker.

In further compliance with DOD Regulations to more effectively manage manpower and manhours, DPT coordinated with USAR, OCAR, and the NGB quota managers to reduce course short falls to an all time low in 1983. At the same time it automated procedures to compute excessive manhours. Continued Aviation Management Information Systems (AVMIS) users education programs were improved upon, and as the result of the noticeable improvement, DPT received kudos from DA. Under DPT's supervision, 421,398 hours were flown in School support and 15,040 in Center support for a total of 436,438 hours.[10]

Problem Areas

The Branch had no discernable problem areas in 1983.

Summary

The Programs/AVMIS Branch was the determining, disseminating, and coordinating unit which handled training, manpower and flight needs of the Aviation Center flight and non-flight training programs. It was also responsible for cutting corners in regard to manpower quotas and flight hours.[11]

TRAINING DIVISION

On 1 September 1983, the Training Support Division was redesignated the Training Division under School Model 83. As the result of this reorganization, the Instrument and Aviator Qualification Branch and the Flight Records Branch were redesignated as the Aviation Support Branch under the operational control of the Department of Flight Training.

As some other divisions, DPT's Training Division had several branches. They were the Scheduling Branch, the Aircraft Management Branch, Range Branch, Individual Training Branch, and Test Control Branch. To put it succinctly, the Training Division supervised the overall coordination of training activities for the directorate. It handled all problems relative to Programs of Instruction (POIs). The Training Division was also responsible for the use of Mobile Training Teams (MTT) and New Equipment Training Teams for Reserve Component or Active Army support. Major Lloyd D. Gary, Jr., Chief of Training Division, served all of 1983 in this capacity. SFC Thomas E. Campbell was NCOIC the entire year.

The Branches will be examined on an individual basis.

SCHEDULING BRANCH

Captain Charles J. White was the Chief of the Branch from 21 March 1983 to 6 September 1983; Captain Melanie S. Clark continued as Chief from 26 September 1983 to the end of the year.[13]

Accomplishments

The Branch scheduled transportation, classrooms, stagefield, and stagefield support of approximately 1,200 flight and non-flight student during the year. It coordinated the use of 600,000 gallons of fuel per week from the Jaxon Fuel/Epps Fuel Company, and the 108th Quartermaster Group. Approximately 24,000 training schedules for over forty in-resident courses and supporting activities each week were distributed by DPT. It coordinated USAAVNC Combined Arms Tactical Training Exercise (CATTE). More than 128,000 flight simulator hours for USAAVNC were obtained by branch coordination. The Scheduling Branch supported over 350 training exercises for Reserve and National Guard components at the Fort Rucker complex.[14]

Problem Areas

This branch appeared to be free of discernable problems.

Summary

The Scheduling Branch was responsbile for scheduling transportation, classrooms, stagefields, and stagefield support for approximately 1,200 flight and non-flight students in 1983. It supervised the use of 600,000 gallons of fuel per week at USAAVNC. DPT distributed approximately 24,000 training schedules for over forty in-resident courses and supporting activities.[15]

AIRCRAFT MANAGEMENT BRANCH

The Aircraft Management Branch organized USAAVNC fleet employment with all activities and agencies at Fort Rucker. It also served as a liaison between aircraft users such as, ALMD, DIO, and the maintenance contractors; acted as a central point of coordination for USAAVNC for aviation search and rescue missions, and provided aircraft control for the various USAAVNC contingency plans. DPT, as part of its mission, provided input for aircraft utilization analysis reports and analysis completed reports.

Captain William C. Barker was Chief of the Aircraft Management Branch in 1983 and Staff Sergeant George W. Evans was the NCOIC during all of 1983.

DPT scheduled in excess of 292,000 training flights which accumulated over 435,703 flight hours. It provided aircraft support for over 120 special missions for the Public Affairs Office, Army Recruiting Command, and Joint Services request. The branch also revised stacking and mooring plans for the USAAVNC Hurricane Alert and Evacuation Plan in 1983.[16]

Problem Areas

With the paucity of historical input, it is difficult to discern whether or not problems existed.

Summary

The Aircraft Management Branch worked hard to coordinate USAAVNC fleet employment with all activities and agencies at Fort Rucker. It was responsible for aircraft support for over 120 special missions for the Public Affairs Office, Army Recruiting Command, and Joint Services. It scheduled in excess of 292,000 training flights which accumulated over 435,703 flight hours.[17]

RANGE BRANCH

The mission of DPT's Range Branch was to maintain the Fort Rucker Range Complex. The Range Complex consisted of five aerial gunnery

ranges, 42 training areas and numerous other ranges and firing points. The Range Branch also provided rearming of all student training aerial gunnery aircraft and training of personnel to operate the TOW Target Simulator for the Gunnery Accuracy Control (GACP) System.

Captain Allen J. Tusberg was the first of three Chiefs of the Range Branch in 1983. His tenure of duty was from 1 January 1983 to 8 July 1983. Captain Richard Keihart took over as Chief of the Branch on 10 July and held the position until 19 December 1983 at which time he relinquished command to Captain Harlen L. Bell. Captain Bell finished 1983 as the Chief of the Range Branch.[18]

Accomplishments

In 1983 the Blackmill Range was reopened as a rearm point for student aerial gunnery aircraft to conduct their firing at Matteson Range. AH-1 Cobra gunships, armed by Range Branch personnel, fired approximately 347,633 rounds of 20 millimeter ammunition and 18,427 2.75 inch rockets.

The Branch was responsible to insure that AH-1 aircraft were properly armed and prepared for firing exercises such as the Combined Arms Tactical Training Exercise (CATTE) held in August 1983. The CATTE was completed with no problems or weapons malfunctions*. The Range Branch also provided ARTEP support to National Guard and Reserve units and enhanced the range complex, upgraded Blackmill Range Road, the 500-1000 inch range, and the Zero Range.[19]

Problems Areas

None discernable.

Summary

The three Chiefs of the Range Branch and their personnel maintained and coordinated the use of the Fort Rucker Range Complex during 1983. The Range consisted of five aerial gunnery ranges and 42 training areas and numerous other ranges and firing points. The DPT armed AH-1 aircraft which fired a record 347,633 rounds of 20 millimeter ammunition and numerous rounds of other caliber and millimeter.[20]

TEST CONTROL BRANCH

This Branch was responsible for the implementation of guidance and regulations pertaining to Skills Qualification Tests (SQT). It also was the liaison between Fort Rucker and SQT Management Directorate at Fort Eustis, Virginia. DPT took time to provide staff responsibility and supervision for administration of SQT at Fort Rucker and active-duty personnel within a five state area.

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* For further information reference on the CATTE, see the unit on D Company, 229th Attack Helicopter Battalion, in the chapter on the 1st Aviation Brigade.

The Test Control Branch was under operational control of the Sergeant Major, Charles F. Barnes in 1983 and at one time was an in house unit of DOTD. Master Sergeant Nathaniel Rookard assumed the position as Acting Test Officer on 1 December 1983 and kept that position for the remainder of the year.[21]

Problem Areas

None were discernable.

Summary

The Test Control Branch was responsible for supervising and administering of SQTs at Fort Rucker in 1983. It gave the SQT in over 200 MOSs at Fort Rucker. The three component SQTs were phased out and replaced by a single component SQT which utilized only a written test. DPT maintained a one percent error rate in 1983; this was the lowest in TRADOC for quality control of the SQT mark sense form.[22]

INDIVIDUAL TRAINING BRANCH

Jo Ann Sutton was the training technician who supervised the preparation and dissemination of policies and directives pertinent to attendance at Army Service Schools. She held this position from 1 January 1983 to 1 October 1983.

Accomplishments

With the inception of School Model 83 the Individual Training Branch moved from DOTD, to DPT, but its activities remained the same.[23]

Problem Areas

None were noticed.

Summary

In 1983 the Individualized Training Branch prepared and disseminated policies and directives pertaining to attendance at Army service schools.[24]

AVIATION SUPPORT BRANCH

Captain Horace C. Green was the Chief of the Aviation Support Branch in 1983. The Branch managed the Aircrew Training Manual (ATM) at Fort Rucker, which included initial inprocessing of all aviators newly assigned to Fort Rucker. It was also responsible for administering the Army aviation annual written examination for all aviators assigned to the USAAVNC. As an adjunct duty, the Aviation Support Branch maintained flight time records on aviators to insure completion of flight minimums. Captain Green's unit furnished aircrews for USAAVNC support mission and conducted refresher training for operational aviators not participating in flight instruction. Fixed wing transition training came under the aegis of the Aviation Support Branch.[25]

Accomplishments

Aviation Support Branch increased its number of standardization/commander evaluations from 200 to 290 in 1983. The total flight time for these evaluations were 683.7 hours. In 1983, DPT maintained its 1982 instrument evaluation average of 50 hours, and the flight time for its Synthetic Flight Training Systems, (SFTS) simulators was 354.9 hours. The flight time for special missions, i.e., VIP flights, Commanding General, and dignitaries was 148.4 hours. The flight time for refresher training was 682.6 hours.

The Aviation Support Branch in-processed 410 newly assigned aviators and administered 15,000 annual written examinations to aviators. It was one DPT organization which dealt specifically with numbers and hours in 1983.[26]

Problem Areas

None were apparent in 1983.

Summary

The Aviation Support Branch managed the Aircraft Training Manual (ATM) program at Fort Rucker. It administered the Army aviation annual written examination for all aviators assigned to the USAAVNC and maintained flight time records on them to insure completion of flight minimums. DPT also furnished crews for USAAVNC support missions and conducted fixed wing transition training.[27]

INSTALLATION SECURITY, PLANS AND OPERATIONS (ISPO) DIVISION

This division prior to 1 September 1983 held the designation of a directorate. However, under School Model 83 it came under the suzerainty of DPT. Its mission remained basically the same in DPT as it had when it was a directorate.

ISPO was responsible for monitoring and coordinating all installation level activity in Operational Security, Emergency and Contingency, Planning and Execution, and Nuclear, Biological and Chemical (NBC) Defense activities. It was also responsible for operational activities involving Fort Rucker and other installations.

In 1983, the ISPO Division had a Supervising Chief with three subordinate branch chiefs for the Plan, Operations, and NBC Branches. Three chiefs held the reins of command in 1983. Colonel Willard C. Goodwin was Chief of ISPO from 1 January 1983 until 20 July 1983. Lieutenant Colonel Edward L. Goff held the position from 21 July 1983 until 14 August 1983. Lieutenant Colonel Robert S. Jones was the encumbent from 15 August 1983 to the end of the year. The Plans Branch (EOC) had two chiefs in 1983. They were Mr. Donald L. Cline and Mr. John L. Lewis. Mr. Cline was Branch Chief from 1 January 1983 until 5 November 1983. Mr. Lewis then assumed the position on 6 November and remained as Branch Chief for the rest of the year. The Operation Branch

also had two chiefs in 1983. Major John S. Wehr served as Branch Chief from the beginning of 1983 until 21 April 1983. Major James S. Young became Branch Chief on the 22 April 1983 and remained in this capacity for the rest of 1983. Major John E. Ables was Chief of the NBC Branch all of 1983.[28]

Accomplishments

The Plans Branch (EOC) was involved in a large number of activities in 1983. Under the Plans Branch, the Emergency Operations Center (EOC) was put into effect. The EOC was officially activated six times for severe weather in 1983, and three times for Emergency Deployment Readiness Exercises (EDRE). In the July-September 1983 time frame it supported the deployment of the 46th Engineer Battalion to Honduras for Exercise AHUAS TARA II. Throughout 1983, monthly tests of the EOC Communications system were conducted as were tests of the Installation Air Defense Warning System. The monthly tests were not taken lightly, because if a natural emergency or physical catastrophe--such as a tornado--took place, the warning and communications system would become instrumental in reducing death and injury at Fort Rucker.

The EDRE, were given to the TOE units at Fort Rucker; however, not all of them did well in exercises. Some units, such as the 108th Quartermaster Company underwent two or more EDRE before receiving a satisfactory rating. Prior to its preparation for deployment to Honduras in 1983, the 46th Engineer Battalion underwent a three day EDRE from 18-20 April 1983. It received a superior rating as did the 427th Medical Company, which was tested with the engineers. From 15 July 1983 to 8 September 1983, the Plans Branch coordinated the deployment of the 46th Engineer Battalion to Honduras. During the above time period, the Plans Branch worked closely with the Fort Rucker Post Activity (PSA) operations at the Port of Mobile, Alabama. The PSA crew aided civilian stevedore gangs contracted to the Military Traffic Management Command (MTMC) Detachment commanders at Mobile during the outloading of five ships carrying equipment for eight installations bound for Exercise AHUAS TARA II in Honduras.

During October 1983, the Branch conducted the bi-annual Reserve Component Unit (RCU) Coordinating Conference. One hundred and fifty Reserve and National Guard personnel from eight states were presented mobilization and deployment information by sixteen speakers from various USAAVNC Agencies.

The ISPO Operations Branch did a lot of in-house work at Fort Rucker in 1983. One of its achievements in 1983 was its coordination of requirements for the 1983 Army Aviator Armed Forces Day (21 May 1983) in conjunction with the AUSA Picnic and Open House and the 1st Aviation Brigade Sportsfest (16-21 May 1983). The Operations Branch hosted a CIA agents orientation to Army Aviation from 23-26 October 1983 with more visits being scheduled in 1984 and succeeding years. The Operations Security (OPSEC) Program continued to gain momentum in 1983 and became an important aspect of all USAAVNC functions.[29]

The Nuclear, Biological, and Chemical (NBC) Branch provided support to USAAVNC, tenent activities, and USAR units in Alabama and Mississippi in NBC equipment exchanges, training, briefings, and inspections. Installation NBC personnel provided active and Reserve units throughout CONUS with aircraft denomination briefings and participated in numerous North American Air Defense Command (NORAD) exercises.[30] Fort Rucker became an operational NORAD activity in 1983.

Problem Areas

No problems were discernable in 1983.

Summary

Installation Security, Plans and Operations (ISPO) Division was a highly diversified DPT division, and at one time had been a directorate. ISPO was responsible for monitoring and coordinating all installation level activity in Operational Security, Emergency and Contingency Planning and Execution, and Nuclear, Biological and Chemical (NBC) Defense activities at Fort Rucker.[31]

INTELLIGENCE DIVISION

The Intelligence Division emanated from School Model 83 on 1 September 1983. Prior to the School Model 83 reorganization, the Intelligence Divison had been designated as the Intelligence Office under the Directorate of Installation Security, Plans and Operations. As an antecedant to change its designation, the Intelligence Division moved from Building 5008 to a newly renovated and greatly improved office facility located in Building 116.

The Division planned, executed, and administered the Intelligence, Counterintellingence, and Security Programs of the US Army Aviation Center and its tenant activities. It was reorganized under a supervising chief and three unofficial branches to include Personnel Security, Document and Information Security, and automated Data Processing Systems Security.

Mr. Marion E. Hill was the Division Chief of all of 1983. He was assisted by Mr. Willian G. Parsons who served as Security Specialist for the year. Mr. Allison Hutcheson held the position of Personnel Security Clerk in 1983.[32]

Accomplishments

During the calendar year, the Intelligence Division processed 294 requests for personnel security investigations; conducted 5,946 local records checks; validated or issued 3,746 security clearances, and suspended, denied, or revoked the security clearances of 70 military and civilian personnel. Though the above numbers appeared to have been somewhat overwhelming as far as relevance, in actuality, they were indicative of the degree of investigations required by the government.

The Intelligence Division also conducted 47 security inspections of facilities; cleared 384 classified and unclassified documents for release to US industrial firms; submitted 67 classified reports under the procedure (UP) to the Foreign Office Contact Program requirements of AR 381-155, (U); and prepared replies to 68 foreign visit requests in clearing 134 foreign military and civilian representatives to visit Fort Rucker during calendar year 1983.[33]

Shortcomings

While all mission essential goals were met, the Division suffered from an inadequate staff and divisions of labor inappropriate to personnel grade structure. However, it was hoped that the above problems would be resolved in 1984.[34]

Summary

The Division moved from Building 5008 to a new office in 1983, and became reorganized under the aegis of School Model 83. Its three branches processed and validated over 3,000 security clearances, and cleared 134 foreign military and civilian representatives to visit Fort Rucker in 1983.[35]

TRAINING AND AUDIOVISUAL SUPPORT DIVISION

As with other DPT divisions, the Training and Audiovisual Support Division was realigned from DOTD to DPT in 1983. Jimmy Goodson was Chief of the Divison for the entire year which was the single point of contact (POC) for coordination of training aids requirements at Fort Rucker in 1983. DPT was responsible for a centralized multimedia consultation service and directed and produced ETV programs to support instructions of USAAVNC. At the same time it operated and maintained facilities for product distribution through the on-post, closed circuit cable and playback system. The Training and Audiovisual Support Division assisted units and activities with a wide variety of training aids, particularly 35mm slides, transparencies, graphic training aids, and devices. Finally, it provided additional services in support of Army Aviation subjects taught at military installations worldwide.[36]

The Division was composed of six branches. They were Administrative and Supply Branch, Graphics Branch, Devices Branch, Electronics Branch, Photography Branch, and Education Television Branch (ETV).

Accomplishments

In 1983, DPT produced high quality graphic items, such as master art for charts, 35mm slides, overhead transparency masters and copies, black-and-white printing plant masters, embossed signs for academic instructors and class identification, and miscellaneous graphics services, for a total of 36,288 end items.

The variation of DPT services in 1983 was further illustrated by the Division's completion of 18 contract instructional television tapes,

and its videotaping of the 1983 AVENEC and EURO/NATO Conferences. One noteworthy achievement in 1983 was DPT's providing of video vignettes for Good Morning America's salute to the Armed Forces.

Basically speaking, the Training and Audiovisual Support Division supported UAAVNC, NG, and USAR in all facets of audiovisual and training items in 1983.[37]

Problem Areas

There were no apparent problem areas in 1983.

Summary

Training and Audiovisual Support Division was responsible for being the single point of contact for training aids requirements at Fort Rucker in 1983. It centralized its consultation service and directed and produced ETV programs to support instruction at USAAVNC. It assisted units both within and without USAAVNC in gaining audiovisual support and equipment in 1983.[38]

RESERVE COMPONENT DIVISION

With the inception of School Model 83, the Directorate of Reserve Components became the Reserve Components Division functioning under DPT, and the Reserve Component Support Branch was transferred from DIO to the Reserve Component Division on 6 November 1983.

Lieutenant Colonel Joseph W. Squire was the USAR Advisor/Director from the beginning of the year until 30 June 1983 when he retired. Lieutenant Colonel Geary W. Hancock assumed the reins of leadership on the 28th of June 1983. He remained as Director for the remainder of the year.

The Reserve Component Division was the POC at Fort Rucker for coordination of training, and administrative and logistics support to authorized reserve claimants. Its geographical area of responsibility for United States Army Reserve (USAR) and Army National Guard Units included 29 counties in Alabama and 41 counties in Mississippi. The division provided support to Senior and Junior Reserve Office Training Corps units.[39]

Accomplishments

In 1983, Fort Rucker hosted twenty-two units for annual training, with an aggregate strength of 1,625 personnel. Units included Aviation, Engineer, Medical, and Signal Corps. A USAR school at Fort Rucker conducted instruction for 60 Warrant Officers during 1983, and during CY 1983, a total of 43,337 mandays of weekend training was supported.

The Individual Mobilization Augmentee (IMA) program was assigned 35 mobilization designees and 26 Individual Ready Reservists (IRR) were hosted for the IMA in 1983. There were 204 IRRs who received counterparts training in 1983.[40]

Problem Areas

There appeared to be few, if any problem areas in 1983.

Summary

The Reserve Component Division was the POC for coordination of training and administrative and logistice support to authorized reserve claimants. Geographical areas of responsibility included parts of Alabama, and Mississippi. Over 1,625 reserve personnel trained at Fort Rucker in 1983.[41]

DPT FOOTNOTES

1. Hist, ATZQ-PT, 83, Hereafter cited as ATZQ-PT, 83, materiel is extracted.

2. Ibid.; Ltr, ATZQ-PT to ATZQ-AB et al., Subj: The Fort Rucker Aircrew Training Program (ATP), 21 Oct 83, (Doc II-19).

3. Ibid.

4. ATZQ-PT 83; Ltr, ATZQ-PT to Distribution, Subj: Minimum Essential Crew During ATP Training, 18 Oct 83, hereafter cited as Crew ATP Ltr, 18 Oct 83 (Doc II-20).

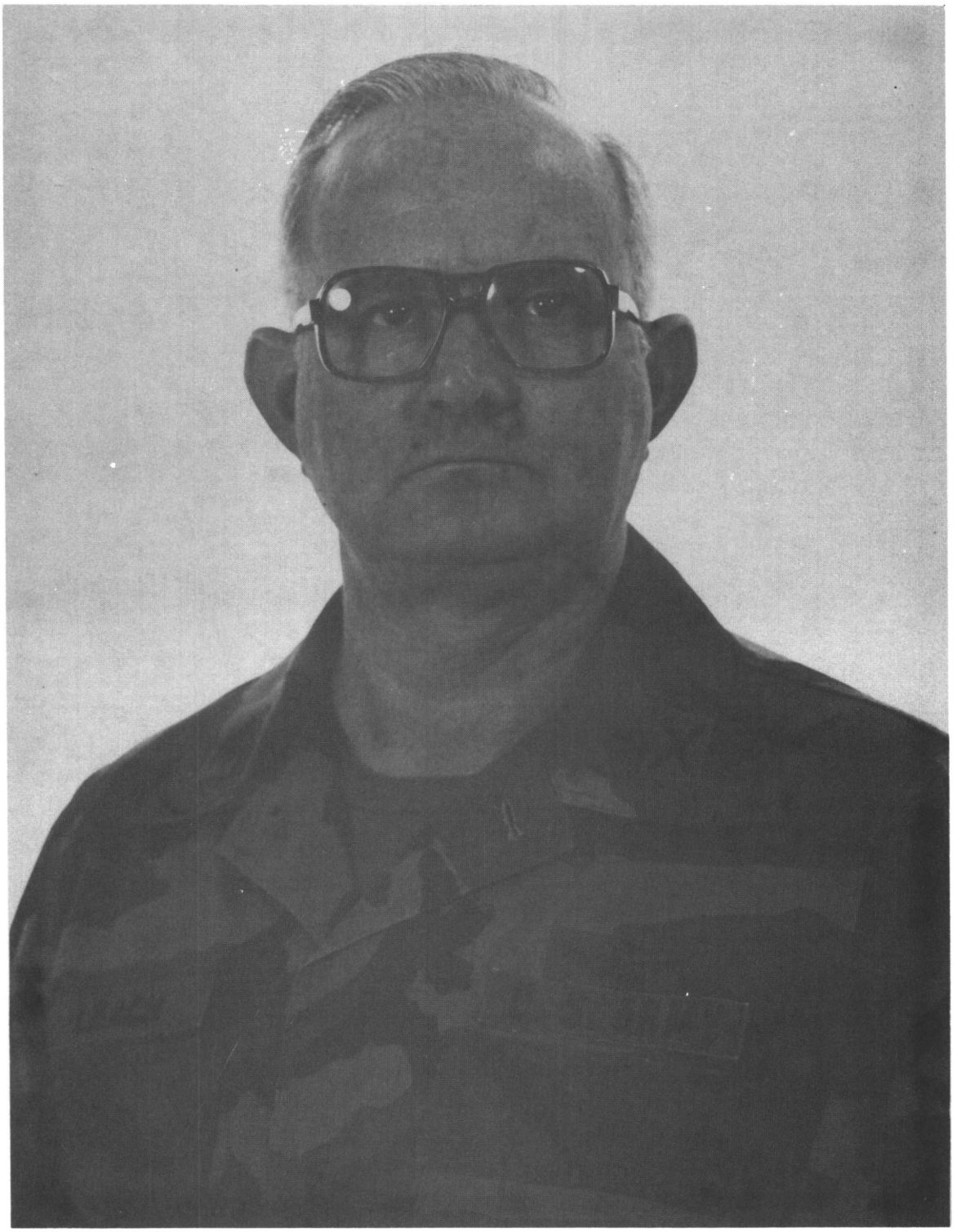
5-25. ATZQ-PT 83.

26. ATZQ-PT 83: Crew ATP Ltr, 18 Oct 83.

27-29. Ibid.

30. Ibid.; Itinerary, ATZQ-PT to ATZQ-D et al., Subj: Itinerary, for visit, 20 Oct 83, (Doc II-21).

31-41. ATZQ-PT 83.



Colonel Ercie J. Leach, Director, Directorate of Industrial Operations, 1983.

DIRECTORATE OF INDUSTRIAL OPERATIONS

The Directorate of Industrial Operations (DIO) mission in 1983 was planning and directing Fort Rucker's installation logistics support, which included procurement, supply, transportation, equipment maintenance, aircraft maintenance, and aircraft maintenance quality assurance. DIO also supervised the installation laundry and dry cleaning, food services and mortuary services, in support of Army aviation training and tenant activities. The directorate was also responsible for installation logistics support for mobilization and other contingency planning.

Colonel Ercie J. Leach directed DIO for all of 1983 and was assisted by Mr. Perry S. Grantham as Deputy Director of Industrial Operations. Colonel Leach and Mr. Grantham supervised eight subordinate divisions and branches. The first five were the Administrative and Management Branch; Aircraft Logistics Management Division (ALMD); Maintenance Division; Plans Branch, and Procurement Division. The other three DIO organizations were Supply and Services Division; Transportation Division, and Logistics Information System Branch. (The above units will be examined individually).

Accomplishments

The Directorate of Industrial Operations established an automation program in 1983. By the end of 1983, three DIO activities had microcomputers. They were Supply and Services Division, Administration and Management Branch, and Transportation Division. DIO tentatively scheduled automation for the other activities in 1984.

Colonel Leach's shop helped to raise money for the Fort Rucker Morale Support Fund and the Army Aviation Museum by planning, organizing and directing the third and fourth Volksmarches held at Fort Rucker on 9 April 1983 and 19 November 1983. DIO's Volksmarches have raised approximately twenty thousand dollars since May 82.

Where DIO rose to the occasion, so to speak, was in 1983, planning and directing programs which saved time, manpower, and money for Fort Rucker and the Army. A noticeable example of this was DIO's role in the utilization of a commerical contract of 56 million dollars to maintain a fleet of over 650 fixed and rotary wing aircraft at Fort Rucker. This was a cost effective operation because it obviated a need to use hard-to-get Army aircraft mechanics, and also because total aircraft maintained exceeded the contract by 1.6 percent, but at the same time added nothing to the cost of maintenance.

Thanks to DIO, Fort Rucker had an effective installation supply program under the Standard Army Installation Logistics Supply Subsystem (SAILS). The Directorate of Industrial Operations kept close scrutiny over the SAILS program in 1983 and therefore had one of the lowest zero balances in self-service supplies in TRADOC with a range of 0 to 5 percent.

Materiel readiness for TOE units at Fort Rucker was addressed in 1983. DIO directed an effective maintenance program which kept maintenance deadline rates well within DA and TRADOC objectives and at the same time kept TOE units materially prepared for deployment. The Directorate planned and directed more than 19,000 commercial movements for personnel during CY 83 and handled over 14,000 shipments of household goods in CONUS and worldwide. During 1983, DIO directed the movement in excess of 600,000 tons of supplies and equipment at Fort Rucker. DIO's nontactical vehicle fleet put over 4,200,000 miles on the road in 1983. The local DIO procurement office planned and directed the acquisition of approximately $124,000,000 of supplies, and equipment. At the same time, DIO supervised the utilization of $216 million in stock funds and the OMA funds with a 9.9 percent utilization rate.

DIO was in the study business in 1983. A Commercial Activities Study was announced by Congress on 4 August 1983. TRADOC validated 295 civilian and 44 military spaces authorized and classified as contractible. The DRM management study concerning the feasibility of contracting out DIO, began in October 1983 with a projected completion date of May 1984. The decision date was set for October 1985.[2]

Problem Areas

DIO had no discernable problems at the directorate level, however, some of its organizations had problems which will be discussed under the aegis of individual DIO units.

Summary

In 1983, DIO was responsible for studies dealing with the feasibility of civilian contracting of the DIO, and initiated an automation project for subordinate units to be completed in 1984. The directorate also handled the installation logistics support, including procurement, supply, transportation, equipment maintenance, aircraft maintenance quality assurance, food service, laundry and dry cleaning, and mortuary services.[3]

The DIO subordinate units will be examined individually beginning with the Administration and Management Branch.

ADMINISTRATION AND MANAGEMENT BRANCH

Mr. Archie Fondren was Chief of the Administration and Management Branch of DIO in 1983. Under the guidon of the Administration and Management Branch, Mrs. Laura Reynolds served as Senior Program Analyst for all of 1983.

The "A and M Branch" as it was sometimes referred to, managed all resources allocated to DIO by DRM in the accomplishment of the assigned mission. The branch developed and monitored the Fort Rucker flying hour cost per hour program. Mr. Fondren's organization was also responsible for developing and monitoring the installation stock fund program, and negotiated and maintained inter-and-intra-service support agreements for the installation.[4]

Accomplishments

The Administration and Management Branch was allocated $126,742,600 in operation maintenance dollars to perform the assigned mission. A utilization rate 99.9 percent was achieved. In 1983, the branch monitored 57 active support agreements and installed a microcomputer system to assist the management of flight hour cost.[5]

Problem Areas

None discernable.

Summary

The Administration and Management Branch negotiated and maintained the installation inter-and-intra-service support agreements in 1983. The branch was also responsible for managing funds allocated to DIO. The branch installed a microcomputer to assist in the financial management of flight hour cost.[6]

MAINTENANCE DIVISION

The Maintenance Division served as the installation support maintenance manager in 1983. Within the organizational structure, were the Production Planning and Control Branch, Shop Operations Branch, and Quality Assurance Branch. The Maintenance Division was the Contracting Officer Representative (COR) for maintenance services and within its purview, inspected and accepted contract services. Maintenance Division supervised both general and direct support maintenance of all materiel in satellited activities, to include USAR, ROTC, and active Army units in south Alabama, southern Mississippi, and northwest Florida. DIO also determined the effectiveness and adequacy of organizational maintenance performed on Army equipment used by supported units.

There were two chiefs of the Maintenance Division in 1983. Major(P) John Robinson served from the beginning of 1983 until 1 August 1983, when he was replaced by Lieutenant Colonel John C. Patterson.[7]

Accomplishments

In 1983, construction began on the vehicle rustproofing facility. This treatment of systematic rustproofing Army vehicles is expected to extend the useful life of the vehicles by approximately ten years. The Maintenance Division provided support for the 46th Engineer Battalion deployment to Honduras in September of 1983. DIO inspected the 46th Battalion equipment, made repairs, or replaced unusable equipment. The Maintenance Division also provided four mechanics to the Port of Mobile, Alabama, for support of all the military equipment being outloaded for Big Pine II. The mechanics worked hard and long to insure that all equipment being outloaded was useable and loaded properly.

The Quality Assurance Branch personnel assisted PM TRADES, Orlando, Florida, and AVSCOM, St. Louis, Missiouri, with specifications for the AH-64 Flight Simulator. This simulator was the most expensive in the

Army inventory, at approximately $50 million. DIO personnel kept the 15G16 ATC radar simulator working effectively in 1983. The radar simulator had only 5 hours downtime in 1983, thus allowing 368 ATC students to be effectively trained on the simulator.

Problem Areas

None discernable.

Summary

The Maintenance Division had two Chiefs in 1983, and served as the installation support maintenance manager and gave a great deal of support to the 46th Engineer Battalion in preparation for deployment to Honduras in September 1983. DIO also provided supervision of Army equipment used by USAR, ROTC, and active Army units in Alabama, Mississippi, and Florida.[9]

TRANSPORTATION DIVISION

The Transportation Division was extremely busy in 1983 providing transportation support for the movement of personnel, personal property, and freight in and out of Fort Rucker. The Transportation Division operated the Central Receiving Point and provided and maintained a fleet of nontactical units, (NTV) for the support of the installation, 25 Army Reserve Units, twelve Senior ROTC Units, and three Junior ROTC Units in the tri-state areas.

The DIO Transportation Division was organized into the Transport Branch, and Movements Branch. Major(P) Robert J. Cammon was Chief of the Transportation Division in 1983 and Mr. Robert J. Miller was Chief of the Transport Branch.[10] Mr. Ronald V. Claussen was Chief of the Movements Branch.

Accomplishments

In 1983, the Transportation Division began work to automate the Movements Branch. The Division took part in the 46th Engineer Battalion deployment to Honduras known as "Big Pine II." The Transportation Division provided transportation and coordination of 85 commercial truckloads of military impediments and a road march of 167 military vehicles to the Port of Mobile, Alabama, for further movement to Honduras. The Division coordinated with other branches of the Armed Forces and commercial transport carriers on the commercial and military movement of cargo and passengers during Big Pine II.

The non-temporary storage contract was modified in 1983. This modification reduced minimum weight limitation from 500 pounds to 100 pounds, and provided special handling and storage rates for the service members personal property. Approximately 140,713 pounds of personal property was stored in 212 storage lots at a cost of $152.33 per lot. Normally, the storage amount would have been $1,257.77 per average storage lot, so DIO affected a noticeable savings for Fort Rucker. The Honduras deployment, however, as prosaic it might have appeared did have

its human side. The Transportation Division arranged and coordinated movement of clothing to the Children's Orphanage in Honduras as part of "Operation Santa Claus." In an unusual way, the Transportation Division did much for countless children thousands of miles away from Fort Rucker.

The Transportation Motor Pool fleet had 98 overage/excessively driven vehicles out of a total of 418 vehicles. The 418 assigned vehicles were driven 4,264,552 miles. Each vehicle was driven an average of 10,202 miles in 1983. In 1983, the Transportation Branch turned in three 25 passenger buses, fourteen sedans, ten 45 passenger buses, one station wagon, two utility trucks, one 1 ton stake truck, fifty-eight ½ ton trucks, and seventeen ½ ton carryall trucks. The new replacement vehicles were eighteen sedans, three 12 passenger buses, fifteen 44 passenger buses, one station wagon, twenty carryall trucks, and sixty-one pickup trucks. Fort Rucker made a concerted effort to serve the needs of all transportation users in 1983 and apparently was able to do so.

The Passenger Section of DIO participated in various exercises in 1983 such as Bold Eagle, Mobex 83, Big Pine II, and PERMEX 1-83. It coordinated movement and transportation of 46th Engineer personnel from Fort Rucker to Lawson Army Airfield at Fort Benning, Georgia, for onward movement to Honduras. DIO also processed reserve units movements overseas. Since there were vacancies in the Scheduled Airline Ticket Office (SATO), personnel worked a total of 213 hours overtime in order to meet the needs of military and civilian personnel traveling on commercial airlines. On 1 February 1983, the SATO installed an automated reservation system for Local Payment of Airlines (LOPA). This system ensured Fort Rucker travelers the most economical airline travel.

The Personal Property and Inspection Section processed approximately 14,290 shipments, and arranged for 547 do it yourself (DITY) moves. The DITY moves resulted in movement of 1,066 tons of personal property as a savings to the government of $105,633.00 and incentive payments to military personnel totaling $286,950.00. DIO also arranged for movement of 5,685 tons of personal property through government bill of lading (TGBL) and direct procurement method (DPM). The Personal Property and Inspection Section arranged for 2,742 tons of personal property to be handled into and out of non-temporary storage (NTS) in 1983.[11]

Problem Areas

There were no discernable problems other than the apparent observation that the Transportation Division had an exceptionally busy year handling the movement of personnel, personal property and freight in and out of Fort Rucker in 1983.

Summary

The Transportation Division supported the logistics side of the house at Fort Rucker in 1983 for both military and civilian personnel. It was involved in the deployment of the 46th Engineer Battalion to

Honduras, handled the nontactical vehicle fleet at Fort Rucker, and movement of units and personnel to and from Fort Rucker in 1983.[12]

SUPPLY AND SERVICES DIVISION

Supply and Services Division exercised staff supervision for the DIO over all the Supply and Services functions of the USAAVNC. It interpreted directives and regulations, and developed guidance and implemented instructions relative to the supply system. The Supply and Services Divison planned, developed and coordinated Automatic Data Processing (ADP) applications for the supply system, managed the Army food program, mortuary services, laundry and dry cleaning services, refueling/defueling operations, the Army oil analysis program, and the consolidated property book system. DIO was also the installation Petroleum, Oil and Lubricants (POL) manager in 1983. The Supply and Services Division was organized into Property Control Branch, Services Branch, Petroleum, Oil, and Lubricants (POL) Management Branch, and Central Issue Facility (CIF) Branch. Mr. James L. Brackin was chief of the division in 1983.

Accomplishments

DIO's Self Service Supply Center provided outstanding support for Fort Rucker users in 1983. Zero balances averaged less than five percent, and item availability rate was the highest throughout all of TRADOC in 1983.

The TDA Property Book became automated under the Army Medical Department Property Accounting System (AMEDDPAS) in August 1983. By tying into AMEDDPAS, the TDA Property Section was able to coordinate with other TRADOC activities to locate medical supplies and equipment. TRADOC gave the TDA Property Section accolades for its timely conversion to AMEDDPAS.

In January 1983, approximately fifty installation supply personnel attended a Standard Army Intermediate Level Supply (SAILS) Management Course, conducted at Fort Rucker by the Logistics Management School representatives from Ft. Lee, Virginia. The course was considered most beneficial. The Supply and Services Division converted the SAILS and Automated Property Book Systems to the Vertical Installation Automation Baseline (VIABLE) system in November 1983. The new system had some serious problems with output schedules.[14] That had not been resolved as 1983 came to an end.

Problem Areas

The Supply and Services Division had a number of outstanding achievements in 1983; however, because of equipment malfunctions, the VIABLE system was not initially cost effective.[15]

Summary

Supply and Services Division of DIO exercised staff supervision over all the Supply and Services functions of the USAAVNC in 1983. The

four branches, Property Control Branch, Services Branch, Petroleum, Oil, and Lubricants (POL) Management Branch and Central Issue Facility (CIF) Branch handled the needs of both Center and tenant activities. The Division updated its computer systems in 1983 and received high marks for providing outstanding support during the year.[16]

AIRCRAFT LOGISTICS MANAGEMENT DIVISION

The Aircraft Logistics Management Divison (ALMD) of DIO monitored the post aircraft maintenance contractor's operations to insure quality services performed and accountability of government supplies and equipment. Through the DIO, the ALMD advised the USAAVNC Commanding General on aviation supply and maintenance activities.

The Aircraft Logistics Management Division was comprised of the Production Surveillance Branch (PSB), Maintenance Surveillance Branch (MSB), and Supply Surveillance Branch (SSB). Lieutenant Colonel Edward L. Goff was Chief of ALMD from 1982 to February 1983, when he was succeeded by Major(P) Joseph F. DeVito in March 1983. Major(P) DeVito remained Chief of ALMD for the rest of the 1983. Chief Warrant Officer Robert J. Mamino was Chief of the Production Surveillance Branch from 1982 until March 1983. Captain Guss H. Thompson arrived to take control of the PSB in March 1983 and served the remainder of the year in that capacity. The Maintenance Surveillance Branch had two chiefs in 1983. Captain Louis A. Bonham served until November 1983, then Captain Douglas R. Jarboe took over as Chief in November 1983 and was in charge of MSB as the year came to a close. Mr. Kayron P. Fincher was Chief of the Supply Surveillance Branch from the beginning of 1983 until August of that year. The position remained vacant for the remainder of the year.[17]

Accomplishments

On 1 December 1983, the Refuel/Defuel Services Contract was transferred from Supply and Services Division to ALMD. This action was taken so that the manpower at each basefield could be utilized in monitoring the above contract. The Aircraft Logistics Management Division had to deal with a noticeable increase in TH-55 engine quits. It was difficult to discern if maintenance, fuel, or pilot error contributed to the upswing in the training helicopter engine quits. The federal government and Hughes Aircraft Company, the manufacturer of the TH-55, conducted a joint investigation to determine the cause of the engine problems. The investigation was ongoing as 1983 came to an end, so no definitive answer was expected until 1984.

During 1983, the (US Army) Troop Support and Aviation Materiel Readiness Command (TSARCOM) funded a large number of Modification Work Orders (MWO) at Fort Rucker on both rotary and fixed wing aircraft. The U-21 fixed wing aircraft navigation system was modified, while the CH-47 helicopter had engine and altimeter reset modifications. Most of the MWOs, however, were for the UH-1 Helicopters. These helicopters underwent modifications for improvement in the Wirestrike Protection System and the Proximity Warning System.

The Aircraft Logistics Management Division coordinated the transfer of 186 aircraft onto and away from Fort Rucker during the 1983 calendar year. These transfers included aircraft reassignments to depots and other installations, and aircraft gains from depots and other installations. Primarily, as the result of these transfers, there was an increase of 25 aircraft at Fort Rucker from 563 in 1982 to 588 in 1983. ALMD began making preparations to receive the new AH-64 Helicopter at Fort Rucker. The new machine was slated to arrive at Fort Rucker in 1984, and one of ALMD's major responsibilities was the coordination of AH-64 maintenance training for contractor personnel.[18]

Problem Areas

The primary problem area was the increase in TH-55 engine quits and no discernable solution to the above problem took place in 1983.[19]

Summary

In 1983, the Aircraft Logistics Management Division received the Refuel/Defuel Service Contract from the DIO Supply and Services Division and prepared to receive the new AH-64. This division kept the Commanding General advised on aviation supply and maintenance activities at Fort Rucker.[20]

PLANS BRANCH

The Plans Branch developed, maintained and coordinated logistical support plans. This Branch also prepared the DIO portion of plans to include mobilization, emergency, disaster, contingency, and other special plans. The Branch prepared and reviewed administrative actions pertaining to Report of Survey. DIO was responsible for logistical support for conferences hosted by Fort Rucker and tenant activities. At the same time, Plans Branch provided logistical and technical support for assigned USAR units and ROTC schools located in Alabama, Mississippi, and Florida. It monitored, analyzed, and reported use of mobility fuels consumption data to TRADOC. Finally, Plans Branch collected, processed, submitted and analyzed materiel readiness data to the US Army Materiel Readiness Support Activity and appropriate headquarters.

Captain William D. Phelps was the Chief of Plans Branch from the first of January 1983 to the first of April 1983. Major Daniel L. Kinzly became Chief of the Branch on 1 April 1983 and served in that capacity for the rest of the year.[21]

Accomplishments

Plans Branch provided logistical assistance to the 46th Engineer Battalion in support of AHUAS TARA II (Big Pine II), and coordinated with TRADOC, FORSCOM and 17 other installations for receipt of major end items required prior to unit deployment. In September 1983, the Installation Materiel Readiness Center Officer was moved to Plans and Operations Branch to provide maximum support and assistance to units assigned or attached to Fort Rucker. In the same month, the Reserve

Components Section was transferred to the Directorate, Plans and Training (DPT) Reserve Components Division. In FY 83, the Plans Branch fuel conservation initiatives resulted in a savings of more than 190,872,000 British Thermal Units (BTU). This equated to over 1.5 million gallons of fuel saved during Emergency Deployment Readiness Exercise (EDRE) in CY 83.[23]

Problem Areas

No discernable problems.

Summary

DIO Plans Branch developed, maintained, and coordinated logistical support plans. This Branch prepared the DIO portions of plans to include mobilization, emergency, disaster, contingency, and other plans. In July through September 1983, the Plans and Operations Branch provided logistical support for the 46th Engineer Battalion deployment to Honduras.[24]

PROCUREMENT DIVISION

DIO's Procurement Division was responsible for planning, directing, and executing the procurement and contracting missions in 1983. This division provided procurement support to USAAVNC, tenant organization, and USAR.

The Procurement Division consisted of the Administrative Support Branch, Contract Branch and Purchase Branch. Mr. Peter C. Polivka was Chief of Procurement Division in 1983.[25]

Accomplishments

The Procurement Division exceeded their TRADOC small business goal of 35.7 percent with a success rate of 37 percent; the total amount for small business contracts for FY 83 was $2,050,000.

Despite the usual heavy fourth quarter influx of purchase requests, the Procurement Division was successful in servicing Fort Rucker's procurement needs. Procurement Division exercised the last option on the aircraft maintenance contract with Northrop Aircraft Company for an estimated $56,000,000.00. While spending money, DIO saved money in 1983 through better utilization of resources. As an example, it reduced the need for overtime usage by 65 percent from $25,945 to $8,985. This monetary reduction of overtime was a noteworthy achievement of DIO in 1983 and illustrated the Division's efforts to save Fort Rucker, the Army, and the taxpayer money[26]

Problem Areas

None discernable.

Summary

The Procurement Division was responsible for planning, directing, and executing the procurement and contracting mission of DIO. This Division provided procurement support to USAAVNC, tenant organizations, and USAR installations. The total procurement awards in 1983 were $124,062,243.00.[27]

DIO FOOTNOTES

1. Hist input, ATZQ-DI, 83, materiel is extracted.

2.-27. Ibid.

Colonel Frank S. Reece, Director, Directorate of Resource Management, all of 1983.

DIRECTORATE OF RESOURCE MANAGEMENT

The Directorate of Resource Management (DRM) served as the Commanding General's principal staff officer for overall financial management, manpower management, United States Army Aviation Center (USAAVNC) organization, and approved management programs. DRM also planned, directed and controlled the programing and budgeting, force development and manpower, management analysis and improvements, review and analysis, accounting and disbursing, and internal review responsibilities of USAAVNC.

Some additional duties of DRM included control over the civilian hire program, management of the Commercial Activities (CA) program for the installation, and management of the USAAVNC manpower program. The management program included preparation and maintenance of Tables of Distribution and Allowances (TDAs) and Modification Tables of Organization and Equipment (MTOEs) needed in the review and assessment of current manpower and equipment utilization. The Directorate also exercised supervision over Nonappropriated Fund Central Accounting Branch (NAFCAB), and gave input to higher headquarters concerning the Foreign Military Sales (FMS) program.

Key Personnel

Colonel Frank S. Reece was DRM's Director in 1983 and was assisted by Mr. Danny L. Wright, the Deputy Director during 1983. Mr. Roy Locklar was the Installation Accountant; Mr. Kenneth E. Jackson was the Systems Accountant and Mrs. Elizabeth A. Potts was DRM's Administrative Officer. Both served in their respective capacities for the entire year. The authorized DRM staff strength of DRM at the end of 1983 was: Officers, 3; Enlisted, 36; DA Civilians, 175; NAF Civilians, 11; for a total of 225 positions.

COST ANALYSIS DIVISION

DRM's Cost Analysis Division performed a number of duties in 1983. It planned and developed methods, systems, and actions to produce cost estimates for student training courses at the USAAVNC. The Cost Analysis Division also produced the cost estimates used in USAAVNC training. One of the most important of its responsibilities was that of providing cost estimates to the USAAVNC Command Group and TRADOC and the Commercial Activities Program for TRADOC at Fort Rucker.

The authorized strength of the Cost Analysis Division was seven civilians. However, the thrust of personnel reassignments throughout 1983 kept the assigned strength at six civilians. Mr. Walter E. Akridge was chief of the division for all of 1983, and Mr. Eugene R. Walton was the Commercial Activities Program Manager in 1983. The remaining personnel were reassigned to the Division from other divisions within DRM during 1983.

Accomplishments

Some of the time spent by the Cost Analysis Division involved the writing and compiling of reports which when completed were forwarded to the appropriate headquarters.

On 11 January 1983, the division provided TRADOC with the FY 82 Cost Analysis Program (RCS-ATRM-159). This report was a comparative study of the FY 82 cost and manpower figure to be used with FY 83 Cost Analysis Program. Two similar programs for FY 83 were submitted to TRADOC respectively on 9 December and 22 December 1983. The issuance of these reports to TRADOC served as an on-line means of monitoring costs, and manpower estimating relationships at the USAAVNC. Resource requirements to support Force Modernization Resource Information Submission (MRIS) were given to TRADOC on 4 November and 21 November 1983, respectively.

The Commercial Activities Management Officer (CAMO) DRM, arranged for Army Logistics Management Center, Fort Lee, Virginia, to present the Management of Commercial Program Course (MCPC) and the Performance Work Statement Course (PWS) at Fort Rucker. Thirty USAAVNC personnel attended the MCPC from 25-29 July 1983 and 36 attended the PWS course from 26-30 September 1983.

On 18 May 1983, TRADOC sent the CAMO a letter in reference to skill training relative to the Commercial Activities Program. A subject letter advised that MOS training was not to be considered a Commercial Activity. On 4 August 1983, Headquarters Department of the Army advised Congress of its intent to study various functions at 136 Army locations under the CA Program. USAAVNC's Directorate of Industrial Operations (DIO) cost study was included in the announcement. The cost study began 3 October 1983 with a study of DIO's Transportation, Maintenance, and Supply and Services Divisions. The cost study whether to convert to a contract method of performance or remain as an in-house operation.

The CAMO submitted the Annual Inventory of Commercial Activities (RCS-DDM(A)-1540) on 6 October 1983. The inventory showed a total of 44 separate functions managed under the CA Program. Fifteen of these functions were done totally in-house, while 20 were done in-house with contract augmentation. The remaining nine were done by contract alone. Annual operating cost of the in-house and contract augmentation activities was $33,752,000. The cost of the full contract functions was $63,318,000 plus $20,205,000 for supplies furnished to contractors, and $3,230,000 in contract administrative costs.

On 20 October 1983, USAAVNC submitted justification to exempt the Aviation Training Library from the requirement to conduct a cost study under the CA Program. The justification was approved on 14 November 1983, and the exemption was for five years. This action allowed continued operation with government employees. On 30 November 1983, the TRADOC CAMO Management Office advised USAAVNC that its Directorate of Engineering and Housing (DEH) was to be included by HQDA in a supplemental announcement to the Congress of additional planned CA studies. The announcement was scheduled for early CY 84. USAAVNC began

preparation of the requisite CA Proposed Action Summary as the first step in the study process.

In response to the Army Chief of Staff, letter, 27 January 1983, the Cost Analysis Division developed resource requirements for centralizing aviation proponency and establishing aviation as a branch. Resource requirements were provided TRADOC and were included in the FY 85-89 Program Development Increment Package (PDIP) Summary Number 575X, Aviation Proponency, 26 February 1983.[1]

Problem Areas

None discernable at this time.

Summary

DRM planned and developed methods, systems, and actions to produce cost estimates used in USAAVNC training.

FORCE DEVELOPMENT DIVISION

The Force Development Division exercised functional responsibility for manpower, organization, force structure, and equipment. The division also developed policy, plans, procedures, and directives affecting the allocation, control and utilization of manpower and equipment resources. Force Development Division developed and managed the USAAVNC manpower program, and accomplished installation of the Table of Army Allowances and Distribution System (TAADS) for the USAAVNC and controlled the civilian hire program.

Mr. Howell L. Flowers was the Division Chief in 1983. Fourteen civilians served under him in 1983.

Accomplishments

During FY 83, the USAAVNC implemented School Model 83, a directed service school organizational structure. The primary purpose of this reorganization was to elevate student instruction and doctrine development to the number one and number two mission priorities, respectively, within TRADOC. The US Army Aviation Center's revised structure created eight new organizations, disestablished three existing activities, and changed the role of five others. School Model 83 was documented on Tables of Distribution and Allowances (TDA) TC WOU9AA 0384.*

In August 1983, a conference was conducted at TRADOC to determine applicable manpower resource realignments necessary to support the decision to centralize aviation proponency and establish aviation as a basic branch of the Army. As a result of the review, the following manpower space transfers from Forts Benning, Knox, and Bliss were approved for FY 84 and FY 85.

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* See chapter on School Model 83 for additional collateral information.

	OFF	WO	ENL	CIV	TOT
FY 84	53	10	15	42	120
(Proponency)	(53)	(10)	(15)	(42)	(120)
FY 85	37	2	40	42	121**
(Proponency)	(33)	(2)	(10)	(42)	(86)
(Basic/Adv Courses)	(4)		(30)	(1)	(35)

Above spaces were documented in TDA's TC WOU9AA and WDG 399, CCNUMs 0384 and 0185, respectively.

TRADOC directed action to realign GSF Military Police Companies from MTOE structures to garrison TDAs be accomplished by 2 January 1983. Accordingly, the 141st MP Company (MTOE TC 19-500-H -7 UIC WCT2AA) was inactivated by TRADOC Permanent Order 125-3, 29 Dec 82 as a separate unit, and manpower and equipment assets were realigned to USAAVNC TDA TC WOU9AAA 0383. Concurrent with this realignment, the following actions were effected: The Military Police Activity was established as a separate lettered staff office under command direction of the AC of S/DIC. A separate lettered company was established under the 1st Aviation Brigade Commander for command control purposes. The 141st MP Company property book was consolidated with the USAAVNC property book maintained by DIO.[2]

In June 1983, Assistant Secretary of Defense, Manpower, Reserve Affairs and Logistics, directed an Interservice Training Review Organization (ITRO) restudy of the three Keesler AFB options to evaluate feasibility of consolidating all DOD Air Traffic Control (ATC) Training (Navy, Marine and Army) with the Air Force. During the period of 22 August to 2 September 1983, manpower requirements were formulated to support three options included in this initiative (Option 21-all services at Keesler; Option 22-USA at Keesler; and Option 23-USN and USMC at Keesler). Analysis of this effort showed tentative report of savings to be in error. Because all services had to alter their training requirements, consolidation at Keesler AFB, would generate an increase in manpower needed to conduct training at one location. Recommendation was made that the ATC consolidation study be terminated and placed in a NOT PROBABLE category for possible future ITRO review. During FY 82, higher headquarters announced plans to implement a two-phased Civilian Substitution Program. In compliance with Phase I objectives, the USAAVNC identified 25 Field Grade Officer positions for positions for conversion to civilian positions during FY 83. Phase II of the action, which was not restricted, and included military positions of all categories and grades, identified 81 additional positions for conversion. Sixty military positions were converted to civilian in FY 84 and 21 positions will be converted in FY 85. A significant reduction

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** TRADOC only.

in the gap between authorized and assigned military personnel will be realized after both phases of the study have been implemented.

Problem Areas

None discernable.

Summary

Force Development Division was functionally responsible for manpower, organization, force structure, and equipment. It also developed policy, plans, procedures, and directives affecting manpower and equipment.

The Interservice Training Review Organization was the result of a DOD directive to study feasibility of consolidating Army, Marines, and Navy air traffic control training with the Air Force at Keesler AFB. It was found that such a move would generate increased manpower. Recommendation was made that ATC study be terminated.

INTERNAL REVIEW DIVISION

Mr. Kenneth D. Barrett was the Chief of the Internal Review Divison of DRM in 1983. He was assisted by Mr. Don W. Phillips, Senior Auditor, and eight other staff auditors in 1983.

The Internal Review Division maintained staff supervision over the installation Internal Review Program. It performed internal reviews of appropriated fund activities and audits of nonappropriated fund instrumentalities. DRM exercised staff supervisions visits by external audit agencies and administered the USAAVNC Internal Control System Program (ICSP). In 1983, the division received and investigated a number of calls of substance received on the local LOSS Hotline. One of the very important functions the Internal Review Division performed in 1983 was the preparation of semi-annual reports for higher headquarters regarding implementation of audit recommendations and major audit/review activities. In essence, DRM's Internal Review Division served as a "watchdog" both for TRADOC and USAAVNC in 1983.

Accomplishments

In 1983, the Internal Review Division performed 23 internal reviews of appropriated fund activities; 9 audits and 7 terminal audits of nonappropriated fund instrumentalities; performed 11 follow-up review/audits and took action on three calls received on the local LOSS Hotline; monitored 22 external audit agency visits/contacts, and performed 23 administrative projects which included implementation and maintenance of the ICSP as required by AR 11-2. The ICSP Committee, chaired by the Chief, was chartered, and project officers and review teams were appointed and trained.

In 1983, the United States General Accounting Office (GAO) performed reviews, surveys, and visits in order to evaluate the Army's helicopter programs. The GAO did a Review of Influence of Army test and

evaluation agencies in the acquisition process of aircraft and parts. The review was performed from 22 to 24 February 1983. However, a report of the review was not issued to Fort Rucker. The General Accounting Office performed an evaluation of the Army's effort to equip its helicopters with effective self-protection electronic warfare systems. This evaluation was done over two time periods: from 1 to 2 March 1983, and 6 to 8 June 1983. Once again, Fort Rucker did not receive a report on the evaluation from the GAO. A review of readiness of Army helicopters was undertaken twice in 1983. The first time was from 28 February 1983 to 4 March 1983. The second review took place from the first of March 1983 through the twelfth of March 1983. As with the previous GAO endeavors, Fort Rucker received no report from GAO. As an analytical aside, GAO might not have thought its findings significant enough to warrant Fort Rucker being apprised as to the results of its reviews.

The United States Army Audit Agency (USAAA) audited the Army's Air Traffic Control program through USAAVNC in 1983. The USAAA actually begain its audits of the ATC program on 13 October 1981 and issued its final report to USAAVNC on 8 June 1983. The USAAA final report contained six findings and 16 recommendations. Some of the suggestions dealt with the consolidation of ATC MOS' for the Air Traffic Control element. The USAAVNC responded to the above findings and recommendations on 2 August 1983 and 8 November 1983, by opting for a new separate career management field 93H, 93J, and 71P Military Occupational Specialities.*

The USAAA audited individual training in Army Aviation Reserve components in late 1983. However, it was not until 25 February 1983 that the Commanding General, Major General McNair received a final report from the USAAA. USAAVNC was given kudos for the Reserve components preparedness.

DRM assisted the USAAA in its audit of the Fort Rucker Stock Fund Management which began 3 May 1982 and completed 10 May 1983. The United States Army Audit Agency passed favorably on the Stock Fund Management, though making recommendations that DRM audit the Stock Fund Management more often and not wait for a USAAA audit. There was an audit of Soldier Oriented Research and Development at Fort Rucker. This audit was rather short, begining on 24 January 1983 and was completed on 17 March 1983. The USAAA noted no irregularities and USAAVNC did not have to make a definitive response. The Department of Defense Inspector General reviewed graduate level education programs for 15-18 January 1983. Evidently the Inspector General gave high marks to the graduate programs at Fort Rucker. The IG also reviewed the Contract Maintenance Program of the TH-55 Helicopter on 17 February 1983. The Inspector General did not issue a report to Fort Rucker in 1983, so nothing discernable as far as any findings or opinions were noted. From the 25th to the 29th of April 1983, the DOD Inspector General did an audit of the requirements for the Operational Support Airlift Aircraft and Flying Hours programs, but once again, no report was issued to Fort Rucker.[5]

Problem Areas

It appeared in 1983 that USAAVNC underwent a large number of reviews, surveys and visits but with a corresponding shortage of responses or reports from government agencies concerning the outcome of their findings. This was because the majority of external audit agency visits were to evaluate issues/concerns that must be addressed at the higher headquarters level.

Summary

The Internal Review Division exercised staff supervision of the installation Internal Review Program. It performed internal reviews of appropriated fund, nonapproprated fund instrumentalities. DRM worked hard to utilize its support of government audit agencies in 1983. It was involved in close to one hundred audits in 1983.

MANAGEMENT ANALYSIS DIVISION

The Management Analysis Division performed a myriad of functions for USAAVNC. Some of its functions included management analysis surveys and studies of USAAVNC organizations and systems along with methods and standards/work measurements. The Division also administered the implementation of DOD, TRADOC, and DA productivity improvement programs in 1983. DRM's Management Analysis Division also coordinated the command review and analysis presentation and published the monthly Command Performance Summaries. It also administered the Managment of Information Control System for TRADOC units. One important function was the compilation of actual and projected installation economic impact data. Other important functions were the administering of the Command Committee Management Program, and the coordination of analytical support services.

Mr. Harry G. Howell was Chief of the Management Analysis Division and supervised a civilian work force of nine civilians as of 31 December 1983.

Accomplishments

In 1983, DRM performed seven major management analysis studies and surveys during the January to September 1983 time period. They included inprocessing and outprocessing of student personnel; the feasibility between commercial accounts and travel sections; and organizational and functional analysis of selected elements in the Directorate of Training and Doctrine. The others were the physical layout survey of Army Community Services; consolidating of Automatic Data Processing Equipment (ADPE) maintenance contracts; organizational placement of programming, and fund control for Aircraft Maintenance and Refueling and Maintenance Divisions, Directorate of Industrial Operations, (DIO). In October 1983, DRM began an extensive commercial activities management study of

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* For additional information on the ATC career management field controversy, see the chapter on Aviation Proponency.

DIO. DRM devoted all its available management analysis to this study during the last quarter of 1983.

The Management Analysis Division administered the Productivity Capital Investment Programs in 1983. These programs included the Quick Return on Investment Program (QRIP). DRM funded and implemented two QRIP projects during FY 83. The first project involved a lease to purchase conversion of word processing equipment for the 1st Aviation Brigade at a cost of $3,335. The second QRIP project was for the Staff Judge Advocate and was funded for $16,245. The Directorate of Engineering and Housing (DEH) was the recipient of a third QRIP project; this was for a brush chipper and was funded and approved by TRADOC at the cost of $11,500. DRM had two late QRIP Projects; mechanized travel system ($56,803) and an automated check writing system ($53,688) for the Finance and Accounting Division, which were waiting review and approval by TRADOC at the end of 1983.

Review and analysis were done on a quarterly basis in 1983 by DRM. Part of the review and analysis, Management Analyis Division published twelve monthly and four quarterly Command Performance Summaries. DRM briefed the Commanding General, USAAVNC, on the summaries on 8 February, 29 April, 26 July, and 31 October 1983. The Commanding General requested a revision of the installation's review and analysis procedures in December 1983. Three major objectives emanated from this revision. They were the right performance areas measured and tracked; easier to read and analysis "deviation from standard" charts, and the reduction of the workload associated with data maintenance and chart preparation. However, the year ended with the objectives not being fully met.

The Management Analysis Division became involved in Project SPIRIT (Systematic Productivity Improvement Review in TRADOC) in 1983. This was a savings goal for USAAVNC that was to amount to $2,581,456. However, DRM far exceeded the goal. The total savings for FY 83 was $5,533,706 or 214 percent of the FY 83 goal. TRADOC validated and credited Fort Rucker for $3,886,000 (151 percent of the FY 83 goal) in weighted savings for the monetary performance award competition. Though DRM had accomplished a creditable savings percentage, it was not sufficient to be given one of the three TRADOC FY 83 monetary awards.[4]

Problem Areas

Fort Rucker's participation in the Productivity Capital Investment Programs in 1983 was deemed less than optimal when compared to the funding received by some other TRADOC installations. Less than optimal participation resulted in lost opportunities to obtain funding for capital investments in equipment and facilities. Fort Rucker's relatively low participation was attributed to reluctance by installation activities to make a commitment to achieve savings and to prepare the necessary project documentation. The availability of substantial funding from other sources also may have been a contributing factor.

Another problem area was the loss of three experienced journeyman management analysts and otherwise high staffing turbulence in CY 83. These staffing changes and problems placed Management Analysis Division in a less than optimal position to conduct the critical commercial activities managment study of DIO.

Summary

Mr. Harry G. Howell and his staff worked to keep the Managment Analysis Division functioning on an exemplary basis in 1983. The Division did management analysis surveys and studies of the USAAVNC organizations and systems. It also administered the implementation of DOD, DA, and TRADOC productivity improvement programs and coordinated the command review and analysis presentations. The Management Analysis Division administered the Management Information Control System for TRADOC units and analytical support services.

PROGRAM AND BUDGET DIVISION

Mr. George H. Broxson Jr., was the Chief of DRM's Program and Budget Division in 1983. Mr. Jerry M. Lindsey served as Senior Budget Analyst for the Programs and Budget Division in 1983.

The Division exercised Staff supervision over the formulation, presentation, execution, and policy phases of the portion of the Army budget for which USAAVNC received Funding Authorization Documents (FAD) from TRADOC/FORSCOM. The Program and Budget Division also was the focal point for the consolidation of fund requirements/justification for base operations/missions accounts.

The Division authorized strength was nine civilians, but the assigned strength was actually ten civilians, including one DA Intern Budget Analyst. Mrs. Lucille S. Aldridge, GS-11, DRM, Budget Analyst, retired on 3 June 1983.

Accomplishments

On 12 January 1983, the Commander of Fort Rucker, Major General Carl H. McNair, signed and transmitted to HQ, TRADOC the Installation Initial FY 83 Budget Contract. This contract was a mutual agreement between the Commander of TRADOC and the Installation Commanding General and called for a total Operation and Maintenance, Army (OMA) obligation authority of $220,576,700. The Installation Contract summarized both funding and manpower resources with which the Commanding General agreed to accomplish his stated workload for FY 83.

DRM had to deal with Mid-Year Review in 1983. This was a major budget report that considered the USAAVNC monetary execution experience for the first five months of the fiscal year, plus a budget program for the remaining seven months. DRM after examining its funding requirements, transmitted its results to HQ, TRADOC on 23 March 1983. TRADOC presented an OMA funding guidance of $223,986,900 and at the same time, funding requirements of $225,172,600 which included $1,185,700 in essential unfinanced requirements.

Another budget that the Program and Budget Division developed and transmitted to major commands in April and May of 1983, was the Command Operating Budget (COB). The COB, a comprehensive budget report, contained the installation's detailed operating program, provided data to support the Army's apportionment request, and established the basis for developing annual funding programs.

On 3 November 1983, DRM submitted the Draft Installation FY 84 Budget Contract to HQ TRADOC. The contact considered a TRADOC OMA obligation authority of $228,943,000 which was $63,700 less than the USAAVNC stated requirement of $229,007,700. The funding requirement did not include an estimate for the FY 84 civilian pay raises. As of 31 December 1983, the TRADOC Installation FY 84 Budget Contract, which outlined objectives to be accomplished within available resources, had not been signed. The tentative TRADOC Installation FY 84 Budget totalled $318,287,000.[5]

Problem Areas

What appeared to be a discernable problem for DRM were USAAVNC's inability to obtain its stated budget requirement in 1983 and also not being able to have its TRADOC Installation FY 84 Budget Contract signed in 1983.

Summary

DRM's Program and Budget Division worked very hard in 1983 to bring into function the Installation Initial FY 84 Budget Contract of $220,576,700. It also did a mid-year budget review and submitted the Command Operating Budget to TRADOC in May 1983.

FINANCE AND ACCOUNTING DIVISION

The Finance and Accounting Division was a large element of DRM. It numbered in assigned strength 3 officers, 45 enlisted, and 116 civilian employees. The Division exercised supervision and administrative control over public fund disbursements and appropriated and nonappropriated fund accounting functions. As an adjunct, the Division provided staff supervision over the Fort Rucker Savings Bond Program, and operated a Class B Agent Office at Camp Shelby, Mississippi, in support of Army Reserve Components Annual field training.

Major Oscar A. Falkenberry was the Finance Officer of Finance and Accounting Division in 1983. Mr. Donald B. Wilson served as Deputy Finance Officer in 1983. During 1983, a directed reorganization was accomplished by DRM. This was in conjunction with implementation of the Jumps-Army Automated Coding System (JACS). This move resulted in the elimination of the Quality Edit Branch and Personal Financial Records Unit of the Military Pay Section. The Military Pay Section established a Determination and Processing Unit and a Records Review Unit to make its work easier.

The Finance and Accounting Division consisted of the following branches: Quality Assurance Branch, Data Conversion Branch, Pay and

Exam Branch, Accounting Branch, Disbursing Branch, and Nonappropriated Fund Central Accounting Branch (NAFCAB).

Accomplishments

The Finance and Accounting Division operated a Class B Agent Pay Office at Camp Shelby, Mississippi, from April 1983 to August 1983. It made disbursements to 18,030 Army Reserve and National Guard personnel at the Camp. These disbursements totalled $11,030,000.

DRM had its FY year end close out in September and October 1983 with no difficulties encountered. On 3 October 1983, the Military Pay Section implemented the Jumps-Army Automated Coding System (JACS), which as previously mentioned brought about an elimination of the Quality Edit Branch and Personnel Financial Records Unit. The nonappropriated Fund Central Accounting Branch (NAFCAB) average monthly operating expense was $17,263.00. Of this amount, $11,890.00 was charged to participating funds.

Average monthly workloads accomplished by the Finance and Accounting Division in CY 83 included 5,306 travel vouchers processed; 8,183 personal finance records maintained; 6,693 commercial invoices paid; 14,190 Military pay changes input; and 2,967 civilian personnel were paid. During December 1983, Christmas partial payments were made to 364 military personel in the amount of $83,281.00.[6] The total net disbursements in CY 83 were $269,674,797.73.

Problem Areas

None were discernable.

Summary

The Finance and Accounting Division exercised directed supervision and administrative control over public fund disbursements and appropriated and nonappropriated fund accounting functions. It operated a Class B Agent Pay Office at Camp Shelby, Mississippi, in support of Army Reserve Component annual field training during the period from April to August 1983. The division had seven branches with 174 civilian and military personnel and its total net disbursements in CY 83 were $269,674,797.73.

DRM FOOTNOTES

1. Hist (U), ATZQ-RM 1983, materiel is extracted; Memo (U) ATZQ-RM-CA to DACA-RMC, Subj: Decision Summary for Aviation Training Library, Fort Rucker, AL (RCS-CSOCS-269(R1), 20 Oct 1983, (Doc II-22); Ltr (U), ATZQ-RM-CA to CG, TRADOC-ATRM-O, Subj: Request for Cost Study Exemption, Aviation Training Library, Fort Rucker, AL, 20 October 1983, (Doc II-23); DF, ATZQ-RM-MA, Subj: Review and Analysis (R&A) Presentation, 4th Quarter FY 83, 2 Nov 83, (Doc II-24).

2. Hist (U), ATZQ-RM 1983, materiel is extracted.

3. Hist (U), ATZQ-RM 1983, materiel is extracted.

4. Ibid; DF, ATZQ-RM-MA, Subj: Review and Analysis (R&A) Presentation, 4th quarter. FY 83, 25 Oct 83, (Doc II-25).

5. Hist (U), ATZQ-RM 1983, materiel is extracted.

6. Ibid; DF ATZQ-RM-MA, Subj: Review and Analysis Presentation for 4th Quarter FY 83, 30 Sep 83, (Doc II-26).

Major Steve A. Baber, Chief, Automation Management Office, all of 1983.

AUTOMATION MANAGEMENT OFFICE

Mission

The Automation Management Office (AMO) was responsible for the provision of overall installation Management Information Systems (MIS), automatic data processing resources and operation of the Data Processing Center (DPC).

Organization

The AMO had an authorized staffing of 61 civilians and 8 military personnel. The organization structure consisted of the Office of the Chief, comprised of the AMO, ADP Systems Security Officer, VIABLE Project Office; Office Plans, Development and Technical Support; and Data Processing Center. The DPC consisted of Systems Analysis and Programming Branch, Aviation Systems Development Branch, and Machine Operation Branch.

KEY PERSONNEL	POSITION	ARRIVAL/DEPARTURE
MAJ Steve A. Baber	Chief, AMO	Entire year of 1983
Mr. Rex Thompson	Chief, DPC	Entire year of 1983
MAJ Kirk M. Knight	ADP Sys Sec Officer	Feb 82 to Jun 83
Ms. Geraldean Collins	Viable Project Officer	May 83 to End of 83
Mr. Thomas R. Long	Chief, Sys Anal & Prog	Entire year of 1983
Mr. Terry N. Bowden	Chief, Plans Dev & Tech Spt	Entire year of 1983
Mr. Billy D. Strickland	Chief, Avn Sys Dev Br	Entire year of 1983
Mr. Joseph R. Danford	Chief, Mach Ops Br	Entire year of 1983

Accomplishments

Approval was obtained to acquire video terminal for programmer personnel to permit on-line access to the IBM 4341 computer system. Installation was completed in early May 1983 and increased productivity, improved efficiency, and enhanced computer room security. The familiarity gained in utilizing on-line programming techniques was extremely valuable in VIABLE conversion efforts. Vertical Installation Automation Baseline (VIABLE), became operational in December 1983. This extremely large automation project impacted heavily on AMO as well as certain other organizations. Directorate of Engineering and Housing and USACC Signal Battalion were deeply involved in readiness preparation actions, and provided excellent support. The smoothness with which the transition was accomplished was a tribute to the planning, coordination and execution by the many personnel involved in the total project.

AUTOMATION MANAGEMENT OFFICE

The Installation Automation Planning Committee (IAPC) was established in May 1983. This committee chaired by Chief of Staff and Deputy Installation Commander, was composed of membership from major directorates. The purpose of the IAPC was to evaluate information

requirements of Fort Rucker activities, establish priorities and make recommendations to the Deputy Commanding General concerning automation proposals. Information System Officers (ISOs) were designated in all organizations to function as primary points of contact between the organization and AMO on automation matters.

Approximately eighty personal computers (PC) have been procured for various Fort Rucker organizations. The PCs will be utilized to automate internal activity functions such as office automation. Although several different brands of computers were involved, efforts were made to maintain certain compatibility standards for future interchange of data between the PCs. A training program was developed to assist new users in the most efficient use of the systems. Action was initiated to acquire an IBM 4331 computer under the reutilization program to support aircraft maintenance contractor functions. Support was provided by an IBM 4341 computer, shared by both the government and the contractor. The IBM 4331 will support only contractor functions, thus freeing computer resources on the IBM 4341 to be used for office automation under an Aviation Local Area Network (ALAN) concept. Higher headquarters approval was pending. Approval was granted by US Army Computer Systems Command to procure the Professional Office System (PROFS) in support of office automation. However, Headquarters TRADOC placed a moratorium on further proliferation of PROFS pending a cost versus benefit analysis to be completed in early 1984. Efforts were under way in 1983 to establish an Aviation Local Area Network (ALAN) to support office automation and other automated functions. Under the ALAN concept, all activities at Fort Rucker were to have the ability to pass and share data and to communicate at electronic speeds.

Plans, Development and Technical Support Officer (PD&TSO)

Several actions were taken to improve and enhance responsiveness in automation support. These included operating system enhancements and the addition of two megabytes (2 Meg) of core memory on the IBM 4341 computer. The resulting reduction in contention and increased throughout showed significant improvement. Additionally, a System Installation Productivity Option-Extended (SIPO/E) enhancement was installed. This option facilitated the generation and subsequent maintenance of operating systems. Actions were also taken to tailor and customize Customer Information Control System (CICS) to support a redesign of Aviation Information Management System (AVMIS). AVMIS was earmarked for a complete revision, creating a fully interactive automated system as opposed to the current batch system.

AUTOMATION MANAGEMENT OFFICE

Emphasis was placed on the development and implementation of a comprehensive training and development plan for both technical and operational personnel. Training included six weeks of intensive Programmer Analyst and Computer Operator training on VIABLE. Development of a single volume local regulation governing automation functions was completed in draft form. After staffing with appropriate activities, the document will be published as a USAAVNC Regulation in the 19-series. Primarily developed to assist ISOs in their automation

responsibilities, the regulation was to consolidate policy contained in various Army Regulations (AR 18-series).

Systems Analysis and Programming Branch (SA&P)

The multitude of actions associated with transition of automated systems to VIABLE generated an extremely heavy workload throughout 1983. To further complicate the tasks, all software modifications had to be accomplished at Fort Monroe, Virginia, on a TDY basis. Beginning in July 1983, teams comprised of three Programmer Analyst personnel were rotated each two-four weeks until finalization of the project around mid September 1983. The conversion was completed approximately one month ahead of the projected date.

VIABLE equipment was delivered in October 1983 and installed in November 1983. Actual implementation began in late November and VIABLE became operational around mid December 1983. The entire Fort Rucker transition was reputed to be the smoothest and trouble free of any installation implementing VIABLE thus far.

In addition to carrying a full and heavy workload, SA&P Branch personnel attended six weeks of intensive VIABLE software training. During the training period, personnel involved worked approximately twelve hours per day to maintain essential support to automated systems.

Aviation Systems Development Branch

The need for an interactive Aviation Training Management System was established in a Mission Elements Need Statement (MENS), approved by TRADOC on 25 July 1983. In early 1983, Fort Rucker was designated by TRADOC as the Prototype VIABLE Development installation. This approval allowed Fort Rucker to pursue to the redesign of AVMIS, using the VIABLE interactive software development products. In February 1983, the AMO installed a DOS/VSE/CICS operating environment of the IBM 4341 to be used as a training device for development of interactive programming skills. The 759 Aviator Flight Records System, which was a DOS Batch system, was selected interactive development test project. The project was 90 percent complete in December 1983 awaiting hardware acquisition for extension to Cairns AAF.

The architectural plans for future ADP development were drafted in 1983. The ADP hardware, including CPUT mainframes, data communications, software development products, and staffing requirements were drafted, and a study group to develop the Fort Rucker Information Systems Plans was established. The study group was chaired by a Project Manager (PM) and was composed of Information Systems Officers (ISOs), appointed from each Fort Rucker activity. The product of this study was to be a comprehensive design, development and implementation plan for automated information and decision systems.

The Aviation Management Information System (AVMIS) along with the Helicopter Maintenance Contractor System (NWASI) was exempted from VIABLE. The avoidance of this conversion effort allowed Fort Rucker to concentrate on plans for the upgrade of AVMIS to interactive capability.

Subsequently, Fort Rucker was approved by TRADOC/DA as the VIABLE Development Installation, thereby allowing Fort Rucker access to VIABLE resources in the redevelopment of AVMIS.

Machine Operations Branch

No AMO element was impacted more by the implementation of VIABLE than the Machine Operations Branch. Scheduling and arranging for removal, storage and reporting of replaced equipment, design of layout and installation of new equipment, training of operator and scheduling personnel were some of the major tasks involved. Key operator personnel attended VIABLE training for four hours per day for a period of six weeks. Throughout the conversion, a responsive level of ADP support was sustained.

The data reduction function supporting AVMIS was transferred to DOFT in an effort to improve efficiency and facilitate resolution of transaction input errors. Five Manpower authorizations were transferred with the function which was physically located at Cairns Army Airfield.

Approval and funds were obtained to procure a card entry security system for the operations area. When installed, this system was to greatly enhance the physical security posture and provide historical data on entry/egress for all controlled entrances. Installation was anticipated to be completed by mid 1984.

Problem Areas:

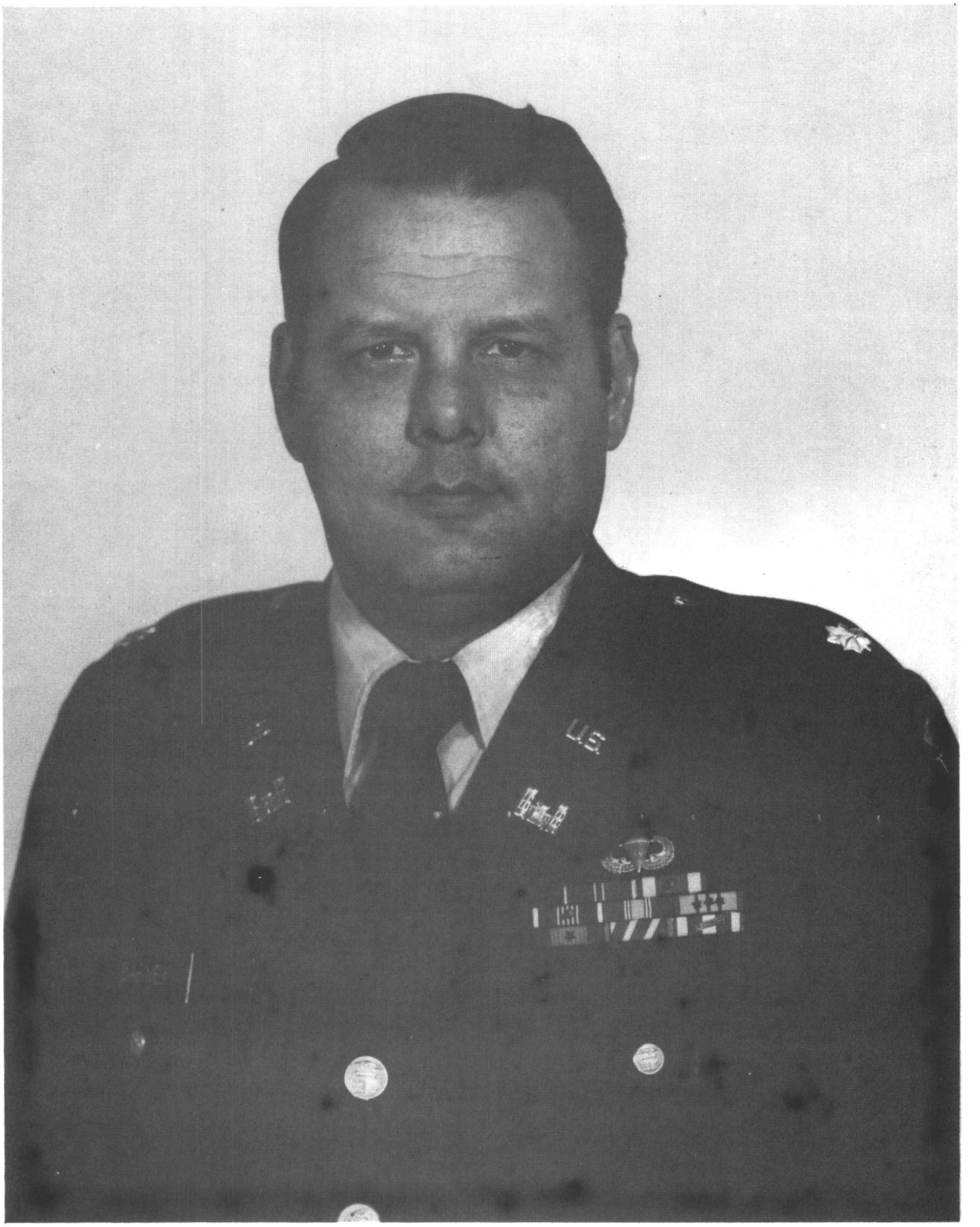
The only discernable problem was the fact that all AVMIS offices and branches had heavy workloads, which had some impact on training of personnel, installation of equipment, and implementation of computer programs at Fort Rucker.

Summary

The Automation Management Office (AMO) was involved in computer programs such as the Vertical Installation Automation Baseline (VIABLE), the IBM 4331, and the Aviation Information Management System (AVMIS). AMO personnel, along with other Fort Rucker personnel, underwent extensive training on new on-line computers in 1983. Automated Data Processing (ADP) and Architectual Plans were drafted in 1983, and it was hoped that most of the new ADP systems would be operational in 1983.[1]

AMO FOOTNOTES

1. Hist Input (U), ATZQ-AM, 1983, materiel is extracted.



Lieutenant Colonel Daniel G. Barney, Director, Directorate of Engineering and Housing, 1982 to July 1983.

Lieutenant Colonel James A. Ward, Jr., Director, Directorate of Engineering and Housing, July 1983 to the present.

DIRECTORATE OF ENGINEERING AND HOUSING

The Directorate of Engineering and Housing (DEH) directed installation engineering projects and services; master planning construction; execution, inspection, supervision and acceptance of engineering contracts; real estate acquisition, management and disposal and construction contract proposals and specifications. DEH was responsible for operation and maintenance of utilities, maintenance and/or repair of real property and facilities; minor construction, and fire prevention and protection. Supply and storage of DEH items along with maintenance and construction functions and maintenance of installed property were handled by DEH. It managed and administered the installation housing program and monitored all aspects of the National Environmental Policy Act, other federal environment laws, executive orders, and regulations concerning environmental quality as pertains to Fort Rucker.

Colonel Daniel G. Barney was Director of Engineering and Housing (DEH) from the beginning of 1983 until 5 July 1983. At that time he was replaced by Lieutenant Colonel James A. Ward, Jr., who guided DEH for the remainder of 1983. Mr. Frank O. White was the Deputy Director all of 1983 and Major Charles D. Gray was Special Assistant to the Director in 1983.

Organization

The Directorate of Engineering and Housing (DEH) was composed of nine functional elements. They were the following:

Administrative Office
Environmental Protection Office
Engineering Plans and Service Division
Engineering Resources Management Division
Supply and Storage Division
Buildings and Grounds Division
Fire Prevention and Protection Division
Utilities Division Housing Division

The offices and divisions will be addressed individually.

ADMINISTRATIVE OFFICE

Mrs. Kathryn W. Cooper was the Administrative Officer for all of 1983. The office exercised staff supervision in matters pertaining to manpower control, organizational structure, civilian personnel actions, and administrative functions. It provided technical assistance in accumulation of man-hours, work load, and work measurement data and preparation of related reports. The Administrative Office maintained liaison with Force Development Division, Directorate of Resource Managment, and Civilian Personnel in matters pertaining to manpower control, organization structure functions, and civilian personnel actions. It served as focal point of control for personnel actions, and performed administrative control of overtime. This office reviewed and

interpreted correspondence and directives; developed, formulated and issued implement policies and procedures and provided administrative support. The office monitored report controls, records management, security functions, and maintained the central publication library for DEH.

ENVIRONMENTAL PROTECTION OFFICE

The Environmental Protection Office promoted the enhancement and protection of the quality of the human environment without impairment to the Army's mission and was part of the DEH organization and answered directly to the director and his deputy. It served as the focal point for environmental affairs at the installation. The office coordinated all environmental affairs between Headquarters, US Army Training and Doctrine Command (HQ, TRADOC) and the installation. It also coordinated environmental affairs between state or federal agencies and Fort Rucker. Mr. Henry L. Dowling served as Chief of the Environmental Office and Mr. Joe V. Wilkins was the Environmental Protection Specialist. Both headed their positions for all of 1983.

Accomplishments

The Environmental Protection Office supervised the newly constructed oil interceptors which became operational at the Cairns Fire Station washrack and the Fire Fighter Training Facility in 1983.

During 1983, National Pollution Discharge Elimination System (NPDES) permits were renewed for vehicle washracks at USAR Centers in Hattiesburg, Mississippi and Brookhaven, Mississippi.

A gas path cleaner and an aircraft surface cleaner used to wash aircraft in the maintenance areas were analyzed and found to be toxic and hazardous by the US Army Environmental Hygiene Agency and were replaced with a cleaner that was not toxic and hazardous. At the same time, a "Permit to Operate" was issued to Fort Rucker for the solid waste incinerator by the Alabama Department of Environmental Management.

An application for establishment of a sanitary landfill for disposal of ashes from the solid waste incinerator was submitted to the Alabama Department of Environmental Management, and the sewage sludge beds at the main sewage treatment plant were rebuilt so that wet sludge would be properly dried for the optimum final disposal.

In 1983, an Archaeological and Cultural Resources survey of Fort Rucker was accomplished by contract with Southeast Wildlife Services through the Department of Interior, Parks Services, auspices. This provided Fort Rucker with a guidance tool for archaeological protection involved with future prospects.

The Draft Environmental Impact Statement (DEIS) on Fort Rucker's ongoing mission was updated and forwarded to TRADOC. The DEIS was not unique to Fort Rucker, but was part of the TRADOC-wide policy to determine what environmental problems existed at TRADOC schools.

Concerning environment in 1983, an air pollution evaluation and status survey was conducted at Fort Rucker by the US Army Environmental Hygiene Agency. The survey identified the need for an environmental pollution abatement program necessary to attain legal compliance with Federal regulations by preventing wastewater bypassing at the main sewage treatment facility at Fort Rucker. A class dealing with pollution abatement was held at Fort Rucker on 7 December 1983. It established no policy guidelines, but did serve as a catalyst for ideas and comments.[2]

DEH initiated action for the funding of projects such as the purchase of services for analysis of chemical waste products and Polychlorinated Biphenyls (PCB's), as required by the Resources Conservation Recovery Act and the Toxic Substances Recovery Act. It also initiated funding action for construction of a storage area for a PCB containing transformer. The Environmental Protection Office was awarded a certificate by the Secretary of the Army as a 1982 Army finalist in competition for the Secretary of the Army Environmental Quality Award. Though not coming in first place, DEH was duly honored for its efforts and achievements in its never-ending quest to keep the Fort Rucker environment as clean as possible.

Problem Areas

One problem was the replacement of a toxic and hazardous cleaner, which if retained might have caused injury to those using it.

Summary

In 1983, the Environmental Protection Office had as its function the promotion and enhancement of the environmental affairs between state and federal agencies and Fort Rucker. DEH initiated programs to deal with waste abatement and the analysis and removal of toxic matter. The Secretary of the Army, John O. Marsh, Jr., awarded DEH a certificate for being one of the finalists in the Army's award program for keeping the environment clean.

ENGINEERING PLANS AND SERVICES DIVISION

Engineering Plans and Services Division provided professional engineer services to the installation and USAR units in southern Alabama, and Mississippi, including design, contract specifications, and cost estimates. The division was also responsible for master planning and programming of military construction as well as inspection of construction contracts. The Engineering Plans and Services Division was organized into three separate functions: Engineering Services, Master Planning, and Construction Services. There were 30 civilian personnel employed in the division.

Key Personnel

Mr. Julian F. Botts was the Division Chief the entire year and Mr. Mike McLaney served as Engineer Services Branch Chief all of 1983. Mr.

Larry Herbst was the Master Planner for all of 1983 and Mr. Roy Powell was the Construction Services Branch Chief during the same time period.

Accomplishments

Engineering Plans and Service Division undertook the following construction projects in 1983:

Project Description	Construction Costs	Estimated Completion Date
Addition to Lyster Army Hospital	$17,128,000.00	March 1986
Miscellaneous Pollution Abatement	749,000.00	March 1984
Energy Improvements	1,299,000.00	October 1983
Sewage Plant Repairs	1,099,000.00	April 1984
Repair A/C, Bldg 5102	577,000.00	October 1983
Repair Roofs and Ventilators	437,000.00	February 1984
Replace FH Waste Lines	281,000.00	January 1984
Replace Water Well	351,000.00	January 1984
Expansion/Renovation	1,019,000.00	May 1984
Replenished Misc HVAC Systems	1,707,000.00	December 1984
Barracks Complex	6,523,000.00	April 1985
Const Company Admin/Supply	881,000.00	April 1985
Dining Facility	826,000.00	August 1985
AH-64 Training Facilities	2,617,000.00	August 1984
Repair Railroads	203,000.00	August 1983
Family Housing ECIP	379,000.00	May 1984
Skill Development Center	983,000.00	December 1984
PHASE 3, EMCS Extension	460,000.00	December 1984
Construction Main Exchange	2,780,000.00	September 1984
	$40,299,000.00	

During 1983, 58 minor construction and maintenance repair contracts, costing $2,564,900 were completed. There were also six work orders costing $161,250 issued to commercial Architect/Engineer firms for the design of high priority engineering projects. These are enumerated as follows:

Type	Number	Cost
OMA	41	$ 2,131,000
USAR	12	115,100
Class II	2	171,600
Family Housing	2	122,400
NAF	1	24,800
Subtotal	58	$2,564,900
A/E Work Order	6	161,250
	64	2,726,150

Construction was a major industry at Fort Rucker and the USAR support area in 1983. There was a grand total of $42,864,000 in construction underway during the year.

Problem Areas

No problems were discernable.

Summary

The Engineering Plans and Services Division provided professional engineering services to Fort Rucker and USAR units in southern Alabama and Mississippi. It handled design, contract specification, cost estimates, and programming of military construction. In 1983, 58 minor construction and maintenance repair contracts were completed, and there were nineteen major construction projects in 1983, most of which were ongoing.

ENGINEERING RESOUCES MANAGEMENT DIVISION

DEH's Engineering and Resources Management Division planned, programmed, coordinated, estimated, scheduled, and evaluated resources for accomplishment of work by installation programs. It also ensured overall compliance with basic policies, coordinated all real estate actions for the installation, and DEH managed the facilities assignment and space utilization program. DEH maintained and operated the Integrated Facilities System and supervised the engineering data processing support.

ORGANIZATION

The Engineering Resources Management Division was composed of four branches:

Budget Accounting and Statistics Branch
Work Reception and Scheduling Branch
Estimating and Facility Inspection Branch
Management Engineering and Systems Branch

Key Personnel

Mr. Bobby H. Skipper was the Division Chief all of 1983 and was assisted by Ms. Freddie W. Ethridge, Chief, Budget Accounting and Statistics Branch. Ms. Betty Pechtel was Chief of the Work Reception and Scheduling Branch the entire year and Mr. James B. Starling was the Chief of Estimating and Facility Inspection Branch for the same time period. Mr. James C. Rhoades was Chief of Management Engineering and Systems Branch all of 1983.

Accomplishments

By effective prior planning and preparatory work, Directorate of Engineering and Housing was able to take advantage of migratory year end funds to accomplish work by contract which could not be done with the DEH funding program. The assigned maintenance of Real Property Floor was $11,264,100. Actual accomplishment was $11,754,500 of which $3,740,200 was used to reduce an existing backlog of maintenance and repair work. The division also received funding for a cover for the installation pathological waste incinerator. The cover was put in place in November 1983 and reduced explosive contamination.[3]

Problem Areas

What input there is, indicates no apparent problems.

Summary

The Engineering Resources Management Division had within its purview the coordination, estimation, scheduling, and evaluation of resources for accomplishments of work by installation forces. It coordinated all real estate actions for the installation, and supervised the engineering data processing support. It spent over eleven million dollars on post maintenance, of which three million was used to reduce an existing backlog of maintenance and repair work.

SUPPLY AND STORAGE DIVISION

Mr. William P. Treadway was Chief of the Supply and Storage Division in 1983 and Mr. Luther E. Reynolds was the Property Book Officer. The Division planned, programmed, and accomplished the facilities engineering supply and storage functions, including the facilities engineering portion of the Engineer Resources Management Division and other divisions, and applied stock control policy and

accounting procedures. DEH established facilities engineering supply plans, policies, and standing operating procedures.

It processed documents covering incoming and outgoing items, and prepared, reviewed, and edited requisitions and tally-out forms. The division initiated action for local purchase and implemented them when approved by the Purchasing and Contracting Officer and took action to maintain authorized stockage levels. It performed other services incidental to requisition, receipt, storage, issue and disposal of supplies and equipment, and maintained a list of supplies authorized for issue by the installation and maintained the property book for the accounting of this equipment.

The division coordinated TDA additions and deletions with the equipment TDA Coordinator and the operating divisions. It conducted the facilities engineering storage and warehousing operations and received, checked, stored, and issued supplies and equipment to commercial and military accounts. DEH inspected and classified items and selected, tallied, and loaded supplies and equipment for shipment. It assisted with inventories and issued supplies to participants in the Self-Help Program. The Supply and Storage Division was composed of the Property Control Activity and the Storage Activity.

Accomplishments

As a result of effective utilization of the Facilities Engineering Supply System, 110 line items were added to the Authorized Stockage List. (Since the Supply and Storage Division maintained its functions on an ongoing basis, its discernable accomplishments were not out of the ordinary so they were not listed).

Problem Areas

No problems were discernable.

Summary

The Supply and Storage Division planned and implemented policies and procedures which affected engineering. It performed other services incidental to requisition, receipt storage, issue and disposal of supplies and equipment. DEH also coordinated TDA additions and deletions with the equipment TDA coordinator. The division was composed of the Property Control Activity and the Storage Activity.

BUILDINGS AND GROUNDS DIVISION

Buildings and Grounds Division planned and implemented maintenance and repair of buildings, structures, roads, railroads, airfields, storm drainage systems, and maintenance and service (M&S) equipment at Fort Rucker. It managed the forestry, fish and wildlife, and land management program including ground maintenance. DEH also provided entomology services.

Organization

Buildings and Grounds Division was composed of three branches. These were Land Management Branch, Roads and Railroads Branch, and Buildings and Structures Branch.

Key Personnel

Mr. T. K. Brantly served as the Division Chief for 1983 and Mr. Delarie Parmer was the Chief of the Land Management Branch. Mr. William B. Wells, Jr. was Chief of Buildings and Structure Branch all of 1983.

Accomplishments

DEH implemented a herbicide application program to control undesirable vegetation growing along airfield boundary fences. This herbicide application program became part of the Annual Work Plan for Grounds Maintenance in 1983. During CY 83, 59 acres of productive forest land was cleared to construct an Aviation Branch Grenade Range; the clearing operation produced 95,000 board feet of sawtimber and 373 cords of pulpwood. The Buildings and Grounds Division had to deal with the extremely cold temperatures during December 1983 which killed or severly injured approximately 150 shrubs throughout the cantonment. Also, extensive work was required and accomplished in the interior repair to buildings and family housing quarters damaged when pipes froze and burst during freezing weather.

Custodial Services were reduced at most facilities in order to cut cost and in an effort to get Fort Rucker aligned with TRADOC's requirement for cost per square foot. A continuing program of replacing deteriorated signs and removing unnecessary signs was an integral part of the sign shop mission. In accomplishing this work in conjunction with Fort Rucker becoming an Aviation Branch, DEH sign shop started replacing deteriorated organization/activity signs with those in ultramarine blue and golden orange- the new Aviation Branch colors. The replacement of street signs at Fort Rucker using the new Aviation Branch colors began in September 1983. By the end of the year, a portion of the signs on the main post were replaced, with the family housing area and surrounding airfields to be done in 1984.

FIRE PREVENTION AND PROTECTION DIVISION

The Fire Prevention and Protection Division advised the DEH on matters pertaining to fire prevention and protection activities. It planned, directed, and coordinated an active fire prevention and protection program. DEH also investigated fires to determine the cause and corrective action necessary to prevent similar occurrences. It maintained comprehensive records of fire prevention and protection activities, prepared and submitted fire reports, and made appropriate recommendations.

Organization

The Fire Prevention and Protection Division was composed of three activities as follows: Fire Prevention, Basefield Support, and Stagefield Support.

Key Personnel

Mr. Jerry B. Grammont was Fire Chief for all of 1983 and Mr. Gerald E. Bottoms was the Assistant Chief the entire year. Mr. Miller Coleman was also an Assistant Chief during 1983 as was Mr. Marion M. Spivey.

Accomplishments

The Fort Rucker Fire Department conducted 6,840 on-post fire inspections, including the inspecting of sprinklers and alarm systems, and the servicing of 9,110 fire extinguishers during 1983. This activity responded to 18 mutual aid responses at the request of Ozark, Daleville, Enterprise, and Level Plains. This was a decrease of six from 1982.

During 1983, there were 7,950 personnel who attended 148 classes and demonstrations emphasizing the action to take in the event of a fire, including prevention measures and use of fire extinguishers. Major emphasis was placed on fire prevention measures and use of fire extinguishers. Emphasis was also placed on fire prevention during Spring and Fall clean-up weeks, National Fire Prevention Week, and holiday seasons. Eighty-five fires occurred at Fort Rucker during 1983. Five were classified as reportable. Army dollar loss amounted to $6,914.65 (a $14,097.35 decrease from last year). Five fires (all structural) were reported to higher headquarters.

During 1983, the Fire Department received a new 85 foot ladder truck. Either completed or under construction were five new fire truck parking sheds at stagefields. These stagefields were Longstreet, Wolfpit, Louisville, Tabernacle and Troy. Completion prior to winter months will eliminate frozen fire trucks as experienced in the past.

Problem Areas

Eight, twenty-one hour stagefields did not have shower facilities. Problems were being experienced with personal hygiene. However, OSHA funding was being requested to construct a shower at each stagefield.

UTILITIES DIVISION

The Utilities Division directed the operation, maintenance, and repair of real property electrical and mechanical systems; production, treatment and distribution of water; collection and treatment of sewage; refuse collection; operation of sanitary landfill; and management of the utilities energy conservation. The division was composed of four branches; Mechanical Branch, Electrical Branch, Sanitation Branch, and Energy Management and Control Branch.

Key Personnel

Mr. Joseph B. Hayes was Division Chief the entire year, Mr. Ronald E. Leatherwood, was Chief of Energy Management and Control Branch and served all of 1983. Mr. Hershel A. Beecher was the Mechanical Branch Supervisor and Mr. Willie G. McKnight was Electrical Branch Supervisor for all of 1983. Mr. John P. Ard was Sanitation Branch Supervisor for all of 1983.

Accomplishments

DEH made final acceptance of several significant Energy Conservation Investment Program (ECIP) projects during 1983. These included the Energy Monitoring and Control System Phase I and Phase II and the Energy Recovery Incinerator. Other ECIP projects for which contracts were awarded and under construction during 1983 included Energy Improvements to Family Housing, Equipment Modification in Family Housing and Energy Monitoring and Control System (EMCS) Phase III.

A number of special energy related projects were identified for funding by TRADOC, and efforts were started toward design of these projects. These included installation of bulb type thermostats, weather stripping, additional EMCS radio control switches, and other minor projects. These were projects identified in the Basewide Energy Study conducted by Black and Veath Consulting Engineers and presented at their final presentation in December of 1983. The remainder of the projects identified in the study were reviewed, and tentative plans made as to funding type and year.

The overall Energy Conservation Program, which was successful by meeting the FY 81 and FY 82 Facilities Energy goal, was again successful by meeting the FY 83 goal, closing out FY 83 3.7 percent below the final TRADOC adjusted goal. As a result the installation was awarded $366,000.00 to be used at the Commander's discretion to fund highly visible projects which improve the quality of life for those working and living at Fort Rucker.[4]

Problem Areas

There appeared to be no discernable problems.

Summary

The Utilities Division was responsibile for the maintenance and repair of real property electrical and mechanical systems, the collection and treatment of sewage, and the treatment of water at Fort Rucker. It also dealt with the operations of sanitary landfill, and management of the utilities energy conservation program. It monitored and administered special energy products that were identified for funding by TRADOC.

In 1983, the Energy Conservation Program at Fort Rucker was highly successful. It exceeded the TRADOC goal by 3.7 percent, and as the result of this, the installation was awarded $366,000.00 to be used for

highly visible projects that improved the quality of life for those living and working at Fort Rucker.

HOUSING DIVISION

Housing Division provided centralized management of all housing functions of the installation to include determination of family and bachelor housing requirements; programming and budgeting; utilization of on-post housing to include both family and bachelor; and maintenance of furniture and furnishing property books for family housing, bachelor housing, and troop barracks. It was composed of three branches. They were Family Housing Branch, Billeting Branch, and Furnishing Management Branch.

Key Personnel

Miss Patricia A. Sales was Division Chief from 24 April 1983 to the end of 1983. Previously she had been the Chief of the Billeting Branch. Ms. Annette S. Mosley was Chief of the Family Housing Branch until 26 February 1983. Mrs. Mary W. Kirkland was Chief of the Family Housing Branch from 13 March 1983 through the remainder of the year. Miss Patricia A. Sales departed the Chief Billeting Branch on 25 February 1983 and Ms. Genell Bonner took Miss Sale's place as Chief of Billeting Branch on 17 July 1983 and remained in the position for the rest of the year. Mr. Paul C. Wheeler held the position of Chief of Furnishing Management Branch the entire year.

Accomplishments

During 1983, the Family Housing Branch terminated 1,011 sets and assigned 971 sets of on-post quarters. This represented a turnover of 64.09 percent during 1983. The average occupancy rate for all on-post family housing units for the year was 99.08 percent. At the end of 1983, the Housing Referral Office (HRO) listings consisted of 6,982 units 6,661 rentals and 321 sales. During the year, HRO processed 3,585 service members, while 2,880 requested assistance and 2,616 were housed as a result of HRO assistance. It issued 464 DD Forms 1747 to personnel applying for loans for home purchases during the year. The off-post inspection position established in the 1983 HRO resulted in continued improvements in the quality of housing listed.

In September of 1983, the Furnishings Management Office (FMO) had to curtail the pick up and delivery of furnishings to service members residing in on-post family housing due to funding limitations imposed by Congress. Although FMO was unable to pick up and deliver, the use of available furnishings remained stable. There was some good news however; HQDA has approved the use of larger refrigerators in government family quarters. The installation was somewhat limited in the size of refrigerators used because of the narrow outer doors; however, the Branch was able to provide the 17.0 cubic foot capacity refrigerator which met the needs of most families. During CY 83, the Furnishing Management Branch received 350 sets of furnishings for issue to 4th and 6th Battalions of the 1st Aviation Brigade.

Quarterly inspections were conducted by FMO to determine furnishing requirements usage and condition of furnishing in all supported troop units. This program was proven to be a valuable management tool in budget preparation.

Mattresses were reconditioned by the Industry for the Blind, Bainbridge, GA. As of the end of CY 83, over 600 mattresses had been reconditioned for a savings of over $100,000 in replacement cost.

Project 212, EM Barracks Complex started in 1983, was scheduled for occupancy on 15 April 1985. All furnishings and equipment required to support billeting spaces, lounges, and dayrooms were identified and forwarded to HQ, TRADOC, for funding. The funding was approved and slated for disposal in late 1984 or early 1985. The DA established utilization rate for transient quarters was raised for 65 to 75 percent effective 15 July 1983. Fort Rucker exceeded the rate by 16%. A 95 percent utilization rate was established by AR 210-11, 15 Jul 83, for permanent quarters. Utilization by category was as follows:

Visiting Officers Quarters/Visiting Enlisted Quarters	91% percent
Distinguished Visiting Quarters	40% Percent
Officers Quarters	91% Percent
Senior Enlisted Quarters	88% Percent
Geographical Bachelor/Officer Quarters	91% Percent
Geographical Bachelor/Senior Enlisted Quarters	86% Percent

Geographical bachelor quarter occupants were issued termination notices. Bldg 30501, Geographical Bachelor and Senior Enlisted quarters were phased out effective 23 December 1983. Bldg 208, Geographical Bachelor Officer quarters were phased out 30 December 1983. Personnel in Bldgs 209 and 210 were to receive notices to vacate in January and February 1984. During CY 83, the Billeting Branch supported 15 conferences/symposiums and 441 aviation-related training courses. Certificates of nonavailability of quarters/mess for TDY reflected the installation's inability to billet transient personnel. Housing Division, however, was determined to meet expanded transient personnel billeting needs in 1984.

A contract to renovate the air condititioning system in eight two-story officer quarters was awarded in 3d quarter CY 83. Also, a contract to renovate faucets and related plumbing in all permanent officer, senior enlisted, visiting officer and enlisted quarters was awarded in 4th quarter CY 83, and will be accomplished concurrently with the air conditioning project in 1984.

Problem Areas

One noticeable problem area was the curtailment by FMO of pick up and delivery of furnishings to service members residing in on-post

family housing. This curtailment was the result of funding limitations imposed by Congress. Billeting Branch also had difficulty in billeting transient personnel in 1983 because of a shortage of space.

Summary

The Housing Division was responsible for centralized management of all housing functions of the installation; this included family and bachelor housing requirements. DEH increased its utilization rate for transient quarters from 65 to 75 percent as of 15 July 1983. New contracts were let in 1983 to renovate air conditioning and plumbing in officers and enlisted quarters.

DEH FOOTNOTES

1. Hist Input, ATZQ-EH, 1983, materiel is extracted; Ltr, (U) ATZQ-EH-E to ATEN-FN (LTC Young), Subj: Request Lab Analysis from US Army Environmental Hygiene Agency (USAEHA), 4 Nov 1983, (DOC II-27).

2. Ltr, (U) ATZQ-EH-E to Arthur G. Linton Environmental Protection Agency, 29 November 1983, (Doc II-28).

3. Ltr, (U) ATZQ-EH-E to ATEN-FN, Subj: Air Pollution Status and Evaluation Survey No. 44-21-0327-83, 22 September 1983, (Doc II-29).

4. DF, DEH to Distribution, Subj: Nomination Projects to be Funded by Energy Rebate, 10 November 1983, (Doc II-30).

Colonel James W. Lloyd, Director, Directorate of Evaluation and Standardization, all of 1983.

DIRECTORATE OF EVALUATION AND STANDARDIZATION

The Directorate of Evaluation and Standardization (DES) was the proponent for the US Army Standardization Program and served as an extension of the Office of the Deputy Chief of Staff for Operations and Plans Department of the Army. DES also monitored and evaluated Army-wide implementation of the Aviation Standardization Program (ASP) and collected and analyzed training effectiveness data as it related to unit training and nontraining programs. The directorate was also responsible for providing feedback to the training and combat developments processes. It also managed the Aviation Standardization Training Seminar (ASTS) for the purpose of maintaining productive dialogue between USAAVNC and aviation ATC units in the field.

Colonel James W. Lloyd was Director of DES for all of 1983. There were two Deputy Directors. Lieutenant Colonel William C. Childress was the first Deputy Director of DES. His tenure of office was from 1 January 1983 to 22 July 1983. Lieutenant Colonel Garnett E. Crask was the Deputy Director from 22 July 1983 until the end of the year. Lieutenant Colonel Luke L. Shade was the Army National Guard Standardization Advisor for DES in 1983. The Flight Standardization Division had two division commanders in 1983. They were Lieutenant Colonel Leonard G. Anderson and Major(P) Davis P. Sale. LTC Anderson had command of the division from 1 January 1983 until 11 October of the same year. Major Sale assumed command on the 11th of October and remained in his position for the rest of the year. Lieutenant Colonel Jerome W. Tastad was the Evaluation Division Commander all of 1983 and Mr. Richard K. Tierney was Editor of the Aviation Digest all of 1983.

The DES units will be examined individually, beginning with the Office of the Director and ending with the Aviation Digest.

Accomplishments.

The Office of the Director placed a great deal of emphasis on analysis of training effectiveness data and provided quality control of the Center's training products during 1983. The office supervised programs conducted by the Evaluation Division, such as the evaluation of emergency procedures training during the primary phase of IERW and the OV-1 Qualification Course.

The use of night vision goggles in the tactical environment also received a great deal of emphasis in 1983. Whenever possible, tactical evaluations were carried out at night with the night vision goggles. This gave field commanders an assessment to their aviators ability to fly and fight at night.

Lieutenant Colonel Luke L. Shade's organization conducted ten Instructor Pilot/Standardization Instructor Pilot (IP/SIP) seminars for DES in 1983. This innovative training vehicle was designed to keep Reserve Component (RC) aviators updated with the latest employment techniques and doctrinal concepts.

During 1983, the Director's office had 12 articles published in the Aviation Digest. These articles dealt with DES activities. DES published ten other articles in the US Army Safety Center's Flightfax.

Problem Areas

No problems were discernable.

Summary

N/A

OPERATIONS/RESOURCE MANAGEMENT DIVISION

The Operations/Resource Management Division (ORMD) was the directorate's aviation literature and administrative functions division. The responsibilities of its three branches included: serving as the user representative and proponent for the Aircrew Training Manual (ATM), AR 95-1, Aircraft Operators Manuals, (-10's), and checklists (-CL's); conducting all administrative/staff functions; and managing all budgeting and manpower requirements.

Accomplishments

The Operations Branch coordinated over 797 trips for the directorate and published a Policy and Procedures Guide. The branch also completed over 1,300 separate staffing actions.

During 1983, the Standardization Literature Branch coordinated the revision and signing of the Joint Operations Agreement (JOA) between AVSCOM and USAAVNC which outlined greater user responsibility for the Directorate of Evaluation and Standardization in the preparation and coordination of Army Aircraft Operator's Manuals (-10) and crewmember checklists (-CL). The JOA approved and signed by the commanders of USAAVNC and AVSCOM also gave Literature Review the proponency for all aircraft Aircrew Training Manuals (ATM's) on 1 October 1983. The branch participated in 38 trips to the field and to AVSCOM in support of the AVSCOM USAAVNC JOA for the (-10) and checklist.

The Standardization Literature Review Branch reviewed over 1700 issues which were submitted on DA Form 2028 affecting operator's manuals and checklists, and all aircrew training manuals. It developed new aircrew training manuals (ATM) to simplify the requirements in the field with reference to maintaining mission qualified crews and units. However, these new ATM's will not be fielded until April, 1984 and will be printed locally and redesigned as field circulars (FC's).

The branch organized and conducted the 1983 US Army Aviation Policy Committee in November. The keynote speaker was LTG Carl E. Vuono, Commander, Combined Arms Center, Ft. Leavenworth, Kansas. Attendees numbered 75 personnel representing every major Army command or agency associated with aviation and other combat arms branches. Seventy aviation issues, critical to aviation doctrine, standardization, safety, logistics, and personnel were submitted. Each resolution was voted on

with recommendations forwarded to the Deputy Chief of Staff for Operations and Plans (DCSOPS) and the Chief of Staff, Army. The branch began annual user reviews at Fort Rucker for all Army aircraft operators manuals and checklists.[1]

The Resource Management Branch developed requirements, managed, and controlled organizational resources for four Army Management Structure (AMS) accounts. It managed and disbursed a travel budget in excess of $442,000 in support of the more than 797 trips the directorate conducted worldwide. During 1983, the branch developed and managed the directorate's individual training program for career development. Under that program, 55 people completed professionally enhancing training relative to their job positions.[2]

The Flight Standardization Division advised the director on all matters pertaining to the United States Army Flight Standardization Program, and evaluated the effectiveness of individual aviator proficiency for resident and nonresident flight training programs. It monitored, provided assistance, and made recommendations to support units/activities to ensure quality control and overall training effectiveness. The division recommended general policy guidance to the director concerning the Army-wide Flight Standardization Program and provided flight standardization input to DA aviation-related flight publications. At the same time, it assisted in the development and evaluation of Synthetic Flight Training Systems (SFTS).

The division conducted flight standardization evaluation/assistance visits to US Army installations and commands on a worldwide basis. It also coordinated flight standardization input through the Standardization Literature Division to DTD for formulation of training documents and publications. Another function was providing flight standardization input through the Standardization Literature Division to DTD for formulation of training documents and publications. A third function was providing flight standardization subject matter experts to DOTD, DTD, DCD, TSM's and other appropriate activities at Fort Rucker in preparation and review of doctrinal, organizational and material-related actions. DES provided flight standardization and subject matter expertise to support Reserve Component IP/SIP training programs.

Accomplishments

In the execution of the Army's Aviation Standardization Program, Flight Standardization assumed the role of point-of-contact and standardization of the Army-wide Night Vision Goggle (NVG) Program. This was accomplished by DES hosting a NVG Conference at Fort Rucker with all MACOMs and several major aviation commanders in attendance. A NVG cell was established which will centralize the major issues and standardization of this program. In 1983, Flight Standardization Division completed over 1,979 individual flight evaluations and visited more that 130 major Army units worldwide. The division participated in and provided SME support to all Continental United States (CONUS) major army commands (MACOMS), flight standardization committee meetings, and provided the training and SME for the ten IP/SIP training seminars for the Reserve Component, which were alluded to earlier. It administered

720 IP end-of-course evaluations and 669 quality control evaluations of aviators in formal courses of instruction at Fort Rucker in 1983. It also executed the Fort Rucker Aviation Standardization Committee's no-notice evaluation and assistance visits in support of the members of that committee and completed no-notice standardization evaluations of members units.

EVALUATION DIVISION

The Evaluation Branch implemented and conducted the USAAVNC Evaluation Program in accordance with the Instructional Systems Development Model and USAAVNC Reg 350-7. It conducted internal evaluations of USAAVNC proponent courses when data indicated the necessity or when directed. It coordinated and conducted the Aviation Standardization and Training Seminars which incorporated training assistance visits to field units, external evaluation functions, and provided staff supervision of Fort Rucker's Army Standardization Program and Branch Standardization Committee in accordance with AR 350-1.

Organization

The organization consisted of the Office of the Commander, Internal Instructional Systems Evaluation Branch, and Technical Support Branch.

Accomplishments

The Internal Instructional Systems Evaluation Branch developed and completed the following evaluation in 1983:

a. Sequencing of Emergency Procedure Training During the Primary Phase of IERW.
b. Training Effectiveness Analysis of the OV-1 Qualifications Course.
c. USAAVNC Army Correspondence Course Program Review.
d. USAAVNC Educational TV Program Review.
e. Training Effectiveness of Academic Subjects of the Local Method of Instruction Courses.

The branch also initiated a Student Critique Review program and developed a Training Evaluation Strategy for the Directorate.

The External Instructional Systems Evaluation Branch completed Aviation Center Training Analysis and Assistance Team (ACTAAT) visits to aviation units located at USAREUR, Ft. Polk and the Louisiana National Guard. In June 1983, the External Evaluation Branch developed the Aviation Standardization and Training Seminars (ASTS). The ASTS combined the functions of the ACTAAT with that of an aviation unit and individual training functions tasked to meet the needs of visited units. The ASTS visited six major FORSCOM units during the remainder of the year. It was a highly successful program that steadily gained popularity with field units.[3] The Branch also completed an Aircrew Training Manual Validation Study and developed a graduate questionnaire program for USAAVNC.

Technical Support Branch provided technical support of all internal and external projects. It also provided data for the Aeroscout and Advanced Qualification Course student selection process and maintained the data base and analyzed the results of checkrides administered by the Standardization Division.

US ARMY AVIATION DIGEST

The US Army Aviation Digest, the Army aviation magazine, coordinated with US Army Aviation Center activities, Department of the Army (DA), other governmental agencies, civilian organizations, and individuals worldwide on matters concerning preparation of materials for publication. It researched, analyzed, wrote, edited, and prepared composition dummies and layout format for print. It also assembled completed materiel in specific order for submission to the civilian contract printer in accordance with established schedules for printing and distribution and monitored publication on behalf of the DA Adjutant General (DAAG) and Government Printing Office (GPO) to ensure compliance with the printing contract.

Articles printed during 1983 covered all aspects of Army Aviation. The year began with coverage in the January 1983 issue of Army Aviation operations in Alaska. Brigadier General Nathan C. Vail, who commanded the 172d Infantry Brigade (Alaska), introduced the issue which featured "Air Cav in Alaska, Glacier Operations and Winter Aviation Techniques." The January issue also continued the indepth coverage of the Army's LHX (light helicopter family) program. The LHX series included "Army Aviation's Entry Into the Future," in which Colonel Robert S. Fairweather, Jr., discusses what types of aircraft may be developed in the LHX program. Mr. Joseph H. Cribbins' article "Why Not a LHX? established the Army's need for the LHX from a logistics point of view, and Lieutenant Colonel Glenn R. Allen's article, "Army Aviation Training of the Future", examined the LHX impact on training, and Lieutenant Colonel Russell H. Smith capped the series with his article "Concepts For LHX Cockpits." The DES Report to the field introduced the new revised AR 95-1 (Army Aviation General Provision and Flight Regulations). The revision was necessary to eliminate duplication, delete "how to" information, clarify issues, and update the document.

In the February issue, Captain James A. Fitzpatrick's article, "AVUM: Think Combat" expertly encouraged all aircraft maintenance personnel to conduct day-to-day operations and to plan training with combat in mind. This issue also contained an excellent article, "The Chemical Environment and Army Aviation" by CW2 Thomas E. Whitson. He stressed the need for NBC training (Nuclear, Biological, and Chemical) and pointed out that such training was not pleasant, it nevertheless was the only way to survive in an NBC chemical environment. The issue was rounded out with "Attack Helicopter, Sir! First Strike!" by Captain(P) Lawrence E. Casper who discussed Operational Test II of the AH-64 Apache by the 7th Combat Aviation Battalion at Fort Ord, CA.

In March, the Aviation Digest continued in its efforts to help reduce the accident rate, especially with OH-58 tail rotor problems, by featuring "OH-58 Tail Rotor Control Power" by LTC Donald E.S. Merritt

and Mr. Charles C. Cioffi. This was the fifth in a series of six articles addressing OH-58 tail rotor problems. The series had been widely read and the Aviation Digest continued receiving calls for copies of all of the articles. Also in March, CW3 Ernest D. Kingsley's article about NBC, "The Last Alert," was the annual winner. It used fiction as an attention getter and stressed the need to develop meaningful NBC training which will enable America to fight and win in the NBC environment. The issue also contained "Night Vision Goggles Counterbalance System" by Major Vincent P. Jones. His article provided a step-by-step procedure on how to mount a counterbalance system on the AN/PVS-5 to improve weight distribution. The Threat Section in March discussed tactics used by high performance aircraft attacking helicopters, and the tactics that helicopters should employ in such engagements. This issue was capped with Major D.I. Smith's, "Army Aviation Development Plan," which brought Army Aviation a step closer to branch status.

In the April issue, the announcement was made that Army Aviation was approved Branch status and was directed to develop an implementation plan. Also in this issue, Major General Stroy C. Stevens described in "Army Aviation Lube Systems," new chip detector and filter concepts that woul extend oil change intervals for Army aircraft. This would conserve 5,000 gallons of oil and at least $1.5 million annually. The April issue also took a follow-up look at the warrant officer retention problem in the article, "A Continuing Effort," by Dr. Sandra S. Martin and CW4 Lloyd Washer (a series of four articles on this subject was published from August thru December 1981). While the retention rate was improving other problems were arising with the increased input to the warrant officer program. The Aviation Digest continued in its efforts to help reduce the accident rate by publishing in the April issue, "Mast Bumping, Causes and Cures," by Mr. Thomas White. This article also was widely read and the Aviation Digest received numerous requests for copies of it.

The May issue could be titled "What You've Always Wanted to Know About Night Vision Goggles, But Didn't Know How or Who To Ask." The coverage started with CW2 James K. Gunning's, "Modified Face Plate Goggles," and continued with "AN/PVS-5 Night Vision Goggles, What you Gain, What You Lose," by Lieutenant Colonels Roger Wiley and David Glick and Major Frank Holly. "ANVIS, Now a System Designed for Aviators!" by Mr. Tom Neal followed along with "Weather and Lighting Tests For Night Vision Goggles," by CW3 Ray Stanton and "Safe Mission Completion Using AN/PVS-5 Night Vision Goggles," by Major Ronald Huether. The entire stock of this issue was quickly depleted even though several thousand extra copies were printed. The May Threat Section covered Soviet night operations to include helicopters. The issue also reported on the 1982 Training Symposium/Policy Committee Meeting, and carried a study conducted to determine the best colors to use in cockpit lighting. The outside back cover discusses the first steps that were taken to implement the Aviation Branch.

June was the month when the Aviation Digest traditionally covered the history of Army Aviation. This year Lieutenant General William R.

Peers wrote the lead story entitled, "Army Aviation in Burma." General Peers told how his Det 101 used light Army airplanes in combat operations behind the Japanese lines in Burma in World War II. The issue also covered avionics history as it relates to Army aviation in Major Cornelius J. Westerhoff's "Army Aviation Avionics." The June issue also began a series of articles covering the 9th Cavalry Brigade (Air Attack). Colonel Thomas H. Harvey, Jr. recapped the 30 months he spent as the first commander of the 9th CBAA and also provided a view of what can be expected for the 9th CBAA in the future. Also, Lieutenant Colonel Alexander Woods, Jr., executive officer of the 9th CBAA, discussed how the 9th CBAA grew from an idea to accepted reality in his article, "9th CBAA, The Combat Ready Maneuver Brigade."

In July the "Applied Technology Laboratory" written by its commander, Colonel Emmett Knight, revealed that ATL has had in virtually all aircraft developments dating back to the XV-4 and XV-6 of the late 1960s. He brought the reader up-to-date by discussing current ATL projects and what was being done as the Army moved to the LHX (light family of helicopters). Lasers were well covered in July in two fine articles. Mr. John Hogan warned of possible harmful effects to the eyes in his article, "Laser Safety Hazards." Captain(P) Dale L. Radtke, writing in the Threat Section, discussed the potential uses of the laser as a weapon. One way to reduce the accident rate was to improve communication among crewmembers. Major Craig E. Geis in his July article, "Communication," listed six accidents caused by lack of communication among crewmembers. The July issue also contained Captain Mike Ryan's "Sustained Combat Operations." He described an Army study which recommended bolstering aviation units with the establishment of sustainment battalions with support coming from National Guard units.

In the August issue, "Army Aviation Branch Implementation," by Army Aviation Branch Chief Major General Bobby J. Maddox, provided indepth coverage of how the branch was implemented in all areas. The August issue also described the operations of an Air Assault company team that was able to strike the enemy where and when he least expects. The Articles "Unnerving Noises In the Night," was written by Captains Keith Huber and Don Wolf. Also in August, Mr. Ed Bavaro, writing in the Threat Section, gave a close look at Soviet pilots and "How They Measure Up." Mr. Robert Wolfington wrote about "The New Refined Skill Qualification Test." The August issue also featured a comprehensive history of the warrant officers in the article, "Evolution Of The Army Warrant Officer," by CW3(P) Harry W. Sweezey.

September's lead article, "You Can't Hardly Tell It From The Real Thing," by Betty Hudson, discussed how four UH-1Fs cockpits at Ft. Bragg were returning maximum benefits because of a unique program of use. Also, Captains Thomas Harrison and John Hopkins told readers about "Aviation At The Infantry School." The Infantry Officer Advanced Course emphasized planning battalion air assault operations from A to Z. The September issue also covered the Corpus Christi Army Depot and the Army Aviation Development Test Activity.

"British Light Helicopter Operations During The Faulkland Islands Campaign," began the October issue. The article by Lieutenant Colonel David W.A. Swan, AAC, was in two parts with Part I covering the development of British forces and Part II (in the November issue) covering the battle. Also in October, Major Charles B. Cook's, "Shaping The AirLand-Echeloned Battlefield," placed the helicopter in a key role in combat and claimed the army that capitalizes on position will win decisively. The October issue also provided a complete roundup of near term flight, weapons and combat mission simulators, and the DES Report To The Field covered Change 1 to AR 95-1. Finally, the October issue was capped by Lieutenant Colonel Donald E. S. Merritt's "Remembrance and Reality, The OH-58 Story." Since there had been problems with the OH-58 tail rotor system, this article was designed to point out the good aspects of the OH-58 and its improvements, thus rebuiding confidence in the aircraft's capabilities.

The November issue brought further coverage of the 9th CBAA. Major William Frederic's article, "9th CBAA High Tech Light Division Air Cav Squadron," provided an excellent picture of this unit which has been favorably field tested. The November issue also featured "Cold Weather Survival School," by Major James M. Nielsen; "Combat Search And Rescue," by Mr. Raymond Birringer; "Controlled Substances That Can Kill You; by Staff Sergeant Janet Garofalo of the Threat Section at Fort Rucker; and an NBC article that covered a study entitled "Aviation Performance Assessment In A Chemical Environment," by Lieutenant Colonel Michael McCormack and Major E.E. Whitehead.

December closed out the year with the article, "An Army Astronaut Earning His Wings," by Major Thomas Vollrath. The article was about then Lieutenant Colonel Robert L. Stewart, the first Army astronaut, and what he would be doing in his first space flight. Perhaps the most significant event was to be when he walked in space completely detached from the spaceship. December also carried Captain Richard A. Scales', AH-64 training. The 9th CBAA turns up again with Captain Mark D. Carey's "POL, Aviation's Achilles' Heel...And How To Overcome It." The December DES Report To The Field reported on "The Cost Of Doing Touchdown Emergency Maneuvers," and the decision to eliminate that training in rotary wing aircraft.

Problem Areas

None were discernable.

Summary

In 1983, DES and its subordinate units were involved in a myriad of programs, projects and visits. The Directorate with its broad spectrum of units, such as the Aviation Digest, Operations/Resource Management Division, Flight Standardization Division, and Evaluation Division had extensive exposure on a worldwide basis. DES made over 2,000 visits to units in CONUS and outside of CONUS. The Aviation Digest printed and distributed close to a half million copies to a worldwide audience in 1983. The Directorate of Evaluation and Standardization made an indelible impact on Army Aviation in 1983.

DES FOOTNOTES

1. Memo, CSA to Distribution A, Subj: Coordinated Army Staff Action Plan for Aviation Safety, 30 Nov 83, materiel is extracted; Hist (U), ATZQ-ES, 1983, materiel is extracted.

2. Ltr, (U) ATZQ-ES to ODCS ops, Subj: Reduction of Travel Costs, n.d., (Doc II-31).

3. Memo, ATZQ-ES to ATZA-CG, Subj: VCSA Quarterly IPR Update, 27 May 1983, (Doc II-32); Ltr (U), ATZQ-ES to ODCSOPS, Subj: Aviation Safety and Officer Aviation Distribution, n.d., (Doc II-33) memo, DAAS to Distribution, Subj: Aviation Safety and Officer Distribution, n.d. (Doc II-34).

CHAPTER III

TRAINING

School Model 83 brought about a realignment of several of the directorates and departments involved in the training aspect of the School and the Aviation Center. Some of the directorates and departments expanded their training functions, and in certain instances, overlapped one another in regards to training. However, there was one area in which all of the directorates and departments to be discussed in this chapter strove to excel: that was putting out the best aviation personnel--be they warrant or commissioned officer, or enlisted men and women. The departments and directorates discussed in this chapter dealt with all facets of training at the School and Center level.

The directorates and departments dealt with flight training, academic subjects, enlisted training, and the TRADOC Systems Managers (TSMs) for utility helicopters and air launched missile systems. They were intimately involved in the "Schoolhouse" side of the Aviation Center, and became the vanguard for new concepts, objectives, and missions concerning training. These directorates and departments did much to "drive" Army Aviation Training at Fort Rucker in 1983.

DEPARTMENT OF FLIGHT TRAINING

The Department of Flight Training (DOFT) played a significant role at the United States Army Aviation Center (USAAVNC) in 1983. The Department was responsible for conducting all formal flight instruction at USAAVNC. As with some ancillary directorates at Fort Rucker, DOFT served in an advisory capacity to the Command Group dealing with matters of flight training. DOFT also served as the Contracting Officer's Representative (COR) for all contractual flight instruction at Fort Rucker.

In 1983, DOFT was organized with a Headquarters, which consisted of Operations, Administrative, Supply, and Aviation Support Branches. It also had the three airfield Divisions--Hanchey, Lowe, and Cairns.

Hanchey Division directed and coordinated the activities of the Hanchey Army Heliport and the flight training given in the Department of the Army Aviator Qualification Courses with the UH-1 Contact Course. The Division also coordinated Instructor Pilot Courses (IPC) with the TH-55, AH-1 IPC/AQC, OH-58 IPC, OH-58 Aeroscout, and CH-47 AQC/IPC. Hanchey Division was also the COR liaison for Initial Entry Rotary Wing (IERW) Primary Flight Training conducted by the civilian contractor.

Lowe Division directed and coordinated activities of Lowe Army Heliport and Runkle Army Airfield. It conducted UH-1 flight training, night vision goggle qualification and night training. Other training at Lowe Division included Combat Skills, Department of the Army Instructor Pilot, and Night Vision Goggle (NVG) Instructor Pilot Courses; UH-1 Local Transitions, and Night/Night Vision Goggles Methods of Instruction Courses.

The Cairns Division was responsible for the Cairns Army Airfield activities, such as the UH-60 AQZ/IPC, Rotary Wing Aviator Refresher Training (RWART) Course, and the Rotary Wing Instrument Flight Examiner Course (RWIFEC). The Division also served as the COR staff for the Fixed Wing Training Contracts, Fixed Wing Multi-Engine Qualification Course (FWMEQC), OV-1 Aviation Qualification Course (AQC), U-21/OV-1 Instructor Pilot Course (IPC), Rotary Wing Instrument Course (RWIC), and the Rotary Wing Qualification Course.

Three directors commanded the Department of Flight Training in 1983. Colonel Bruce H. Gibbons served as Director of Flight Training from 1982 to 31 January 1983. Lieutenant Colonel Gerald R. Worthington was the director from 31 January 1983 until 31 August 1983. On 1 September 1983, Colonel Norman M. Bissell assumed command of DOFT and was its director for the remainder of the year.

The Department of Flight Training also had two Deputy Directors in 1983. Lieutenant Colonel Gerald R. Worthington, after serving in an interim capacity as Director of DOFT, was assigned as Deputy Director on 1 September 1983, where he served until 10 October 1983. Lieutenant Colonel Leroy D. Gould assumed the position of Deputy Director on 11 October 1983 and remained in that position for the rest of the year.

DOFT had four Sergeant Majors in 1983. Sergeant Major Charles F. Barnes was the first of the four DOFT Sergeant Majors, serving from 1 January 1983 to April 1983. Sergeant First Class(P) Melby J. Hallford became the DOFT Sergeant Major on 11 April 1983 and held the positon of SGM until 18 May 1983. His replacement, SFC William C. Hawkins' tenure as Sergeant Major was from 19 May 1983 until 26 June 1983. DOFT was without a Sergeant Major until 7 September 1983 when SGM Richard L. Thomas finished 1983 as the DOFT Sergeant Major.

Lieutenant Colonel(P) Tommy C. Stiner was the first of two commanders for Hanchey Division in 1983. LTC Stiner commanded Hanchey Division from 1 January 1983 until 7 August 1983. Lieutenant Colonel Rodney Bither assumed the reins of command on 8 August 1983 and finished the year as the Commander of Hanchey Division. The Deputy Commanders were Major Robert O. Ehlers and Lieutenant Colonel Leroy D. Gould.

Lowe Division had one commander for all of 1983. He was Lieutenant Colonel Peter H. Carr. The two Deputy Commanders were Captain Steven J. Hammack and Major Ronald D. DePue. Major DePue served from 1 January 1983 until 12 June 1983, at which time Captain Hammack assumed his position as Deputy Commander for the rest of the year. Lieutenant Colonel Marvin C. Baker was the commander of Cairns Division in 1983.

DOFT had twenty foreign officers assigned to it in 1983. They were as follows:

Germany - 12	Norway - 3
Denmark - 2	Australia - 1
Holland - 1	Netherland - 1

The Department had a personnel turnover rate of 67 percent during the time period of 1 January 1983 to 31 December 1983.

The Department of Flight Training's authorized personnel strength at the close of the calendar year 1983 was 1,091 men and women. There were 167 officers, 576 warrant officers, 187 enlisted personnel, and 161 civilians.

As the result of the implementation of School Model 83 on 2 October 1983, the Department of Flight Training became a separate Directorate within USAAVNC. It divested itself from the suzerainty of the then existent DOTD Branch. By this change, DOFT assumed the responsibility for all Programs of Instruction (POIs) and flight training guides for all instructor pilot courses.

Accomplishments

In 1983, a total of 1,791 Initial Entry Rotary Wing (IERW) students graduated and received military aviator wings. Within this total were: 809 officers, 922 warrant officer candidates, and 60 EURO/NATO students. In addition, the department graduated 2,320 aviators from advanced and refresher Programs Of Instruction. Mrs. Betty Webb, Chief of Academic Records Division of the School Secretary, worked closely all year with DOFT in the establishment, maintenance, and corroboration of flight

training records in 1983. Mrs. Martha Welcher, Chief of Flight Records at DOFT, worked long hours in the maintenance and updating of flight records, and with Mrs. Webb, accomplished an accurate record of flight students in 1983.

Students entering IERW training in 1983 did not have to worry about a surfeit of time on their hands. Their training was intense. There was 50 hours of TH-55 training, followed by 25 hours in the UH-1 Transition. Upon completion of the above training components, flight students then progressed to 50 hours of UH-1 Instrument Training, and on to their final training phase of 80.5 hours. This phase covered Combat Skills training, which included Night/Night Vision Goggle Qualification, and Combat Operations. Some students took OH-58 training in lieu of the UH-1 training. The total time spent by both warrant officer candidates and commissioned officers learning the flying end of IERW training was 36 weeks. It was 36 weeks well spent. Foreign students and United States Air Force students spent somewhat less time in their IERW Training at Fort Rucker.

There were a number of advanced courses of instruction, such as the Fixed Wing Multi-Engine Qualification Course, the OV-1 Aviator Qualification Course (AQC), the OV-1 Instructor Pilot Course (IPC), the U-21 and T-42 IPC, and training in the UH-60 and CH-47. It could be said there were enough DOFT courses for even the most discriminating of Army aviators!

The integration of tactical operations into IERW training in 1983 was significant because it incorporated a realistic senario into IERW flight training. Aviation Tactics (AAVTAC) included unit permission planning operations with Combined Arms integration and post-missions debriefing. Also included was the implementation of live-fire operations with support which incorporated the use of Air Force A-10s in a Joint Air Attack team (JAAT) mode.

DOFT furthered its importance by the Department of the Army approving the establishment of a Night Vision Goggle Instructor Key Personnel Training (IKPT). Initial training was begun on the Pilot Night Vision System (PNVS) at Hanchey Field.

The Department moved into the field of automated data processing with the purchase and installation of nine micro-computers in November 1983 at its Headquarters and its three divisions. The micro-computers were used initially for word processing, and for personnel tracking. The micro-computers were important in that they could retain much needed statistical data which later could be retrieved and reused.

Hanchey Division conducted TH-55 primary helicopter training for United States Military Academy (USMA) and ROTC cadets in the summer of 1983. It trained one hundred and fifty-six cadets. During the same time frame, DOFT also supervised flight familiarization.

DOFT supported more than 129 VIP and support missions in 1983. These missions included static displays, flight demonstrations and technical briefings were presented to senior officers of all services, civilians of the U.S. Government, and visiting dignitaries of various foreign countries.

Problem Areas

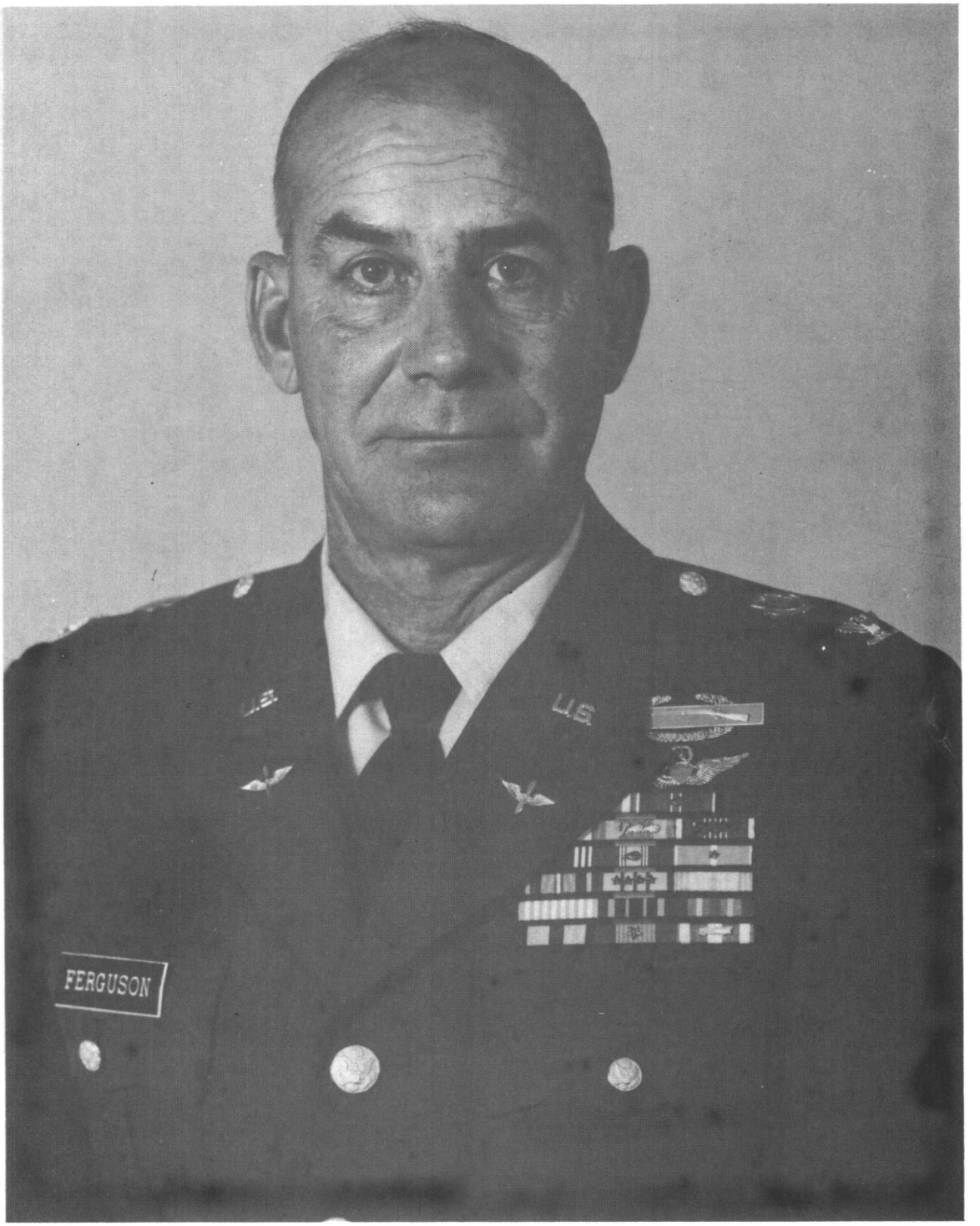
DOFT did not appear to have any noticeable problems of deficiencies in 1983, though assuming additional responsibility for some new programs.

Summary

In 1983, DOFT and its three divisions, Hanchey, Lowe, and Cairns were responsible for the conducting of all formal flight instruction at Fort Rucker. A total of 1,791 IERW students graduated in 1983. In addition, the Department graduated 2,320 aviators from advanced and refresher programs of instruction. In October 1983, DOFT became a separate directorate under School Model 83.

DOFT FOOTNOTES

1. Hist input,(U), ATZQ-FT, 1983, materiel is extracted.



Colonel **Norman N. Ferguson**, Director, Department of Academic Subjects, October 1983 to the present.

DEPARTMENT OF AVIATION SUBJECTS

The Department of Aviation Subjects (DOAS) was one of three units created from assets of the Department of Academic Training (DOAT) under School Model 83.

Colonel Norman N. Ferguson, Systems Management Director at the United States Army Safety Center, became the Department's first Director on 1 October 1983 and guided DOAS for the remainder of 1983. Lieutenant Colonel(P) James L. Higginbotham served as Assistant Director of DOAS from 1 October 1983 to the end of the calendar year. Major(P) John L. Schalchleiter was DOAS Operations Officer during the same time frame.

Colonel Ferguson's shop was composed of Headquarters, Administrative Branch, Supply Branch, Operations Branch and three training divisions. The three divisions were Flight Simulator Division, Aviation Division, and Systems Training Division.

The nascent directorate's mission was to develop, conduct, and evaluate training for aviation personnel which would ensure they were technically and tactically proficient, highly disciplined, and physically fit as members of the combined arms teams. Also DOAS provided training to initial entry rotary wing aviators and to graduate aviators attending advanced qualification courses. DOAS operated Synthetic Flight Training Systems (SFTS) and conducted procedural training. The department was also responsible for software support for all SFTS devices worldwide.

Accomplishments

During the brief period of 1983 that DOAS was active, it provided academic training in support of 25 Programs of Instruction (POI). DOAS also assumed proponency for 10 of the 25 training POIs. Beside the above accomplishments DOAS provided support to Mobile Training Team (MTT) and New Equipment Training Teams (NETT) on request.[1]

The Operations Branch made a smooth transition from DOAT into the new organization. It developed standard operating procedures (SOP) that did not adversely affect the department's academic management, yet were innovative and challenging.

The Supply Branch juxtaposed the Operations Branch as far as making a smooth transition into DOAS. Its hand receipts were revised and reorganized to reflect the gains and losses of installation property and the many academic training aids used by the training divisions. By the end of the year it had "all its ducks in order."

DOAS' Administrative Branch upon coming into place on 1 October 1983, developed an operating budget, ensured the TDA provided for department manpower needs, and provided administrative support to more than 240 officers, enlisted, and civilian personnel.

Problem Areas

Because of the paucity of time in existence it is difficult at this time to discern whether or not DOAS had any noticeable problems.

Summary

DOAS was created from the assets of the incumbent Department of Academic Training (DOAT) on 1 October 1983 as part of School Model 83. Its mission was to develop, conduct, and evaluate training for aviation personnel which ensured they were technically and tactically proficient, highly disciplined and physically fit as members of the combined arms forces. During its brief period of existence, it provided academic training in support of 25 POIs. (The DOAS division will be examined below on an individual basis.)

AVIATION DIVISION

The Aviation Division, though brief in regard to tenure, had an important mission in DOAS. It designed, developed, and conducted aviation subjects training for initial entry and advanced flight students who came under the division's two branches, the Undergraduate Branch and the Graduate Branch.

Major(P) Frederick S. Travis, Chief of Aviation Division from 1 October 1983 supervised the 43 trainers assigned to the division. These trainers provided subject matter expert support for USAAVNC requirements, reviewed new doctrine and publications for content accuracy, wrote Army correspondence courses, participated in special training projects, and actively supported command programs.

Accomplishments

In 1983, the Aviation Division conducted 14,888 hours of academic instruction in support of 25 programs of instruction. The division taught a variety of subjects. They included instrument flight Initial Entry Flight students, weather, Doppler navigation, aerodynamics, accident prevention and hazard recognition. Other subjects taught were flight regulations, instructor pilot fundamentals, Command Instrument Systems (CIS) cockpit communications, airborne weather radar, Tactical Air Navigation (TACAN), radio navigation, and Air Traffic Control for graduate flight students, and a cockpit communications course designed to promote synergism among aircrew members. During the last three months of the year, the division employed a team concept to design new courses and reviewed and aligned existing materiel with the Army's System Approach to Training.

Problem Areas

Because of the nascence of DOAS, no problems were discernable in the Aviation Division.

Summary

The Aviation Division designed, developed, and conducted Aviation Subjects training for initial entry and advanced flight students. It had 43 trainers who were subject matter experts providing support for USAAVNC requirements. The division conducted 14,888 hours of academic instruction in support of 25 Programs of Instruction, and employed a team concept of design new courses.

FLIGHT SIMULATOR DIVISION

The Flight Simulator Division of DOAS was composed of a headquarters and two branches. The two branches were the Flight Simulator Training Branch (FSTB) and the Worldwide Software Support Branch (WWSSB).

Lieutenant Colonel Carl R. Bierbaum was Chief of the Flight Simulator Branch from 1 October 1983 to the end of the year. Captain Leonard S. Woody was the interim Chief of FSTB from 1 October 1983 to 16 October 1983. Major Clermont Wheeler assumed the positon of Chief for the rest of the year. Mr. Michael Stephenson became Chief of WWSSB also on 1 October 1983 and held his position for the remainder of the year.

The School Model 83 reorganization did affect somewhat the mission of the Flight Simulator Division. The reorganization consolidated the UH-1 Branch into the Flight Simulator Training Branch and assigned the UH-1 Procedural Training devices to Systems Training Division. The division however provided Synthetic Flight Training System (SFTS) support for all fixed and rotary wing training at the Aviation Center in 1983. It also provided SFTS configuration management and software support for all flight simulators worldwide. DOAS personnel were assigned to New Equipment Training teams and the Directorate of Evaluation and Standardization (DES) assistance visits. In 1983, the Flight Simulator Division evaluated simulator projects and proposals, equipment change proposals, and provided USAAVNC representatives at SFTS conferences and meetings throughout the world. In essence, DOAS influence was felt anywhere there were Army aviation units.

Accomplishments

The year 1983 was an important year for DOAS and its predecessor, DOAT. Its Flight Simulator Division briefed over 6,000 visitors during CY 83. The visitors included foreign dignitaries, congressional leaders, military from all branches of Army and Armed Forces, and local and national civic groups from within the nation. The division flight simulators at Fort Rucker were extensively used in 1983. Over 120,400 hours were logged in them during the year.

The WWSSB conducted software support visits to four UH-1 and two CH-47C flight simulator sites in CONUS plus a visit to the CH-47C site in Germany. DOAS personnel assisted DES on a six CONUS and USAREUR inspection tours. During 1983 Worldwide Software Support Branch personnel provided Aviation Systems Command (AVSCOM) with information needed to conduct upgrading of UH-1 flight simulator computers, which

was scheduled for the 1986-1987 time frame. With the eventuality of the AH-64 Apache at Fort Rucker, WWSSB wasted no time in 1983. It dispatched representatives to all AH-64 Combat Mission Simulator (CMS) data base conferences in preparation for the AH-64. Coterminous with the AH-64 project, work was begun in the AH-64 CMS at Fort Rucker in November 1983. Construction was scheduled to be completed in December 1984. DOAS in 1983 incorporated general software modifications in all simulators during Calendar year 1983.

Problem Areas

What was gleaned from the above data was the apparent need for upgrading of flight simulators and computers throughout Army aviation. Technology being dynamic in nature, flight simulators and computers were constantly undergoing change, and DOAS had to modify its simulators and software. It was not an easy task, but by year's end of 1983 most of the modifications ostensibly took place.

Summary

The Flight Simulator Division, its headquarters and two branches provided Synthetic Flight Training System (SFTS) support for all fixed and rotary wing flight at the Aviation Center. It also provided SFTS configuration management and software support for all flight simulators worldwide. The Division briefed over 6,000 visitors during CY 83 and modified much of its flight simulators and software in 1983.

SYSTEMS TRAINING DIVISION

The Systems Training Division was comprised of a headquarters and two branches. The branches were the Aircraft Systems Branch (ASB), and the Procedural Training Branch (PTB).

Major James A. Benton was the Systems Training Division Chief from 1 October 1983 to the end of the year. Major Carl E. Herndon was Chief of ASB from 1 October 1983 to 18 December 1983, at which time he was replaced by Captain William F. Wheeler who served out the position for the rest of the year. Captain Reginald S. Whitlock was the Chief of PTB from 1 October 1983 until the end of the year.

Under the auspicies of DOAS, Systems Training Division developed, conducted, and evaluated performance oriented aviation training on Army rotary and fixed wing aircraft systems, and planned performance and UH-1 cockpit procedures. This was done to insure that Army aviators were technically proficient members of the combined arms team.

Accomplishments

Undergraduate and graduate aviator personnel were provided 18 POIs representing 576 academic hours of instruction within the Systems Training Division in 1983. This was an increase of 50 academic hours of instruction. In addition special assistance was provided upon request to select personnel and Reserve and National Guard Units.

In 1983, Systems Training Division revised Aviator Qualification Courses (AQC) to conform to the Army's Systems approach to training. At the same time, the division formulated revision of the Instructor Pilot Courses. The new AH-64/AHIP instructor training requirements were identified and instructor training programs instituted, primarily through contractor support.

Problem Areas

None were discernable for 1983.

Summary

The Systems Training Division developed, conducted and evaluated performance oriented aviator training on Army rotary and fixed wing aircraft systems. It increased its POI hours by fifty in 1983, and provided special assistance to select personnel and to Reserve and National Guard Units.

DOAS FOOTNOTES

1. Hist (U), ATZQ-AS, 1983, materiel is extracted.

Lieutenant Colonel Gilbert H. Frederick, Director, Department of Enlisted Training, October 1983 to the present.

DEPARTMENT OF ENLISTED TRAINING

As the result of School Model 83, the Department of Academic Training was disestablished and the Department of Enlisted Training (DOET) rose Phoenix-like from the ashes of its predecessor. It was composed of Headquarters, Administrative Branch, Supply Branch, Operations Branch, and two training divisions. The two divisions were the Air Traffic Control Division and the Maintenance Training Division.

Lieutenant Colonel(P) Gilbert H. Fredrick was Director of Enlisted Training from 1 October 1983 to the end of 1983. The Deputy Director, Lieutenant Colonel Louis A. McAdams served within the same time frame as Colonel Fredrick. Sergeant Major Thomas H. Arnold was the Department of Enlisted Training Sergeant Major from 1 October 1983 to 31 December 1983.

In 1983 DOET conducted Academic Training (less medical) for USAAVNC to support flight maintenance, flight operations, Air Traffic Control, the Noncommissioned Officer Education System, and Officer/Warrant Officer Air Traffic Control instruction. At the same time it provided administrative and logistical support of assigned elements and classroom support for all standard existing instructional purposes during duty hours.

The Operations Branch planned, coordinated, and scheduled academic instruction conducted by DOET. The Branch also coordinated mobile training teams and instructional support; assisted in curriculum development; did evaluation and standardization in regard to development of training programs and policies, and prepared statistical data and staff studies. DOET also exercised direct supervision of the division's subordinate elements.

The Air Traffic Control Division was responsible for advanced individual training for both officer and NCOs in ATC instruction. The division conducted training for MOS' 71P, 93H, and 93J, while the Maintenance Training Division conducted advanced individual training for MOS' 67N and 67V.

Accomplishments

DOET, though in business for only a short duration in 1983, provided academic training in support of seven programs of instruction in the last three months of 1983. The Supply Branch redistributed assets of the disestablished Department of Academic Training to the three new departments. All of DOET property was accounted and signed for by 31 December 1983.

The Administrative Branch developed the FY 84 Command Operating Branch for the department. Monies required, not to include civilian pay, amounted to over $411,400. The major manpower projects were Update of Mobilization Requirements and TDA for FY 84, and FY 85 TRADOC Review of Manpower (TRM); pricing of tuition for training of foreign students, and updating of FY 84 TDA and initial FY 85 TDA.

Administrative support was provided to foreign students, and updating of FY 84 TDA and initial FY 85 TDA.

Problem Areas

None were discernable.

Summary

DOET was a new directorate in 1983. It was composed of three branches and two divisions. Its mission included the conducting of Academic Training in areas, such as flight maintenance, Air Traffic Control, NCO and Officer/Warrant Officer Air Traffic Control instruction. It provided academic training in support of seven POIs, and administrative support for its more than 300 officers, enlisted, and civilian personnel.

The Air Traffic Control and Maintenance Training Division will be examined indepth on a separate basis.

AIR TRAFFIC CONTROL DIVISION

The ATC Division was comprised of four branches prior to its reorganization of 16 December 1983, at which time two branches emerged. The four encumbent branches were the Common Subjects Branch, Advanced Branch, and the Flight Operations Branch. These branches were consolidated into the Fixed Base Training Branch and Combat Support Training Branch.

Lieutenant Colonel Ray H. Kreulen was Chief of the ATC Division from the beginning of 1983 until he departed on 15 June 1983. Major William E. Coleman assumed LTC Kreulen's position on 16 June 1983 and remained in it for the remainder of CY 83. Since the ATC Division mission had previously been alluded to, it will not be necessary to refer to it again.

Accomplishments

With the advent of School Model 83, the ATC Division accepted the challenge of design, development, and implementation of training products related to the 71P, 93P, 93H, and 93J MOS'. In 1983 the Advanced Noncommissioned Officer Course (ANCOC) was implemented, and instructors were assigned to teach both phases (Phase I, and Phase II) of the ANCOC.

As required by School Model 83 restructuring, all training materiels were revised by both Fixed Base Training Branch and Combat Support Training Branch.

The ATC Division underwent a major reorganization designed to eliminate overhead supervisory positions. These overhead positions were returned as instructors to the classrooms. Since School Model 83 reorganized instructors as subject matter experts, the dedicated developer manpower positions were also changed to instructors and

returned to the classroom with the responsibility of curriculum development and instructing.

The ATC Division stressed the combat support of the air traffic controller in 1983 by emphasizing the equipment field training in the Combat Support Branch. National Guard units took part in mobile ATC training in 1983, and 20 assistance visits to NG units were made to help with any problems.

Problem Areas

There appeared to be no problems in the ATC Division in 1983.

Summary

The ATC Division was reduced from four to two branches in 1983. Training materiels were revised in 1983 and overhead supervisory positions were returned to the classroom as instructors and National Guard units expanded their mobile ATC Training in 1983.

MAINTENANCE TRAINING DIVISION

DOET's Maintenance Training Division was composed of the Utility Helicopter and the Observation Helicopter Branches. Guided by Lieutenant Colonel Wallace J. Bowen for all of 1983, the Maintenance Training Division was busy. It was responsible for Advanced Individual Training (AIT) for 67N and 67V MOS'.

The Division's 67N POI provided for 363 hours of instruction and contained 53 Soldier's Manual tasks. The 67V POI provided for 312 hours of instruction and contained 47 Soldier's Manual tasks. Both of the above MOS programs also utilized platform, self and group-pace instruction, and practical exercise instruction.

Accomplishments

The Observation Helicopter Branch (OHB) was busy in 1983. It had its 67V POI approved by the Aviation Logistics School and TRADOC and was implemented on 1 October 1983. The schoolhouse side of the branch moved into newly renovated Building 6010 in the latter part of September 1983. The OHB received two Category B ground-runnable aircraft and one category C aircraft from the Corpus Christi Army Depot. In 1983 the Branch trained 523 students including 36 female students. It also implemented a TRADOC directed block of instruction titled, "Total Physical Fitness."

The Utility Helicopter Branch (UHB) juxtaposed much of the OHB instructional block in 1983. UHB trained 928 students during CY 83. Of this number, 259 were National Guard and 19 were female. The 67N MOS was one of the 20 selected by the Army Research Institute (ARI) for a long-range study to systematically validate the Armed Services Vocational Aptitude Battery (ASVAB) and Enlistment Standards against performance on the job.

In 1983, the "Smart Troop Program" was developed, implemented, and was well received by AIT students. The program also was made available to both 67N and 67V students on a voluntary basis and was conducted at the Aviation Learning Center. The 67N Branch also began teaching "Total Fitness" to its students in 1983.

Problem Areas

No problems were discernable.

Summary

The Maintenance Training Division composed of the Utility Helicopter and Observation Helicopter branches, moved forward with the implementation of POIs for the 67N and 67V MOS'. The Division acquired additional helicopters to be used in the training mode. It also utilized the "Smart Troop Program" which was used to enhance student learning.

DOET FOOTNOTES

1. Hist input,(U), ATZQ-ET, 1983, materiel is extracted.

Lieutenant Colonel(P) Norman St.Peter, Director, Directorate of Training and Doctrine, October 1983 to the present.

DIRECTORATE OF TRAINING AND DOCTRINE

School Model 83 brought about many significant and at times, confusing changes in the organization of directorates at Fort Rucker in 1983. One change which caused no end of confusion was the elimination of a previous Directorate of Training and Doctrine (DOTD) and a Phoenix-like establishment of another DOTD. However, there was some semblance to what might appear to the reader as total and unrelenting chaos. As mentioned in the chapter on Plans and Training (DPT), DPT emanated from what had been the incumbent DOTD which prior to elimination, provided day-to-day supervision to the training departments and accomplished related resource management duties.

The new Directorate of Training and Doctrine (also to be known as DOTD) had previously been the Directorate of Training Developments (DTD) under the guidance of Colonel Ernest F. Estes. However, in October of 1983, due to the result of School Model 83, Colonel Estes assumed leadership of the nascent aviation proponency office. Lieutenant Colonel(P) Norman St. Peter became Director of the new DOTD on 1 October 1983.[1] The new Deputy Director of DTDT was Lieutenant Colonel Alfred J. Davis.

As in 1982, DOTD had the mission of directing all activities and actions encompassing the training development process in support of individual and collective training analysis, design, and development of training literature. DOTD also provided for staff and faculty development at Fort Rucker.

In 1983, DOTD served as program manager and principal advisor to the Commanding General and Deputy Commanding General for administration of institutional and non-resident training for which the School was proponent and for conduct of the training portion of the organizational assessment.

Accomplishments

With 1983 being a year of transition for DOTD (formerly DPT) the directorate besides performing its everyday functions had five significant accomplishments in 1983. They were the Aviation Employment Conference (AVNEC 83); TRADOC Reviewing Army Aviation (TROAA); Aviation Functional Area Analysis (FAA); the DOTD Computer Facility; and the 1983 Combined Federal Campaign.[2]

Army Aviation Employment Conference

The Army Aviation Employment Conference 1983 (AVNEC 83) was one of the most important events to be hosted by the USAAVNC during FY 83. The time frame for the AVNEC 83 was from 12 thru 14 October 1983 and was attended by representatives from all levels of the Army and Army aviation communities. The purpose of AVNEC 83 was to formalize consensus on how Army aviation should be integrated in the Air Land Battle. The conference had three primary objectives: validate force

design; doctrinal manuals; and arrive at a consensus on "how to fight" the division and corps combat aviation brigades.

DOTD was the driving force behind the AVNEC Task Force. LTC Melvin Davis of DOTD was the AVNEC coordinator and did a stellar job of implementing General Maddox' directives concerning invited guests, format of the meetings, housing and related functions.

A pre-AVNEC Workshop was conducted at Fort Rucker from 15-18 August 1983. It served as a forum to bring together the expertise of ground and aviation unit commanders and staff offices to formulate recommendations for the employment of aviation units in the Air Land Battle. Forty-nine battalion commanders and staff applied their knowledge of how to fight their units, refining of tactical scenarios, identifying other related aviation employment issues and formulating recommendations for presentation at the AVNEC in October.[3] As an adjunct to the AVNEC, the nascent DOTD hosted a Retired General Officer Pre-brief on 1 September 1983. Six retired general officers attended. The purpose of the briefing was to gain their views on the Aviation Branch prior to the AVNEC. A pre-AVNEC briefing similar to the 1 September briefing was held for Active Army Senior Aviators on 12 September 1983.[4]

On 12 October 1983, the AVNEC convened with DOTD having overall responsibility for the planning, coordination, and conduct of the conference. DCD, DCAT, APO, and DES were major contributors to the AVNEC effort, and provided leadership and expertise for the conduct of conference work related to the aforementioned three major objectives. Lieutenant General Carl E. Vouno, Commander, United States Army Combined Arms Center, Fort Leavenworth, KS, was the keynote speaker for the conference on 13 October 1983. After he exhorted the participants to utilize their expertise in problem-solving, the conference got under way.

For two days the AVNEC participants rolled up their sleeves and judiciously pursued dealing with panel scenarios and briefings, all of which were part of the workshop orientation. Panel scenarios dealt with such provocative topics as High-Intensity--a scenario for the employment of Army Aviation in a high-intensity conflict (Europe); Mid-Intensity--(SWASIA); and Contingency--a contingency mission scenario in a third world country. The conference also received briefings on the Aviation Branch implementation, Aviation Logistics, and the Aviation Modernization Plan.

The AVNEC concluded at 1100 hours on 14 October 1983, and was considered by all to have been extremely successful. DOTD did a masterful job in the administering of the conference and its antecedent briefings. Concerning the conference, it may be said that much was expected and much was achieved.[5]

TRADOC Review of Army Aviation (TROAA)*

The TRADOC Review of Army Aviation (TROAA) became the sine qua non of the Aviation Branch in that its findings became the driving force

behind the creation of the Aviation Branch. The TROAA was chartered in 1982 to assess Army aviation as an involving combat arm and to document information in a number of related areas. Two significant areas of assessment dealt with Army aviation's mission and role as a combat arm and whether or not there should be a separate Aviation Branch. The intrinsic linking of the above two areas along with the realization that proponency for aviation should be centralized were important variables in the decision[6] by the Secretary of the Army that there should be an Aviation Branch.

DOTD/DTD served as the action unit for the TROAA group in late 1982 and throughout 1983. The group looked at other issues such as commissioned and warrant officer aviators and training/education and concepts and doctrine. The TROAA findings brought out the fact that there was a synergistic relationship among all components of the review. In essence, all of the components were necessary to make Army aviation efficient and effective. Colonel Estes, upon leaving the predecessor of DOTD/DTD, took the TROAA findings and incorporated them into Aviation Proponency Office. All of the above led to the establishment[7] of USAAVNC as proponent for Army aviation and its related functions.

Aviation Functional Area Analysis (FAA)

DOTD served as the facilitator for the Aviation Functional Area Analysis (FAA) in 1983. The Aviation FAA was the second in a series of FAA to be briefed by the Vice-Chief of Staff Army (VCSA). Its purpose was to provide a DA level review of the ability of the Army to execute its force modernization plans. The goal was to ensure that all factors relevant to organizational development and materiel systems acquisition and fielding were integrated and that force integration actions took place with minimum negative effect on readiness. The VCSA FAA took place at Fort Belvoir, Virginia, on 12 December 1983. However, on 8 November 1983 there was a proponent pre-brief at Fort Rucker. Discussed at the briefing were doctrine, training, training support, materiel, and force structure. DOTD was responsible for the training and training support materiel as it pertained to USAAVNC. To what extent the FAA's goals and objectives were met was not known as 1983 came to a close. However, it was hoped that 1984[8] would bring an affirmative response from the VCSA concerning the FAA.

DOTD Computer Facility

On 30 March 1983, the DOTD Computer Facility began operation. The operation included a three-year lease-to-ownership of the computer equipment. The goal of the facility was to provide direct, maximum delivery of mini-computer processing to all DOTD division activities. To accomplish this, DOTD received approval for the addition of three Rainbow 100 micro-processors on 6 September 1983. On 9 December 1983, DOTD submitted a request for four additional micro-processors, a massive

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* See the unit on the Aviation Proponency Office to obtain an indepth look at TROAA.

storage device, and the establishment of two communication tanks using telephone lines.

The completed configuration would permit each DOTD division to share and transfer data and programs between micro-processors and mini-computers. The accrued benefits were to include an interactive personnel and project management systems and end-user communications with various training systems outside Fort Rucker. Total cost for the project was scheduled to be $49,408.75 as submitted by the vendor which was Digital Equipment Corporation. DOTD, however, was not to know whether or not it would obtain its request for both software and hardware until 1984.[9]

Combined Federal Campaign

DOTD operated with a unit strength of 217 personnel in 1983. Though it was small in size, as far as the number of personnel, the directorate exceeded the 100 percent mark as contributing to the Wiregrass Area Combined Federal Campaign (CFC). Its contributions totalled $8,454.00, which made it one of the largest contributors for its size.[10]

Problem Areas

With the implementation of TRADOC School Model 83, DOTD found its mission somewhat changed. This caused some consternation and chaos. Also, it seemed that as the result of the transition, DOTD underwent somewhat of a manpower shortage.

Summary

The Directorate of Training and Doctrine (DOTD) came into existence on 13 October 1983, as part of School Model 83. DOTD had previously been the Directorate of Training Development (DTD). The new directorate had the mission of directing all activities and actions encompassing the training development process in support of individual and collective training analysis, design, and development of training literature. It also provided for staff and faculty development at Fort Rucker. Its primary accomplishments in 1983 were the Army Aviation Employment Conference (AVNEC); the TRADOC Review of Army Aviation (TROAA); the DOTD Computer Facility and the Combined Federal Campaign (CFC). Overall it was a good year for the new directorate.

DOTD FOOTNOTES

1. Hist Input (U), ATZQ-TD, 1983, hereafter cited as DOTD 83 Input, materiel is extracted.

2. DOTD 83 Input.

3. Fact Sheet (U), ATZQ-TD, 9 Dec 83, (DocIII-1); LOI (U), ATZQ-TD to Distribution, Subj: LOI-Aviation Employment Conference-83, 21 Sep 83, (Doc III-2); Msg (U), ATZQ-TD-CD to DA/DAMO-TRS et al., Subj: Army Aviation Employment Conference-1983-(AVNEC-83), 111315Z Jul 83, (Doc III-3); DF, ATZQ-TD to TSM-A et al., Subj: Army Aviation Employment Conference (AVNEC-83), 4 Oct 83, materiel is extracted.

4. Ltr (U), ATZQ-CG to ATZL-CG-CAC, 12 Aug 83, (Doc III-4); Ltr (U), ATZL-CG-CAC to ATZQ-CG, 25 Aug 83, (Doc III-5); Agenda, 12-14 Oct 83, materiel is extracted.

5. Ibid.

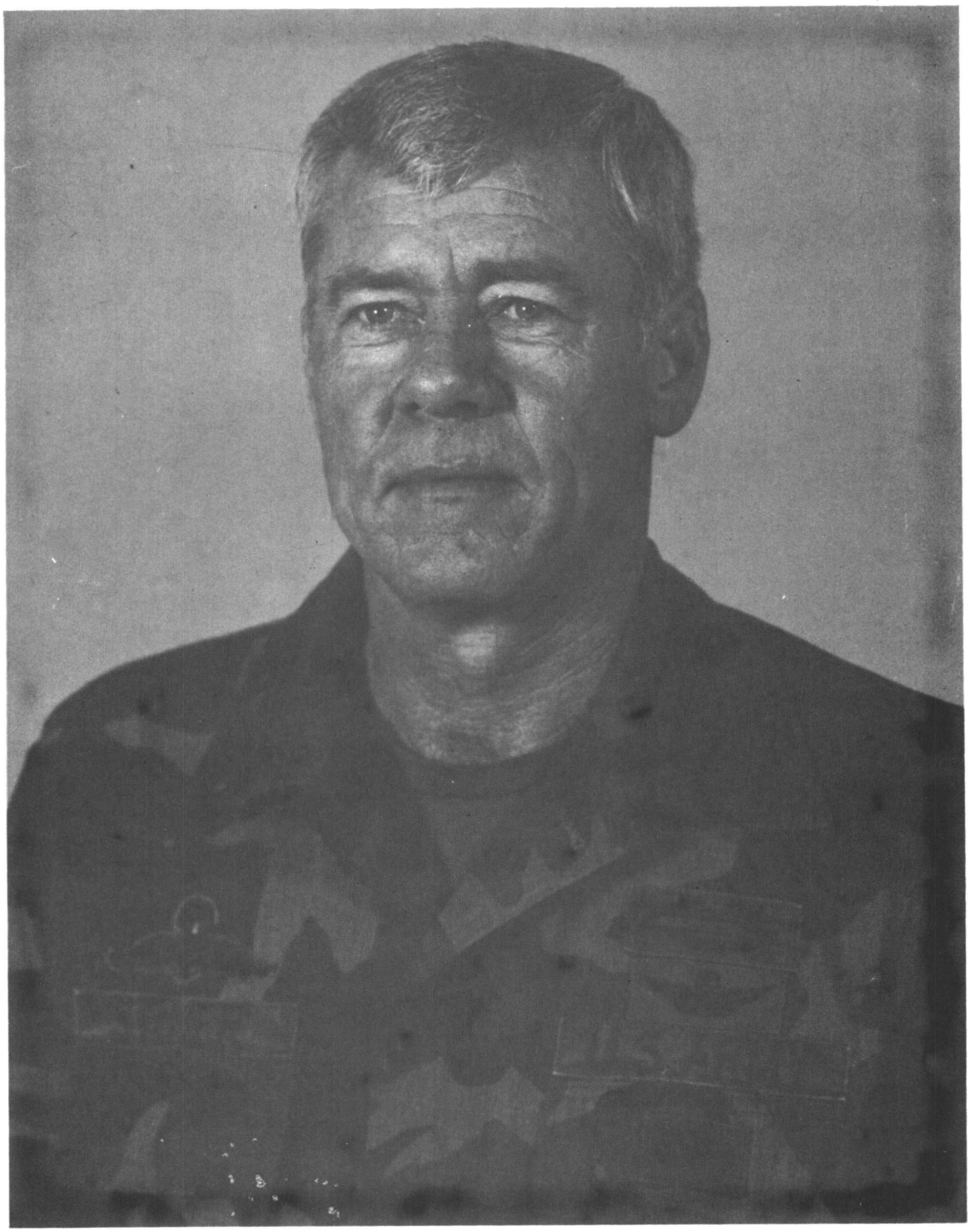
6. DOTD 83 Input, materiel is extracted; IP(U), ATZQ-TD-PM-O/P, Subj: TRADOC Review of Army Aviation, 9 Dec 83, hereafter cited as TROAA Review 83, (Doc III-6); ATZQ-CG to ATZL-CS, 11 Apr 82, materiel is extracted; Memo (U), TRADOC Review of Army Aviation, 1 Nov 82, (Doc III-7).

7. TROAA Review 83, materiel is extracted.

8. IP(U), ATZQ-TD-PM-O/P, Aviation Functional Area Analysis (FAA), 9 Dec 83, materiel is extracted.

9. IP(U), ATZQ-TD-PM-O/P, Subj: DOTD Computer Facility, (Dec 83), materiel is extracted.

10. Fact Sheet (U), ATZQ-TD-IT-E, 9 Dec 83, materiel is extracted.



Lieutenant Colonel(P) Tommy C. Steiner, Director, Department of Combined Arms Tactics, July 1983 to the present.

DEPARTMENT OF COMBINED ARMS TACTICS

The Department of Combined Arms Tactics (DCAT) was another of the creations of School Model 83. Prior to School Model 83, DCAT had actually been part of the Directorate of Training and Doctrine. Its paralleled units were the Department of Academic Training (DOAT), the Training Developments, and the Tactics and Doctrine Division from all of the above departments to become DCAT. Lieutenant Colonel John L. Deryck became the interim chief of the Tactics and Doctrine Division. Lieutenant Colonel(P) Tommy Stiner became the permanent director on 10 July 1983, LTC Dusty Deryck became the Deputy Director and Major Ray Kane the Operations Officer.

Accomplishments

In 1983, DCAT performed a number of functions, one of which was the writing of FM 1-100, Combat Aviation Operations, and FM 1-101, Aircraft Battlefield Countermeasures and Survivability. DCAT's doctrine writers also began to develop the groundwork for FM 1-107, Air-To-Air Combat. The doctrine writers found that they had to have a new home, so to speak, in order to be able to develop and write the new doctrine. The writers found that the rear of the Center Conference Room suited them well. It was quiet, expansive, and conducive to accomplishing their objectives. The writing team consisted of LTC Dusty Deryck, LTC Malvin Handy, Major Ray Kane, Major Phillip Curtiss, Captains Mark Walrod and James Smith, and Department of Army Civilian, Helen A. McCollough. The DCAT team spent a great amount of time writing, re-writing, and putting into final draft all of the important doctrine. The manual on Air-To-Air Combat, however, needed a number of revisions, so it was not scheduled to be completed until early 1984.

DCAT, along with DOTD and DCD, became involved with the Aviation Employment Conference AVNEC (discussed in the DOTD and DCD units). DCAT was directed to brief the AVNEC attendees on FM 1-100. This meant that Colonel Stiner's writers were to work many long, arduous hours, and at times, seven days a week. DCAT presented the FM 1-100 format to the conference on 14 October 1983. It was well received.[1]

DCAT did not spend its entire time writing manuals, it also coordinated and integrated the writing, editing, and production of doctrinal manuals for the captains' and lieutenants' courses which were scheduled to begin in June 1984. It also wrote many of the TRADOC contracted resident courses and wrote aviation doctrine.

Other functions performed by DCAT included researching, analyzing, writing, editing, and staffing of doctrinal publications. The new directorate also reviewed doctrinal manuals from and for other activities. One area which was important to DCAT was the management of the USAAVNC Doctrinal Literature Program (DLP). This included coordinating with the Combined Arms Center, other branch schools/centers, select FORSCOM units, Department of the Army, and individuals concerning materiel to be included in literature. DCAT closed out 1983 with preparation of course syllabi for its beginning

lieutenants' and captains' courses, and as the year came to an end, the future appeared bright for the Department of Combined Arms Tactics.[2]

Problem Areas

According to the input, there appeared to be no discernable problems.

Summary

The Department of Combined Arms Tactics (DCAT) had been a division of the Directorate of Training and Doctrine. It later became a separate entity under the School Model 83 and expanded its missions and responsibilities. Two of its significant achievements were the writing of FM 1-100, Combat Aviation Operations and FM 1-101, Aircraft Battlefield Countermeasures and Survivability. DCAT also managed the USAAVNC Doctrinal Literature Program and coordinated with other USAAVNC and Army-wide units concerning it.[3]

DCAT FOOTNOTES

1. Hist Input (U), ATZQ-CAT-D, 1983, hereafter cited as DCAT Input 83, materiel is extracted.

2. Ibid; Ltr (U), ATZQ-CAT to ATZN-CMOSC, 8 Nov 83, (Doc III-8); FM 1-100, Combat Aviation Operations, Aug 83, materiel is extracted; FM 1-101, Aircraft Battlefield Countermeasures and Survivability, Dec 83, materiel is extracted.

3. DCAT Input 83, materiel is extracted.

DIRECTORATE OF COMBAT DEVELOPMENT

The Directorate of Combat Development (DCD) served as program manager for actions encompassed by the force developments/combat developments process for which the United States Army Aviation Center (USAAVNC) was proponent. DCD had also as part of its mission the interfacing, hand-offs, and integration with USAAVNC training developments, training, and training analysis and evaluation programs.

Colonel Clark A. Burnett was the Director of DCD for all of 1983. Under his command in 1983 were two executive officers. Major Larry G. Holder served as DCD Executive Officer from 1 January 1983 until 26 June 1983. Lieutenant Colonel Richard G. Dickson, the second executive officer, assumed his duties on 27 June 1983 and held that position for the remainder of 1983. The other key personnel of this large directorate were Mrs. Margarite Hodges, Chief of the Program Management Office; Colonel Kenneth E. Kines, Chief of the Concept and Studies Division; Lieutenant Colonel William T. McMahna, Chief of Test and Evaluation Division; Lieutenant Colonel Thomas D. Harmon, Chief of Organization/Force Development Division; and Lieutenant Colonel Stephen D. Ballard, Chief of the Materiel Development Division. All of these chiefs held their positions for all of CY 83. Lieutenant Colonel Donald L. Trent was the Chief of Task Force 86 from 1 January 1983 to 15 December 1983. His replacement, Major Hugh M. Dimmery took over on 16 December 1983 and remained as Chief of Task Force 86 for the rest of 1983.

The Directorate of Combat Development (DCD) consisted of the following:

Office of the Director
Program Management Division
Concepts and Studies Division
Concepts Branch
Study Group I
Study Group II
Study Group III
Study Group IV (Task Force 86)
Study Group V
Scenario Oriented Recurring Evaluation System (SCORES) Branch
Threat Branch
Organization Force Development Division
Materiel Systems Development Division
Systems Branch
Avionics, Visionics, Electronic Warfare (EW) Branch
Reliability, Availability, Maintainability (RAM) Branch
Materiel Intergration Branch

Since there is a large number of groups and branches to be discussed, the problem area and summary will be done at the end of the chapter.

OFFICE OF THE DIRECTOR

Colonel Clark A. Burnett, the DCD Director, advised the CG, Assistant Commandant, and Deputy Assistant Commandant on matters relating to force developments/combat development actions and special tasks. He also advised the CG and Asst Comdt on the aviation-related scientific discoveries, engineering matters, operations research/systems analysis techniques and research and development activities. The Director provided technical direction for assigned combat development actions including formulation of plans, concepts, proposals, and schedules for meeting user needs, establishment of special study groups, conduct of simulations multidisciplinary technical studies, trade-off analyses, effectiveness analyses, cost/operational effectiveness analyses, risk analyses and development of recommendations for initiation, continuation or termination of materiel programs. Colonel Burnett served as Program Director for the Combat Development (CD) and TRADOC System Manager (TSM's) activities. The program director was delegated authority to obligate and to establish and maintain administrative control of funds received as obligations/expense ceilings or other limitations imposed by regulation/statute in accordance with AR 37-20 and USAAVNC Regulation 37-11. This delegation included the authority to certify fund availability for ceilings received and to re-delegate this authority as necessary to assure control.

PROGRAM MANAGEMENT OFFICE

The Program Management Office developed and maintained the combat developments and Training and Doctrine Command (TRADOC), Systems Managers (TSM), portions of the TRADOC Management Information System (TRAMIS), and the Combined Arms Center Management Information Systems (CACMIS). It developed and coordinated personnel and monetary requirements in support of Department of Defense and Department of Army directed study groups and other special studies. It also performed program and budget functions for DCD and TSM's to include supervision, preparation, execution, analysis and fund certification and control of Program 20818 and Research and Development Test and Evaluation (RDTE) funds. An important provision was the internal administrative support for DCD to include civilian personnel actions, preparation and maintenance of reports, records management of central files, and operation of message center.

The Program Management Office provided logistical support for the TSM's and conducted analysis of resource utilization and performed extensive reprogramming. It developed manpower requirements and organizational structures in support of assigned mission and served as DCD security control manager. The office served as the COSMIC (NATO) Control Point for USAAVNC. Served as the host activity and liaison office to the USAAVNC Special Security Office (SSO). It operated the computer terminal facility to support the DCD Study Program, the USAAVNC portion of TRAMIS and CACMIS and the US Army Aviation Board Test Resource Management System (TRMS) and managed the operation of the Word Processing Center (WPC).

TEST AND EVALUATION (T&E) DIVISION

The Test and Evaluation (T&E) Division was the test manager and performed independent evaluations from the operational user's perspective of aviation equipment, organizations, systems, related ancillary equipment, and innovative concepts for which the USAAVNC is the proponent. It assisted other TRADOC schools/centers and organizations at higher headquarters in aviation-related evaluations for which the USAAVNC is not designated as the proponent.

T&E planned operational testing strategy, to include test schedule planning and scope of required testing, and provided issues and criteria to the test activity for use in preparation of test design plans. It conducted independent evaluations which provided an overall assessment of the equipment, force structure, or concept. The evaluation was based on, but not limited to, user tests. Typical user tests in which T&E was involved included operational tests (OT I and II), follow-on evaluations (FOE), force development tests and experimentation (FDTE), product improvement proposal (PIP) tests, concept evaluation programs (CEP), exploitations, innovative tests, and joint user testing.

Accomplishments

Listed below are the projects/goals completed by the division during 1983. This included the preparation and staffing of independent evaluation plants (IEP), independent evaluation reports (IER), CEP, and test support packages (GSP). Staffing of each document involved providing draft copies for comments/recommendations both locally and to interested agencies throughout the TRADOC community in preparation for submitting the document to HQ TRADOC for approval.

The Test and Evaluation Division did the following:

1. Evaluation Reports:

a. Aircraft Anticollision Beacon System High Intensity Light (AABSHIL) evaluated the effects on training and safety of adding an AABSHIL to TH-55 aircraft.

b. AN/AVR-2 Laser Warning Receiver evaluated the operational effectiveness; survivability and vulnerability; RAM: human factors; training; organization, tactics, and doctrine; and logistical supportability of the system.

c. TRAIL MACE III evaluated the survivability of combat helicopters in a representative advanced threat radar environment when dispensing chaff and employing evasive tactics.

d. Light Air Cavalry Troop (LACT) evaluated the deployability, transportability, organizational structure, mission performance, and logistical supportability of a conceptual air cavalry troop organization which was designed around 13 JOH-58C aircraft (USAARMC/USAAVNC).

e. Airborne Target Handoff System (ATHS) evaluated the operational effectiveness, military utility, and operational suitability of the ATHS to transfer target information/messages and reduce radio signature in the operational environment.

2. Evaluation Plans (EP)/Waivers/TSP:

a. Attack Helicopter Tactics Development and Evaluation (TAC EVAL II) - IEP and study plan.

b. Nap-Of-The-Earth Communications (NOE COMM) Follow-on Evaluation - TSP and waiver of RAM flight hour requirement.

c. ANANS - 132 Integrated Inertial Navigation System (IINS) - TSP.

d. Personnel Locator System (PLS) - IEP.

e. AABSHIL - EP.

f. Air Launched Stinger - test issues and criteria.

g. AN/ALQ-156(V)2/(V)3 Missile Detector - OT II IEP, TSP.

h. AN/APR-39A(XE-1) Radar Warning Receiver - revised IEP; submitted TSP and waiver of RAM flight hour requirement for OT II.

i. AN/ALQ-136(XE-3) Radar Jammer (SEMA) - OT II test issues and criteria.

j. AN/ALQ-136A(XE-1) Radar Jammer (Attack) - OT II test issues and criteria.

k. AN/AVR-2 Laser Warning Receiver - revised IEP and requested waiver of RAM flying hours for OT II.

1. AH-64 Attack Helicopter - test issues and criteria for FDTE/IOC.

m. UH-60 External Stores Support System (ESSS) OT II - waiver request for OT II and RAM flight hours; submitted TSP.

n. UH-60 Hover Infrared Suppressor System (HIRSS) OT II - TSP and waiver for RAM flying hours.

o. High Technology Light Brigade (HTLB) - EP for aviation assets that participate in the HTLB evaluation.

3. Additional Test and Evaluation Input and Document Review:

a. VOLCANO Mine Dispenser on UH-60.

b. Joint Interoperability of Tactical Command and Control System (JINTACCS).

c. UH-60 Cockpit Lighting Review.

d. AHIP OT II.

e. Light Aerial Utility Platform (LAUP).

f. Light Helicopter Family (LHX) Program.

g. Target Engagement Using Laser Designators (TELAD).

h. Liquid Methane for TH-55 Aircraft Concept Evaluation.

i. PRC-112 Radio Test Program.

j. Joint Tactical Microwave Landing System.

k. Mission Area Analysis Test Advisor Group (MAATAG).

1. XM-40 Protective Mask.

m. AH-64 Protective Mask.

n. Helicopter Oxygen System.

o. Aircrew Survival Armor Recovery Vest.

p. Insert, 12, 7mm Army Piercing Small Arms Protective.

q. Survival Environmental Packets.

r. Onboard Oxygen Generating System (OBOGS).

s. Integrated Aircrew Helmet.

t. Aircraft Modular Survival System.

u. AN/ALQ-162 CW Radar Jammer.

CONCEPTS AND STUDIES DIVISION

The Concepts and Studies Division developed and supported the development of new organizations, doctrine, and concepts by supervising the conduct of formulation portion of the materiel requirements document within the life cycle management model for designated systems. It supervised the conduct of trade-off analysis (TOA) to insure that capabilities expressed in materiel requirements documents can be obtained within mission and performance envelopes under postulated operational criteria. The division also supervised the conduct of short-, mid-, and long-range studies to develop concepts, organization, and materiel requirements documents in support of the concept-based acquisition strategy. It supervised the conduct of cost and operational effectiveness analyses (COEA); insuring that test results were integrated into COEA and studies and identified critical issues for operational testing (OT) of a new system by COEA, TOA, and other analysis procedures. It also supported all studies and analyses with current and projected threat information

CONCEPTS BRANCH

The Concepts Branch continued efforts in the conceptual development of Air-Land Battle 2000, now referred to as Army 21. In 1983, several workshops were conducted to develop the overall phase III concept, including administrative guidance and the characteristics of the levels of command. In addition, close combat issues and imperatives were jointly developed and coordinated throughout TRADOC.

Air-To-Air Concept

High interest in this area stemming from deficiencies noted in the Army Aviation Mission Area Analysis (AAMAA) progressed to the development of an air-to-air concept undergoing final staffing with a probable publication date in early 1984. Key interest by the Office of the Secretary of Defense precipitated in Army inclusion in the Joint Task Force for the Air-To-Air Missile Concept by all services on 13 and 14 December 1983.

Forward Arming and Refueling Point (FARP)

Class III/V aviation concept efforts received general officer attention, with specific interest centered on alternative ground support equipment development.

Joint Interoperability of Tactical Command and Control Systems (JINTACCS)

Army Aviation interest was presented at joint level SAGs to ensure Army requirements/needs were met in this communication system. Doctrine and training developments will be pushed throughout TRADOC in the arena.

Rationalization, Standardization, and Interoperability (RSI)

Continuing efforts brought recognization from all levels stemming from the international implications of this ongoing project.

STUDY BRANCH I

Initially, Study Branch I was involved with conducting a weaponization study to determine what weapons would be required on Army aircraft through the year 2000. The official name of the study was the Helicopter Armament Study (HAS). This study was ongoing when a higher priority project caused the study to be halted during the months of May, June, and July of 1983. During this period, Study Branch I conducted a Congressionally-directed study which examined the use of the UH-60A Blackhawk aircraft as a launch platform for the HELLFIRE missile. Once the work was completed on the HELLFIRE/UH-60 report, the study branch resumed work on the HAS. The Study Branch continued to work on this study until 1 November 1983, at which time the branch was combined with the members of Study Branch III and others within DCD to form the LHX Study Group.

STUDY BRANCH II

The year 1983 allowed the completion of two major undertakings by Study Branch II -- the Army Aviation Development Plan (AADP) and the prioritization of the mission area deficiencies for the Battlefield Development Plan (BDP) -- and the beginning of a recurrent study -- the Aviation Requirements for the Combat Structure of the Army (ARCSA) IV. These endeavors required incalculable man-hours by Study Branch II members and necessitated numerous coordination meetings and briefings with many headquarters and agencies.

AADP

The AADP was published and distributed in January 1983. This study culminated an intensive one-year effort that took results from the AAMAA and guidance from the Army Aviation Systems Program Review (AASPR) one step further in defining corrective actions to previously identified deficiencies. The AADP was a blueprint for accomplishments in the functional area of concepts and doctrine, organization and force structure, training, and materiel developments. It also established a link between the analytical base and the planning, programming, and budgeting systems.

BDP 83

BDP 83 completed the AAMAA cycle and allowed the first opportunity for TRADOC to incorporate the priorities in the MAAs into a single capstone document. The message at enclosure 2 initiated the BDP 83 effort and explained the process by which TRADOC integrated at MAA deficiencies into a usable list. The Aviation BDP 83 list consisted of 18 functional deficiencies in which the 77 AADP deficiencies were aligned.

ARCSA IV

In May 1983, Study Branch II received the study directive from TRADOC to begin the ARCSA IV Study. The last comprehensive aviation requirements study, ARCSA III, was completed in 1976 and last updated in 1979. Using the Army 86 aviation organizations as a base, ARCSA IV will re-examine Army Aviation requirements for FY 86 through FY 90 to insure sufficient aircraft or assets will be available and that aviation units are equipped, manned, and distributed throughout the Army force structure in the most efficient manner. The magnitude of ARCSA IV required the formation of a study advisory group (SAG) to monitor the study plan. On 23 August 1983, SAG I was convened to approve the study plan. Analysis of data was nearing completion with expectation of presenting findings and recommendations to SAG II during late March 1984.

STUDY BRANCH III

Study Branch III worked on two major projects during 1983 in addition to the LHX Concept Formulation Package (CFP). They were the AH-64 Maintenance Manpower and Logistics Analysis and COEA.

AH-64 Maintenance Manpower and Logistics Analysis

During the second quarter, the team finalized the AH-64 Maintenance Manpower and Logistics Analysis as an addendum to the AH-64 COEA. This consisted of final computer simulation runs, analysis of the output, and writing of the report. This was the culmination of 2½ years of work on this project.

AH-64 COEA

The other major project the study branch worked on was the AH-64 COEA. During the first and second quarters of CY 83, the team rewrote and finalized the report. This consisted of writing the effectiveness chapter and all of the technical appendices, as well as rewriting major portions of the performance chapter.

For their efforts, members of both Study Branch I and Study Branch III were submitted for the DA Operations Research Analyst of the Year Award for work on the AH-64 COEA.

LIGHT HELICOPTER EXPERIMENTAL (LHX) STUDY GROUP

Study Branches I and III were combined into the LHX Study Group in November 1983 to accomplish the LHX TOA Study. The purpose of the TOA was to select the range(s) of each design parameter which would yield the most benefit to the user within reasonable cost, schedule, and risk constraints. The TOA effort is scheduled to be completed in November 1984. In addition the dedicating a significant portion of the Concepts and Studies Division assets to this effort, other DCD division and USAAVNC directorates were heavily involved. An in-process review (IPR) was conducted in December 1983 to review the TOA methodology with representatives from TRADOC, DARCOM, and HQDA. This critically

important program had the full support of the Under Secretary of the Army.

SCENARIO-ORIENTED RECURRING EVALUATION SYSTEM (SCORES) BRANCH

Antihelicopter Study

The proponent for this study was the Combined Arms Combat Developments Activity (CACDA), Fort Leavenworth, KS. Its purpose was to determine the best way, from a systems approach to reduce friendly vulnerability by active and passive countering of threat armed helicopters during friendly offensive and defensive operations. The US Army Aviation Center (USAAVNC) SCORES Aviation Battle Simulation (AVBATS) was used for the study because it was the only facility with the experience and data necessary to perform the wargaming. In addition to the gaming facility, a controller, gamer, and computer operator, SCORES Branch provided a Phase II offensive European scenario for the study. No other group had a suitable offensive scenario available for use at the time.

Aviation Employment Conference (AVNEC) - 83

The 1983 AVNEC - 83, hosted by the USAAVNC, served to chart the course for Army Aviation in the next decade. The SCORES Branch contributed significantly to the conference by developing and presenting tactical scenarios for high-, mid-, and low-intensity conflicts. These scenarios provided the structure around which the AVNEC panels developed their conclusions concerning force design, aviation doctrine, and how aviation will fight the airland battle. The objective of AVNEC - 83 was to formalize consensus on how Army Aviation should be integrated into the Air-Land Battle. AVNEC - 83 focused on the concepts and doctrine for the employment of battalion and higher level Army aviation units into three levels of conflict: high-intensity (Europe), mid-intensity (SWASIA), and contingency missions.

Maximizing Daily Helicopter Flying Hours (MAX FLY)

The MAX FLY Study was done by the Concepts Analysis Agency (CAA) at the direction of the Chief of Staff of the Army. Its purpose was to determine whether Army aircraft were being maximally used. The SCORES Branch contributed to the study by developing 30-day scenarios for both Europe and Middle East settings. The scenarios provided a realistic tactical situation against which SCORES personnel scheduled aircraft missions to support the combined arms battle over a 30-day period.

Light Helicopter Family (LHX)

A packet of 48 mission profiles, published during the year, provided a projection of tasks and conditions visualized for the LHX. The packet served as a base acquisition document for LHX.

Conferences

Throughout the year, Threat Branch provided threat input to conferences held at Fort Rucker and also conferences hosted by other organizations. This support took the form of briefings, studies, and research to be presented to personnel who deemed this information vital to their studies and testing. This office was involved in:

a. Aviation Employment Conference (AVNEC).

b. Air-To-Air Symposium.

c. Construction of Radar to Operationally Simulate Signals Believed to Originate Within the Soviet Union (CROSSBOW-S).

d. Flexible Array Radar (FLEXAR).

e. Aviation Subcourse AV0705, Threat and Response. (This office provided the foundation for an updated revision.)

f. AH-64 Threat Update.

g. AN/AVR-2 Laser Warning Receiver Threat Input.

Threat Support Packages (TSP)

A TSP was a statement by the combat developer of the DA approved potential threat in the initial operational capability time frame relating to the test system. This package was to be in great detail for force-on-force experiments. If the test was one-sided, only that threat information relative to the materiel systems capabilities was required. During the year, Threat Branch developed and published TSPs for the following:

a. OH-58D Scout Helicopter.

b. Special Electronic Mission Aircraft (SEMA) Aircraft Survivability Equipment (ASE).

c. UH-60A Blackhawk Hovering Infrared Suppression System (HIRSS).

d. APR-39A Radar Warning Receiver.

e. Nap-of-the-earth (NOE) Communication Systems.

f. Airborne Target Handoff.

g. Integrated Inertial Navigation System (IINS), NA/ASN-132.

Briefings

Threat Branch researched, prepared, and conducted approximately 400 briefings, providing updates on numerous threat subjects to approximately 30 post organizations, National Guard and Reserve units, and numerous general officers from all services. These briefings included:

a. Soviet HIND-E Attack Helicopter System.

b. Soviet SA-11 Air Defense Missile System.

c. Operational Maneuver Groups.

d. Threat to Army Aviation (Antiaircraft Artillery and Surface-to-air Missiles).

e. Soviet Rotary Wing Pilot Training.

f. Israeli Suppresion of the Bekka Valley.

g. How-to-fight (Airland Battle).

h. Air-to-air Tactics.

i. Soviet Developmental Trends to the Year 2000.

j. Soviet Assault Helicopter Tactics.
k. Soviet Tank Training.
l. Soviet Air-to-ground Tactics.
m. Soviet Chemical-Biological Warfare Threat.

Wargaming

Battalion Analyzer of Tactical Terrain for Local Engagements (BATTLE)

Threat Branch provided support to TRADOC Systems Analysis Activity (TRASANA) at White Sands Missile Range, NM. BATTLE was given a high priority within the Battlefield Research Section of the TRADOC Command Study Program. This office was responsible for the realistic portrayal of a Soviet divisional helicopter squadron.

Antihelicopter Study

SCORES Branch conducted an Antihelicopter Study during the months of October through November. Threat Branch was again responsible for portrayal of the aviation squadron as well as the proper employment and organization of all armored units, air defense units, and engineer support.

Light Helicopter-Experimental (LHX)

Threat Branch devoted a great deal of time and effort to this project. Actions relating to this arena included:

a. Attending Threat Coordinating Groups year round. Participation was required to support trade-off analysis for the planning and execution. This was accomplished with threat information generated at the Threat Branch.

b. Reviewing and making recommendations for the Boeing-Vertol model for the LHX Weaponization Study.

c. Preparing the LHX Threat Statement for Congressional subcommittee hearings.

d. Preparing and validating the LHX fire-target matrix and mission profiles.

Aviation Digest

1983 was a banner year for the Threat Branch. The office won four monthly writing awards and also received one annual writing award for articles indicated below:

a. Monthly Writing Award

The Directed Energy Weapon Threat	January
Soviet Attack Helicopter--King of the Hill?	June
Laser	July
Soviet Pilots--How Do They Measure Up?	August

b. 1983 Annual Writing Award

Soviet Pilots--How Do They Measure Up?	2d Place

TASK FORCE 86

Task Force (TF) 86 was a group, formed within DCD, specifically for the Army 86 and Army of Excellence Studies. The mission of Task Force 86 was to be the USAAVNC central point of contact (POC) for the conduct of Army 86 and Army of Excellence (AOE) force design initiatives. These included: Echelons Above Corps (EAC) (including SOCOM), Corps Aviation, Heavy Division Relook, Infantry Division (LIGHT) (IDL), and the Airborne (AB) and Air Assault Division Studies. Task Force 86 was also the Center POC for the Army 90s Transition, and the High Technology Light Division (HTLD) Test at Fort Lewis; and supported the Army Aviation Development Plan (AADP).

Accomplishments

Army of Excellence Force Initiatives

TF 86 worked on the designs for the Combat Aviation Brigade (CAB) for the Infantry Division (LIGHT). Additionally, a relook was conducted of the Heavy Division, Heavy Corps and Contingency Corps CABs, echelons above corps aviation, resulting in force design changes made. TF 86 also provided input for the Concepts Analysis Agency (CAA) effort to make a Total Army Analysis (TAA) type run of the newly developed Army of Excellence (AOE) force structure.

Army 86

The Army 86 study effort continued until the start of the AOE initiatives in August 1983. The contingency corps final report was published in Spring 1983. TF 86 provided the input for the aviation section to CAC. During June and July 1983, TF 86 provided input for heavy and light separate brigade 86 operational concepts and at subsequent workshops briefed recommended aviation force designs. In August 1983, work was suspended on Army 86 and the Army of Excellence effort began.

Air Cavalry Attack Helicopter Users Workshop

TF 86 provided the USAAVNC representatives for the workshop at Fort Knox.

HTLD

Work continued on the modification of the 9th ID Aviation Brigade. TF 86 participated in workshops on combat service support and fire support. A liaison visit was made to HTLD by TF 86 personnel.

Heavy Division Transition

Task Force 86 continued to monitor the progress of the transition effort.

Airborne/Air Assault Division Study

TF 86 participated in the development process; which culiminated in a decision briefing to the CSA, by CAC, on 19 May 1983.

Contingency Corps 86 (CC 86)

The Final Report, Phase I, Contingency Corps, A Force Planning Exercise, was published by CAC in April 1983.

"What's In A Name?"

This was an effort to review the names of aviation, with a view to changing them to better reflect their battlefield missions. Coordinated by TF 86, the study was approved by the TRADOC commander in Spring 1983.

Captains and Lieutenants Courses

With the advent of the Aviation Branch in 1983, USAAVNC began work on Officer Basic and Advanced Courses. TF 86 personnel assisted in the preparation of Programs of Instruction (POIs) for these courses.

Directorate of Combined Arms Tactics (DCAT)

TF 86 assisted in the formation of DCAT by providing its personnel with force structure/force design update briefings. (See Chapter on Directorate of Combined Arms Tactics for definitive examination of formation of DCAT and its mission.)

Special Operations Command (SOCOM) Aviation

TF 86 assisted the JFK Special Warfare Center (JFKSWC) with the development of force designs for the Special Operations Aviation Group (SOAG).

Unit Productivity Survey (UPS)

This was an in-depth study of unit productivity within the logistics force structure. The study made recommendations to resolve critical problems identified in the findings and realize increases to productivity. The study identified changes to personnel, organizational design, equipment and Army policy, processes and procedures. TF 86 represented USAAVNC at the meetings held.

ORGANIZATION/FORCE DEVELOPMENT DIVISION

The Organization/Force Development Division performed Aviation Force Structure Analysis, developed proponent Table of Organization and Equipment (TOE), Basis of Issue Plans (BIOP) for new materiels, Manpower Authorization Criteria (MARC) and Qualitative/Quantitative Personnel Requirements Information (QQPRI). It also provided input to TRADOC and DA on Aviation Force Structure for the Program Objective Memorandum (POM).

Accomplishments

Army Aviation Functional Area Assessment

Organization/Force Structure Division was tasked to coordinate the preparation and execution of the USAAVNC presentation during the Army Aviation Functional Area Assessment (FAA). The FAA was a horizontal analysis of a battalion-size organization and key related activities during a specific period. It was designed to focus on actions of the current year, the budget year, and the first year of the POM. In the analysis of force structure and facilities, the entire POM period was utilized. The organizations assessed were the Army 86 Attack Helicopter Battalion, the Combat Support Aviation Battalion (including the Tactical Aviation Maintenance Company (TAMC), the Regimental Combat Aviation Squadron, and the Medium Helicopter Company. The depth of the assessment was to UIC level of detail. The scope included briefings on doctrine, organizational design, force structure, documentation, training, equipping, sustaining, manning and facilities.

Army Aviation Personnel Requirements For Sustained Operations

The Organization/Force Development Division prepared and published an article on "Sustained Combat Operations" in the July 1983 issue of Aviation Digest. The Army determined the aviation manning requirements for a mid-intensity European conflict. This article provided a comprehensive look at the proposed AAPROSO sustainment unit concept to meet the increased aviator and maintenance personnel requirements.

High Technology Light Division

DCD completed Phase III TTOE development at HQ TRADOC with follow-on MTOE development workshop at HQ FORSCOM. This phase included HHC, Cavalry Brigade Air Attack (CBAA) and all units in the Attack Helicopter Battalion (AHB) which was completed in June 1983 with MTOES completed in July. All work was completed for Phase IV which contained the units of the Combat Support Aviation Battalion (CSAB). However, due to the scale down to a 14,500 man constraint, Phase IV was allowed to slide into CY 84.

AH-64 Organizations

All TOE organizations containing AH-64 aircraft were boarded at HQ TRADOC during the June-July 1983 time frame.

Army of Excellence Force Design

DCD assisted in the development and presentation of Army aviation force requirements for the Army of Excellence (AOE). Included realignment of the Infantry Division (Light) organizations and modification of the Heavy Division organizations to meet AOE design criteria. All Infantry Division (Light) documents were completed during fourth quarter CY 83.

Computer Utilization

Fort Rucker continued action to increase use of the Combined Arms Center (CAC) computer. Mohawk Data Sciences Series 21 System was installed during 4th quarter CY 83 to supplement TOE, BOIP, and organizational data interface with CAC, TRADOC, and other proponent agencies.

BOIP/QQPRI

Inputs were provided to 156 Basis of Issue Plans (BOIPs) and 33 separate Qualitative Personnel Requirements Information actions. The two types of actions mentioned above provided the total aviation proponency inputs for new equipment and required support personnel. These actions were performed in concert with the Armor Center, the Infantry School, and other centers which participated in the aviation mission to insure all TOEs using aviation were addressed.

TOE

Developed, revised, and reviewed the following TOE's:
01-105J400, Combat Aviation Battalion (CAB) Light Division Recap
01-106J400, HHC, Combat Aviation Battalion (CAB) Light Division
01-108J400, Air Cavalry Troop (ACT) Light Division
01-257J410, Combat Support Aviation Company (CSAC) Heavy Division
01-258J400, Combat Aviation Company (CAC) Light Division
01-259J400, Combat Aviation Company (CAC), GS Light Division
01-185J400, Attack Helicopter Battalion (AHB) Light Division Recap
01-186J400, HQ and Svc Co, Attack Helicopter Battalion (AHB Light Division
01-187J400, Attack Helicopter Company (AHC), Attack Helicopter Battalion (AHB) Light Division
01-287J200, General Support Aviation Company (GSAC) Heavy Division
17-185J210, Attack Helicopter Battalion (AHB) Heavy Division Recap
17-202J200, HHT, Cavalry Brigade Air Attack (CBAA) Heavy Division
17-206J210, HHT, Cavalry Squadron Heavy Division
17-208J210, Air Cavalry Troop (ACT), Cavalry Squadron Heavy Division

Women In The Army (WITA)

DCD participated in revision of combat probability codes to establish guidelines for assigning women against MOS specialties/skills. Clarification was made concerning the relationship of organizational structures and missions to the Air-Land Battlefield environment.

TOE Generator Scrub

The division provided USAAVNC input for proponent evaluation of proposed reductions in tactical electrical power source requirements during work conference in December 1983 at CAC. Initial reduction of 42% was realized in analysis of 13 TOE's. Application of methodology will be made to all proponent TOE's during CY 84.

Army Aviation Modernization Plan

Provided assistance in development of the Army Aviation Modernization Plan dated January 1983. This data provided cornerstone documentation for Division 86, Army Aviation Functional Assessment, and Army of Excellence development throughout CY 83.

MATERIEL SYSTEMS DEVELOPMENT DIVISION (MSDD)

The Materiel Systems Development Division (MSDD) supervised the initiation, development, evaluation, preparation, coordination, and recommendation of Army materiel requirements and materiel documentation actions for materiel items/systems. It monitored and participated in all aspects of the materiel organization process for aviator and aviator-related systems and equipment.

Accomplishments

Materiel Integration Branch (MIB)

In 1983, the Materiel Integration Branch was established within the Materiel Systems Development Division of the Directorate of Combat Development. MIB performed the materiel integrator role for the US Army Aviation Center. As the integrator for Army Aviation, MIB resolved issues, reviewed requirements, recommended priorities of RDTE, procurement and the Product Improvement Program (PIP).

Army Aviation Modernization Plan for the 90's

MSDD personnel assisted in the completion and publication of the "Army Aviation Mod Plan" and briefed the plan to a wide variety of audiences throughout HQDA, TRADOC and DARCOM. For the first time Army Aviation had a "Tool" to plan and justify the development and acquisition of aviation systems and equipment for the next 20 years.

Aviation Priorities

MSDD coordinated the aviation "User Community" priorities on all aviation-related research and development, procurement and product improvement programs for the FY 85 budget process. The credibility of these efforts continued to improve with more evidence of their importance on program funding.

Lab Interface

MIB continued to improve the laboratory interface with DARCOM major subordinate commands. As a result of MIB efforts, the laboratories began inviting DCD personnel to tour their facilities and providing in-depth briefings on their programs. Of special importance was the improved interface with Missile Command (MICOM) and Army Munitions and Chemical Command (AMCCOM). MIB monitored over 500 research and development programs.

Fleet Sustainment Program

MIB initiated an in-depth analysis of the problems of a rapidly aging aircraft fleet and systems branch developed plans to insure that the US Army will be able to sustain these aircraft until retirement.

Memorandum of Agreement (MOA)

Following the decision to form the Aviation Branch, MIB acted as the USAAVNC POC for the establishment of all of the MOA's with TRADOC schools and other Major Commands (MACOMs). These MOAs constituted a formal agreement for the delineation of responsibilities and relationships for aviation matters.

Artificial Intelligence/(AI) Robotics

MSDD continued to participate in the AI/Robotics workshops initiated by the Army Science Board and chaired by the Soldier Support Center. Several aviation systems related to the development of the LHX have been accepted as AI/Robotics initiatives.

New Thrust Demonstrations

MIB had the USAAVNC action to monitor and support the new thrust demo--a joint DARCOM/TRADOC effort to develop a means to expedite the materiel acquisition process.

Quick Reaction Program (QRP)

MIB worked closely with the Army Development and Evaluation Agency (ADEA) personnel in the QRP process ensuring that proposed aviation QRP's were not in conflict with ongoing R&D programs and that they addressed real aviation requirements.

Army Modernization Information Memorandum (AMIM)

MIB worked closely with Force Development Division on all AMIM actions including the annual update of the AMIM.

Aviation Development Plan

MIB provided materiel developments portion of the annual update of the Aviation Development Plan.

Product Improvement Program (PIP)

MIB assumed lead for management of aviation PIPs, thereby giving MIB the "Cradle to Grave" responsibility for all aviation related materiel integration.

Army Helicopter Improvement Program (AHIP)

The Reliability, Availability and Maintainability (RAM) Branch completed the RAM Rationale Annex for the AHIP. This action included

resolving all issues raised by Operational Test and Evaluation Agency (OTEA) which blocked final DARCOM/TRADOC staffing prior to DA approval.

High Performance Hoist (HPH)

RAM Branch completed Ram Rationale Annex RRA for this system.

External Stores Support System (ESSS)

RAM Branch participated as TRADOC principal spokesman for Development Test (DT) Scoring Conference and chaired Operational Test (OP) Scoring Conference.

AH-64 Mask

RAM Branch wrote and staffed the RRA for this item in less than 3 months to meet the accelerated program. This was a first for the USAAVNC in terms of time.

A-A Stinger

RAM Branch completed a major rewrite of the approved Required Operational Capability (ROC) and chaired a Joint Working Group (JWG) to resolve major issues. The document was sent to TRADOC for approval.

Integrated Inertial Navigation System (IINS)

On short notice (5 days), the RAM Branch chaired the OT Scoring Conference for this system.

Army Microwave Landing System (AMLS)

RAM Branch wrote and staffed RRA, helped draft the ROC for this system and chaired meetings to resolve stalled AMLS development. Result of meeting was consolidated USAAVNC/TRADOC position.

Administrative and Logistics Down Time (ALDT)

RAM Branch wrote a paper that was submitted to the Logistics (LOG) Center questioning their methodology in ALDT calculations in requirement documents. The result of the paper was change initiated by the LOG Center to change our present system.

Aircraft Survivability Equipment (ASE)

RAM Branch participated on the ILSMT for ASE--a first for DCD. The RAM Branch was instrumental in rewriting the generic ASE ROC to make a more useful product.

Non-Major System Testing

RAM Branch staffed a paper to develop an alternate method to evaluate RAM parameters for non-major aviation systems that needed to be tested in OT II.

Light Helicopter Family

RAM Branch was the sole responsible agency for the RAM/Integrated Logistics Support (ILS) input to the Trade-Off Analysis (TOA) effort at Fort Rucker.

Heavy Lift Helicopter (HLH) Reassessment

USAAVNC was tasked by HQ TRADOC to reassess the requirement for an HLH. A DCD study team was assembled and conducted a two-month study. The results confirmed the need for an HLH principally to support contingency operations. The study was briefed to HQDA and resulted in the decision to complete development and fly the XCH-62A.

Air-To-Air Combat

To answer the air-to-air threat, Systems Branch prepared a ROC for a multipurpose lightweight missile system (Air-To-Air). The ROC was approved by HQDA in June 1983, and a contract to procure 720 Launch Systems will be signed with General Dynamics in March 1984.

Aviation Life Support Equipment (ALSE)

Systems Branch provided the Army representative for the 1983 meeting of the Air Standardization Coordination Committee for Aviation Life Support and Combat Search and Rescue.

Personnel Locator System

Systems Branch drafted the ROC document for the Personnel Locator System to enable aircrews to conduct all weather search and rescue. ROC was approved in 1983.

On-Board Oxygen Generating System (OBOGS) ALSE

Systems Branch wrote, completed staffing, and forwarded to HQ TRADOC for approval the Letter Requirement (LR) for the OBOGS. This system will replace the current high pressure gaseous oxygen system used on selected Army special electronic mission aircraft.

Nuclear, Biological, and Chemical (NBC)

The NBC cell, Systems Branch --

a. Wrote, coordinated, and forwarded the following requirement documents to HQ TRADOC for approval:

Statement of Need--clothing and individual equipment for the aircrew uniform, integrated battlefield (NBC).

Statement of Need--clothing and individual equipment for the aircrew non-NBC.

Letter Requirement--AH-64 Protective Mask.

b. Provided the Army Aviation representative at Working Party 84 of the Air Standardization Committee on NBC Defense Measures, and international committee designated to attain standardization and

compatibility of NBC defense criteria, procedures, equipment, and training among member nations.

c. Provided Army Aviation respresentative to the 4th Meeting of the Quadripartite Working Group on nuclear, biological, and chemical defense.

Scout Aircraft

In response to DARCOM/TRADOC Joint Special Study Group recommendations on loss of tail rotor effectiveness on the OH-58, Systems Branch coordinated a series of PIPs to correct the problem and insure the AHIP program received sufficient funding to finish the Full Scale Engineering Development (FSED) Contract and the Long Lead Item Contract to protect the AHIP's initial delivery schedule.

Light Helicopter Family

In May 1983, MSDD submitted the Justification Major System New Start (JMSNS) and initiated the LHX concepts formulation phase. In this phase DCD and the materiel developer, Aviation Systems Command, explored methods for replacement of the aging light helicopter fleet while increasing fighting capabilities, enhancing survivability on the battlefield, and reducing overall cost. The concept formulation process is currently projected to be completed in FY 85 and to result in the fielding of a new aircraft in 1992.

Attack Helicopters

In April 1983, MSDD received approval of Cobra Fleet Life Extension Program which resulted in the cancellation of the Cobra 2000 Program. April 1983, in accordance with the Vice Chief of Staff of the Army's Guidance, initiated a low cost program for the Cobra Tube Optically Tracked Wired Guided (TOW) night capability in lieu of the costly Forward Looking Infrared Radar Augmented Cobra TOW sight. The program received full support and funding from HQDA.

Night Flying Capabilities

AVEW Branch developed and published (March 1983 Aviation Digest) worldwide information on how to manufacture, and gave authorization to use, a NVG Counterbalance System for the AN/PVS-5 Night Vision Goggles. AVEW Branch developed and had tested a modification package for the AN/PVS-5 that allowed a cutout design to be used for enhanced safety and operational advantages in NVG flight. Chapter 7 of Night Flight FM (FM 1-204, December 1983) was written by AVEW Branch personnel.

Airborne Target Handoff System (ATHS)

AVEW Branch established the requirements for the baseline ATHS document. AVEW personnel participated in and provided various solutions to system development problems as they were identified in working group meetings and IPRS.

Integrated Communications, Navigation, and Identification Avionics (ICNIA)

AVEW Branch participated in the formulation and review of the ICNIA Contract which was awarded to industry in September 1983.

Marginal Supportability Dates (MSA) for Avionics

The terminal logistics dates, renamed by LTG Babers to marginal supportability dates, for older avionics items was a program that had its beginning with the AVEW Branch in 1978. The program has now been accepted at the three star level due to the efforts of this branch. Numerous meetings and briefings were given to Communications and Electronics Command (CECOM), Aviation Systems Command (AVSCOM), TRADOC, and DARCOM. A significant effort of the branch for the MSD was compilation of data to show which aircraft had which radios and a cost and milestone plan to reflect this data. The data on MSD was utilized in the functional area assessment and will be incorporated in the Army Aviation Modernization Plan.

Electronic Warfare/Aircraft Survivability Equipment

In this area the AVEW Branch:

a. Completed O&O Plan for radar frequency interferometer which is being staffed at HQ TRADOC.

b. Co-chaired Human Factors Working Group for April 39A Display and Voice Warning formats.

c. Attended design review for the AN/ALQ 144A IR JAMMER, AN/APR 39A, and Hover Infrared (IR) Suppressor System.

d. Presented a paper at the Army Aviation Association of America ASE Symposium.

e. Supported Army Aviation Functional Area Assessment.

f. Revised ASE ROC and submitted for worldwide staffing.

g. Attended Naval Post Graduate Course on Aircraft Survivability.

h. Developed, in conjunction with SCORES Branch, operational mode summaries/mission profiles for ASE equipped.

Problem Areas

No problems were noted in the DCD arena.

Summary

In 1983, the Directorate of Combat Development (DCD) with its subordinate groups and branches did much to develop, expand, and enhance Army Aviation Doctrine, training, analysis, and evaluation programs. DCD also studied equipment, concepts tactics, and missions which would affect Army aviation in the Air-Land Battle 2000 and Army of Excellence mode. It studied the applicability of Air-To-Air Tactics and the High Technology Light Division. Both of these concepts had heretofore been thought of as part of a Buck Rogers scenario. Historically, 1983 was an important year for both Army aviation and for DCD. Colonel Burnett's men and women did much to make 1983 a high watermark for the Army and Aviation.

DCD FOOTNOTES

1. Hist (U), ATZQ-D, 1983, materiel is extracted.

UTILITY HELICOPTERS

The Training and Doctrine Command (TRADOC) System Manager (TSM) conducted the system management for utility helicopters within TRADOC. It was his job to ensure that the total system efforts were developed and completely integrated throughout the development, production, and deployment of all the utility helicopters.

The TSM was responsible for all user actions relative to the utility helicopters. He supervised the training and testing for personnel. Also, the TSM coordinated and participated in the preparation and revision of appropriate materiel requirements documentation, development plans, and testing plans for utility helicopters. The System Manager served as chairman or co-chairman of all established TRADOC/DARCOM joint working groups (JWG) for utility helicopters. These working groups addressed the development of training literature, individual and collective training programs, courses, instructional media, new equipment training (NET), transition training, crew and unit evaluation documents, and devices needed to support utility helicopters in the institution/unit training environment and in the field.

Since utility helicopters were an important part of Army Aviation, it was imperative that the TSM interface with DARCOM and TRADOC on a continuous basis. In 1983 there were numerous meetings among the above elements where problem areas were addressed and solutions either sought or reached. TSM maintained close and continuous liaison with the major mission proponent and other co-proponents for utility helicopters to insure that those agencies were informed of all actions pertaining to the above aircraft.

Colonel Cornellius F. McGillicuddy, Jr., was the TSM from 1 January 1983 until 15 February 1983. LTC William F. Tiller was the interium TSM-ULHY until 1 June 1983. At that time Colonel Frank M. Mayer assumed the position of TSM, and served in that capacity for the rest of 1983. Lieutenant Colonel William F. Tiller was the Assistant TSM for Personnel all of 1983. Major Karl A. Rhodehamel was the Assistant TSM for Training. There were two Assistant TSMs for Logistics in 1983. Major Elton T. Gordon was the first one, serving from 1 January 1983 until 10 July 1983. His replacement was Major Thomas L. Krantz who assumed his position on 13 July 1983 and remained as Assistant TSM for Logistics for the remainder of the year.

Accomplishments

During 1983 the TSM organization was busy. It examined the UH-1 Product Improvement Program (PIPs) and recommended prioritization and coordination of the UH-1 Program. However, its recommendations were not adhered to because of fiscal constraints.

TSM became very involved with the UH-60A Blackhawk program during CY 83. It participated in self-deployability studies pertaining to the Blackhawk and coordinated the on-going Basis of Issue Plan (BOIP) for

the UH-60. It appeared to many the UH-60 program was an all consuming one for TSM. This was probably the case as the TSM office involved itself with all facets of the UH-60 program. An example of this was in the visit to CONUS, USAREUR, and EUSA, Korea, to examine the Blackhawks already fielded by the Army--which totalled 424 by the end of CY 83. TSM worked to bring about the improvement of the Blackhawk's fuel system and participated in key actions, such as the UH-60 Infrared (IR) Suppressors, Anti-Ice/De-Ice systems, and the External Stores Support System (ESSS).

Problem Areas

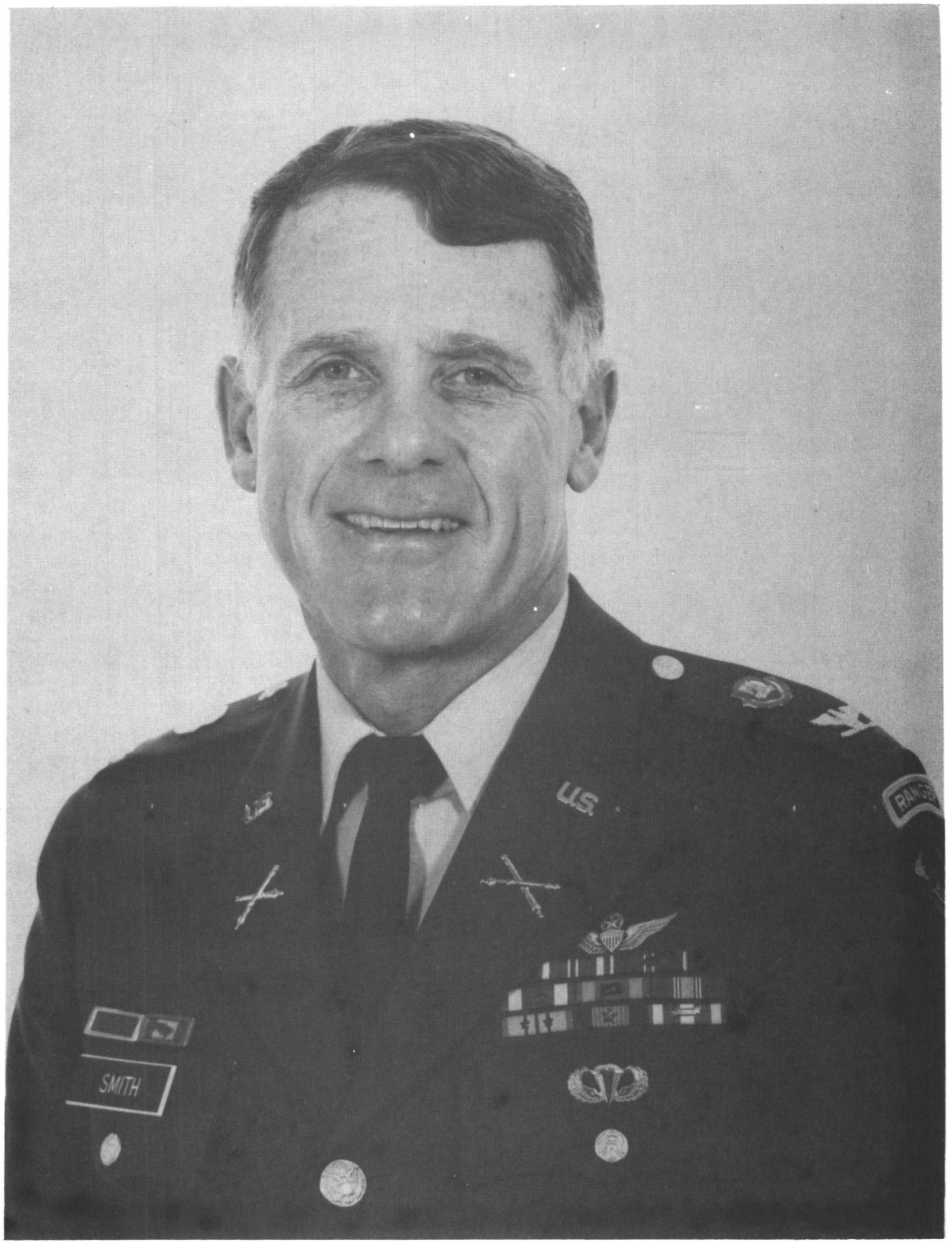
There were no discernable problem areas for the TSM shop in 1983.

Summary

Basically, the TRADOC System Manager conducted the system management for all utility helicopters with TRADOC. It was his job to ensure that the total system efforts were developed and integrated throughout the development, production, and deployment of utility helicopters. In 1983 TSM became very much involved in the UH-60 Blackhawk program. It addressed the feasibility of self-deployment of the Blackhawk, fueling problems, and internal and external components. TSM also visited Army aviation units worldwide that had the UH-60s.

UTILITY HELICOPTERS FOOTNOTES

1. Hist Input (U), ATZQ-TSM-M, 1983, materiel is extracted.



Lieutenant Colonel Lee C. Smith, Jr., TRADOC Systems Manager, Air Launched Missile Systems, all of 1983.

TRADOC SYSTEM MANAGER

FOR

AIR LAUNCHED MISSILE SYSTEMS

The TRADOC System Management (TSM) conducted total system management for all current and future air launched missile systems within the Training and Doctrine Command (TRADOC). Total system efforts were developed and fully integrated early and continuously throughout the development and deployment cycle. The TSM, acting for the Commander, US Army Aviation Center (USAAVNC), and Commander, US Army Training and Doctrine Command (TRADOC), discharged the user's responsibilities in the development, testing, training, and coordination with gaining commands fielding the air launched missile systems. In particular, the TSM insured that plans for training, personnel, logistics, testing and new doctrine and tactics were timely and fully integrated into the materiel development program.

Additional Mission Responsibilities

The TSM also served as the primary user interfaced with the system Project Manager (PM). The office likewise coordinated the TRADOC positions for and participated in all decision reviews, in-process reviews, and Army and Defense System Acquisition Review Councils (ASARC/DSARC) for all air launched missile system. TSM-Missile also participated in and monitored cost and operational effectiveness analysis (COEA), cost and training effectiveness analysis (CTEA), and other special study efforts pertaining to all air launched missile systems. The Air Launched Missile TSM Offfice was established at USAAVNC because of the necessary facilities and support.

Organization

Colonel Lee C. Smith, Jr., was the TSM for Air Launched Missile Systems during all of 1983. Major(P) Robert C. Codney was the Assistant TSM for Research, Development, Test and Evaluation for the same period, Major Peter A. Nepote, Jr., was the Assistant TSM for Personnel, Tactics, Doctrine and Training in 1983 and Major Jack A. Cook served as Assistant TSM for Logistics in 1983.

Accomplishments

During 1983 the main thrust of TSM-Air Launched Missile Systems was to serve as the Army's prime focal point for its air launched missile systems. This fact was the main reason for a request and subsequent approval by TRADOC Headquarters in September 1983 to change TSM-HELLFIRE/MLMS to TSM-Air Launched Missile Systems. TSM managed the HELLFIRE production missile, the STINGER Air-to-Air missile, and all technology that these two major systems had to offer. TSM's primary objective was insuring that plans for training, personnel, logistics, organization, and new doctrine/tactics for these two important systems were fully integrated into the materiel acquisition process.

TSM worked with TRADOC, DARCOM, and DA to field the HELLFIRE Missile System in a timely and professional manner along with the AH-64. It looked toward a 1984 First Unit Equipped (FUE) date in TRADOC with both systems.

In 1983, TSM assisted PM-HELLFIRE in briefing key general officers on the HELLFIRE Fire and Forget Concept, and supported the need for a true Fire and Forget weapon that would allow the attack helicopter team to fight and win in all types of battlefield conditions. The possibility of this action funded and an engineering development start for 1986 was due mainly to the efforts of this office.

The TRADOC Systems Manager prepared along with other key staff directors the Army position on qualifying the HELLFIRE missile on the UH-60 Blackhawk Helicopter. This was to be an ongoing action for the future, for the concept had merit, but the impact on the Army force structure was key in this most important action.

With assistance from DARCOM (PM-HELLFIRE), DA, TRADOC HQ, and USAAVNC, TSM-Air Launched Missile Systems sought the Army's support for a total system verification round (sub caliber) for the HELLFIRE Missile System. This action would allow a low cost sub caliber missile to be used for total system verification/training to complete the attack team. However, no final disposition was reached on the above system by the end of 1983.

The Air-to-Air Stinger (ATAS) underwent a funding program for 720 complete systems. Development of the system was for initial installation on 142 OH-58C aircraft and 578 OH-58D aircraft.

During 1983, many requirements were completed to support ATAS development. These included the completion of the Operational and Organizational Plan, Basis of Issue Plan, Acquisition Strategy, Independent Evaluation Plan, Outline Test Plan, and updating the Required Operational Capability to reflect new Reliability, Availability and Maintainability (RAM) data. All of these documents were required to support the development and deployment of the planned buy.

Briefings to support the Full Scale Engineering Development Plan were presented at all levels of management to include HQDA and the Under Secretary of the Army. Studies completed by independent evaluation agencies which continued to support USAAVNC needed to develop and qualify ATAS on rotary wing aircraft in the shortest possible time to meet the current and projected threat. Efforts to accelerate the program by moving procurement funding in the POM to support an earlier fielding did not prove fruitful in 1983, and the expected First Unit Equipped date was placed at first quarter FY 88. This was a slip of eighteen months from the originally supported acquisition plan.

Problem Areas

One noticeable problem dealt with the inability of some TSM programs to get funding when intended. Extraneous circumstances beyond

TSM's control or influence were apparent in 1983. Other than this disparity, TSM did quite well overall in its programs in 1983.

Summary

The TRADOC System Manager (TSM) conducted total system management for all current and future air launched missile systems with TRADOC. The TSM also became involved in the Air-to-Air STINGER program and the HELLFIRE missile system in 1983. DARCOM, DA, USAAVNC, and TRADOC coordinated efforts in 1983 to bring about the fruition of programs such as those above.

TSM AIR LAUNCHED MISSILE SYSTEMS FOOTNOTES

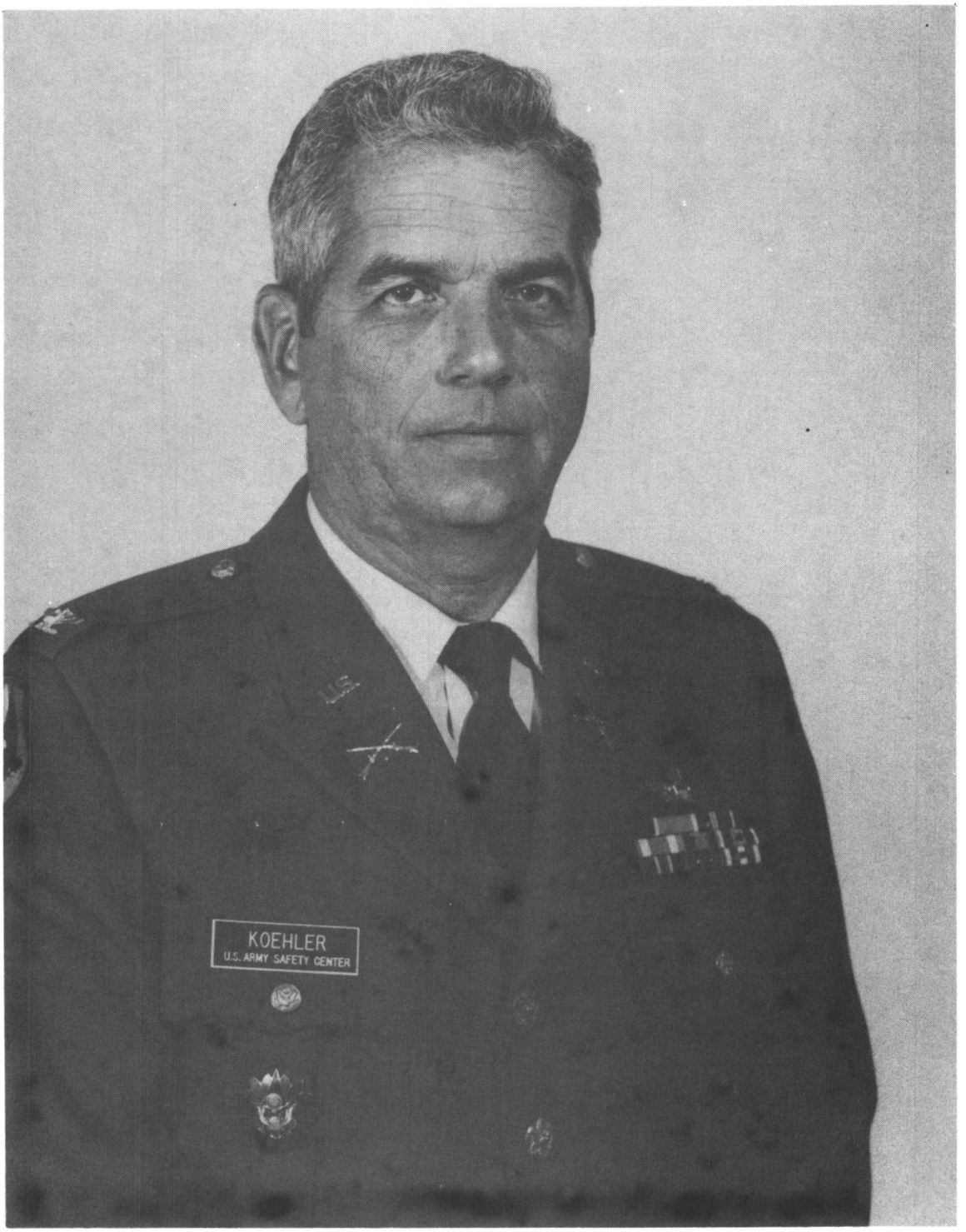
1. Hist Input (U), ATZQ-TSM-M, 1983, materiel is extracted.

CHAPTER IV

TENANT ACTIVITIES

The tenant activities had an important role at Fort Rucker in 1983. They served both the aviation community and schoolhouse, in many instances, and at the same time met the requirements and needs of the Department of the Army. The men and women who worked in these organizations, were as their Aviation Center counterparts; they worked and lived in the Wiregrass Area, and contributed much to Fort Rucker's well-being.

In reporting their activities, the Historian was impressed by the diversity of the missions of the tenant units. However, there was one common chord; that being the fact their missions affected the success of the Army Aviation Center. These tenant units were diverse, yet unique, and the reader will be able to attest to this as he or she reads this chapter. A few of the tenant units were not reported for either the absence of historical input or having been incorporated into other organizations which were discussed by the Historian.



Colonel Joseph R. Koehler, Commander, United States Army Safety Center, all of 1983.

UNITED STATES ARMY SAFETY CENTER

The United States Army Safety Center (USASC), though domiciled at Fort Rucker, addressed the safety interests and problems of the Army on a worldwide basis. USASC received its guidance from the Director of Army Safety, Office of the Army Safety Program, Deputy Chief of Staff for Personnel (DCSPER), Department of the Army. The Commander, USASC, was responsible for implementation of Army Safety Program activities.

Colonel Joseph R. Koehler, Commander USASC, held his office for all of 1983. The Safety Center had two executive officers in 1983. They were Lieutenant Colonel Marco Torres, Jr., who served from 1 January 1983 until 10 August 1983, at which time Major Frank Gavin became Executive Officer. Major Gavin was in his position for the rest of 1983. The USASC Sergeant Major was Sergeant Major Cletus Milam and he served the entire year of 1983.

Accomplishments

In 1983 the United States Army Safety Center became involved in a variety of programs, analysis, training sessions, and investigations.

In the arena of investigations dealing with Army Aviation, the Safety Center was quite busy in 1983. One particular area of consternation for the Safety Center was dealing with the OH-58 Helicopter loss of tail rotor effectiveness. Since 1974 the Army had found that in about one-half of all Army OH-58 Aircraft accidents, the helicopters would unexpectedly spin to the right even though properly trained pilots were at the controls, and the aircraft was operated within its approved mission envelope and in accordance with published procedures. The severity of the problem activated an Army Joint Working Group to research what could be done to overcome this aerodynamic propensity. The outcome was the initiation of test flights and engineering analysis of the OH-58 by Army agencies and industry. USASC evaluated these results from the viewpoint of an "honest broker" to insure they were well substantiated and formed the basis for effective corrective actions. Based upon the working groups efforts, countermeasures in helicopter design, operating procedures, and mission planning were identified. These were briefed to the Vice Chief of Staff Army in October 1983. He told all the concerned parties to bring about the application of these countermeasures as soon as possible.[1] TRADOC began implementation of the countermeasures in December 1983.

In November 1983, the Safety Center conducted a special analysis concerning UH-60 Blackhawk Helicopter accident causes and crashworthiness. AVSCOM and DARCOM were important players in this analysis because there had been some concern over the design of the UH-60 throttle quadrant. However, USASC was going to have to wait until 1984 to coordinate with these MACOMs to address this problem.

One important item affecting Army Aviation in 1983 was analysis of the design concepts for the family of Light Helicopters (LHX). These

new Light Helicopter designs were studied by the Army Safety Center for crashworthiness, the number and horsepower of LHX engines, and crew configuration. Everything from the feasibility of a tilt rotor, the blade concept, and airframe strength was analyzed and compared with accident case files on existing helicopters such as the OH-58, UH-1, and UH-60. This provided a tentative accident data base for the LHX.[2]

The US Army Safety Center investigated 47 major aircraft mishaps in 1983. USASC, though not an adversary to Army Aviation, looked with close scrutiny on these mishaps. There were a series of investigations done by the Safety Center which produced several significant findings relative to Army Aviation. The findings included the need for major improvements in operational and safety features of Army aircraft, and also a need for improvements in operational and maintenance procedures along with improved aviation and maintenance personnel training. This was no easy pill to swallow, but the Aviation Center worked to correct many of these disparate problems in 1983. At the same time, the Army Safety Center continued its efforts to improve upon the standardization of aircraft mishap investigations and technical report preparation.[3]

This effort to improve the aviation accident reporting system brought about a complete revision of the reporting system in 1983. USASC instituted the Army Safety Management Information System (ASMIS). The new system provided 750 recurring reports to the Department of Defense and civilian customers worldwide. In addition, 765 ad hoc requests were provided, of which 551 were aviation, and 114 were general safety. ASMIS brought about an accessibility in reference to inquiries and request for information. The Safety Center proved its capability of being a facilitator for Army-wide accident reporting with the inception of ASMIS.

In non-aviation or general Army safety matter, USASC became involved in different programs. As the result of several drowning accidents involving water operations in the Army in 1983, the Safety Center investigators found a major system deficiency in the arena of Personal Flotation Devices (PFD). It was discovered that very little standardization on doctrine use and types of PFD had been accomplished. The Safety Center notified the Army community of its findings and in turn the Army was actively attempting to find the proper PFD that would suit the Army's varied missions.

With an increase in accidents in 1983, such as the above mentioned, USASC with the concurrence of FORSCOM and the ARNG conducted a pilot safety program known as the Centralized Accident Investigation Ground (CAIG). This program was initiated on 1 October 1982 as a Department of Army initiative to improve the quality of nonaviation accident investigations and accident causal data. At the same time DA wanted to test the CAIG concepts for expansion as an Army-wide program. However, it was not until March 1983 that the Army Vice Chief of Staff directed the program be implemented as a permanent program applicable to all Army units within the Continental United States. The program began implementation on 1 October 1983; as of 30 September 1983, USASC had investigated 37 major nonaviation accidents during the pilot program.

With the initiation of the CONUS-wide program, the Army Safety Center was authorized 17 additional personnel to man and support the program.[4]

Relative to accident investigation and safety, USASC developed two new safety courses during FY 83. The first course was the Accident Investigation Course. The course provided selected military and Department of the Army civilian personnel the skills and knowledge to effectively investigate Army accidents. The three-week course was developed to fill an existing void in nonaviation accident investigation in the Army. Field reaction indicated this course was well received. The Risk Management Course for Safety Managers was the second safety course. This one-week course was developed to introduce safety managers to the various aspects of risk management and addressed a systematic approach to the identification, analysis, and control or eradication of systemic errors that threatened combat readiness. As the first course, this course was well received.[5]

During FY 83, the Safety Center taught 23 safety course to 733 students in residence and throughout the Army. Safety instruction was conducted in support of other TRADOC Schools and activities. In order to mitigate motorcycle accidents in the Army, USASC conducted ten motorcycle instructor courses in 1983. The courses were taught throughout CONUS and in Korea for the Army, Air Force, and Coast Guard. There were 106 graduates.

The Army Safety Center, as illustrated above, not only concerned itself with safety problems endemic to the Army, but also provided expertise to other elements of the Federal government. In 1983, USASC provided the chairmanship for the Joint Services Safety Conference System Safety Panel. The panel was comprised of representatives from each military service (including the US Coast Guard), other Federal agencies, such as the National Aeronautics and Space Administration (NASA), professional groups, and industry. One professional organization, the System Safety Panel, recommended approaches to strengthen the DOD policy in the area of system safety, and facilitate the implementation of that policy by mutual exchange of ideas and information. During 1983, the System Safety Panel developed and provided guidance for the Office of the Secretary of Defense (OSD) regarding DOD acquisition and testing directives, development, and coordination of improved safety program requirements, and staffing military requirements DOD-wide.[6]

The audiovisual side of the Army Safety Center completed 11 Army safety training films in 1983. Significant among these were films focusing on alcohol abuse and marijuana use in aviation; water safety for Army, Navy, and Air Force service members and their families on the island of Oahu; and system safety management.[7]

In another area of the media, USASC published 1,197 pages of accident prevention materiel in 1983. This information was distributed to all elements of the active Army, ARNG, and USAR, in support of air and ground Army safety programs. Relevant publications included weekly, monthly, and quarterly periodicals, special studies, technical reports, and pamphlets. Also in 1983, a new quarterly publication, Army Safety

Management News, was begun. This newsletter presented information on Army Safety program goals, objectives, policies, and doctrine, and related safety information to MACOMs, installation safety officers, and DOD agencies.

Problem Areas

It does not appear that the Army Safety Center had any unusual problems, other than having an extremely busy year in 1983, and serving the safety needs of both aviation and nonaviation elements of the Army.

Summary

The United States Army Safety Center, (USASC) located at Fort Rucker, Alabama, addressed Army-wide safety problems in 1983. In the aviation sector, USASC dealt with tail rotor effectiveness of the OH-58 and throttle problems of the UH-60. In 1983, the Army Safety Center investigated 47 major aircraft mishaps. In the nonaviation side of the house, USASC investigated causes of drowning accidents, and developed new accident techniques. It also created two new safety courses in 1983 and held a joint services safety panel in the same year.

USASC FOOTNOTES

1. Msg (U), CDR AETEEC-AIR to RUFD CINCUSAREUR et al., Subj: Preliminary Report of ACFT Mishap, 221500Z Feb 83, (Doc IV-1); Msg (U), DRST-W to ATZQ-CG, Subj: OH-58 Tail Rotor Effectiveness, 191639Z May 83, (Doc IV-2); Msg (U), ATZQ-CG to ATCD-B, Subj: Joint TRADOC/DARCOM OH-58 Accident Prevention Review, 201825Z May 83, (Doc IV-3); Msg (U), DAMO-RQ to ATCD, Subj: Joint TRADOC/DARCOM OH-58 Accident Prevention Review, 092007Z May 83, (Doc IV-4); DF, PESC-SS to TSM-Scout, Subj: OH-58 Joint Study Group, 26 Jul 83, (Doc IV-5); New York Daily News, August 7, 1983, "Say Army Plan is for the Whirlybirds", materiel is extracted; Msg (U), ATZQ-TSM-S to DRSTS-M, Subj: Recommended Changes to OH-58A and C Helicopters Operation Manuals, 312000Z Aug 83, (Doc IV-6); Agenda, n.d., materiel is extracted; Memo, ATZQ-C/S to ATZQ-CG, Subj: 1st AD Concerns Over OH-58 LTE Guidance, 13 Oct 83 (Doc IV-7); Memo, ATZQ-C/S AC to ATZQ-CG, OH-58 LTE JSSG Briefings, 28 Oct 83, (Doc IV-8); Msg (U), DA to TRADOC HQ and DARCOM, Subj: Implementation of OH-58 LTE JSSG Recommendations, n.d., (Doc IV-9); Msg (U), ATZQ-B to ATZQ-CG/TSM/ES, Subj: Implementation of OH-58 Loss Tailrotor Effectiveness (LTE), 061447Z Dec 83, (Doc IV-10); Msg (U), ATZQ-DCG to ATCD-B, Subj: Implementation of OH-58 Loss of Tail Rotor Effectiveness (LTE) Joint Special Study (JSSG) Recommendations, 061447Z Dec 83, (Doc IV-11).

2. Technical Report, USASC, Projected Accident Costs for the LHX Aircraft, Sep 83, materiel is extracted.

3. Ibid.; Msg (U), DAPE-HRS to AIG 7406, Subj: Centralized Accident Investigation of Ground (CAIG) - Announcement and Implementing Instructions, 022000Z Aug 83, (Doc IV-12).

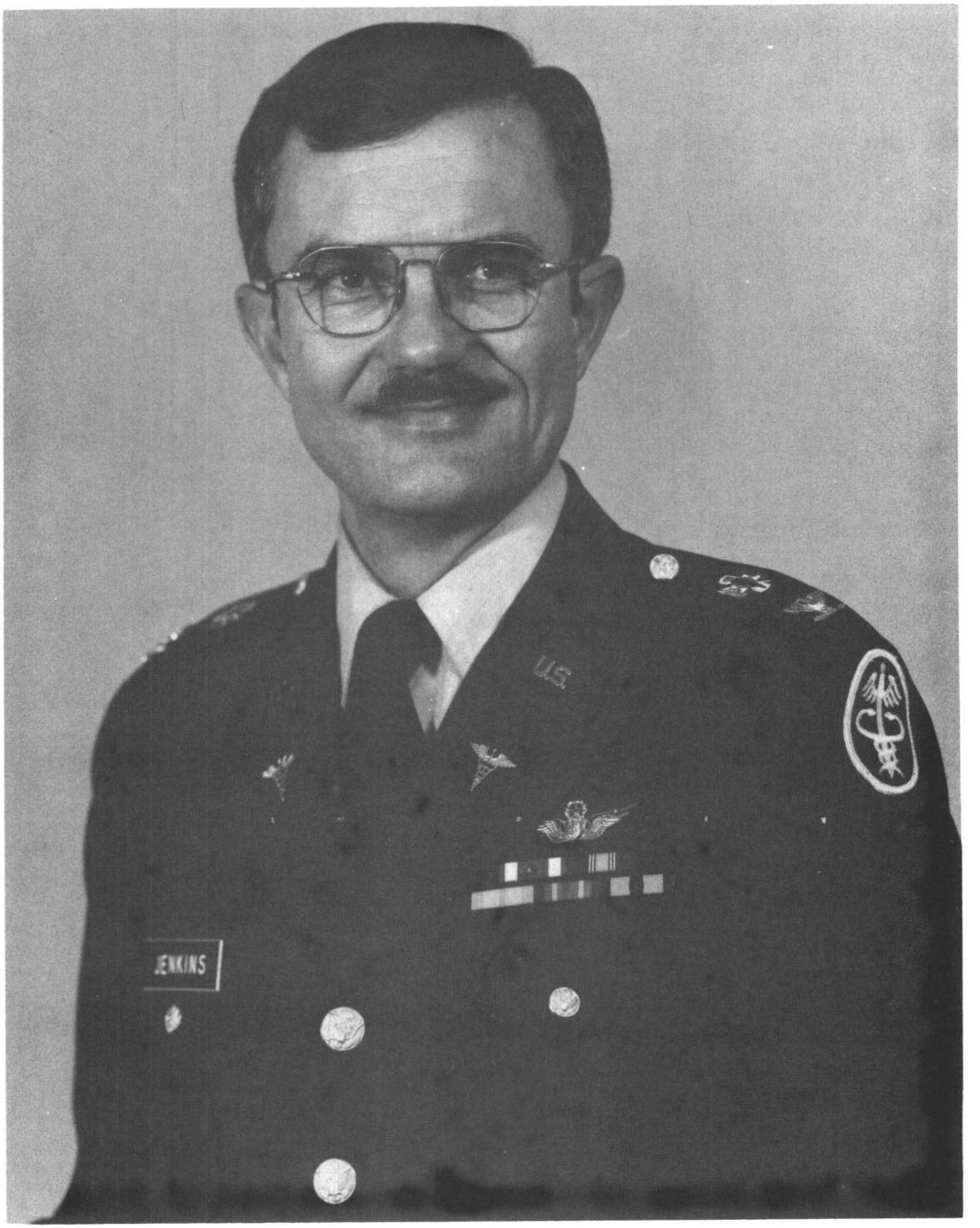
4. Ibid.

5. DF, PESC-T to TDIE, Subj: Student Critique Summary, 22 Feb 83, materiel is extracted; Course outline, Army Accident Investigation Course 84-1 NR, n.d. n.p., materiel is extracted.

6. Ltr (U), PESC-SE to OUSD(R&E/DMSSO), Subj: Joint Services Safety Conference (JSSC) System Safety Panel, 19 May 83 (Doc IV-13).

7. CMT (U), PESC-M (12 Sep 83) to POP, Subj: FY 83 Accomplishments, 19 Sep 83 (Doc IV-14); Ltr (U), PESCA-CA to HQDA (DAMO-TRS-A/Mr. Lewey); Subj: Request for approval of Motion Picture Production, Incl, Trip Report, 12 Aug 83, (Doc IV-15); TR, PESC-CA, 4 Aug 82, materiel is extracted.

Colonel Robert J. Kreutzman, Commander, **United** States Army Aeromedical Center, 1982 to June 1983.



Colonel ElRay Jenkins, M.D., Commander, US Army Aeromedical Center, Jun
1983 to the present.

US ARMY AEROMEDICAL CENTER

In 1983 the US Army Aeromedical Center (USAAMC) which included Lyster US Army Community Hospital (LUSACH), Army Aeromedical Activity (AAMA), US Army Dental Activity, Preventive Medicine Activity, and the Veterinary Activity, played an important role in the medical wellbeing of active duty and retired military personnel, their family members, and other personnel, as authorized by the Department of the Army.

USAAMC provided health care and services, which included inpatient and outpatient care, to the above personnel. It advised the Department of the Army and US Army Health Services Command on aspects of aeromedical education, physical fitness standards, and safety pertaining to Army aviation personnel. The US Army Aeromedical Center was also involved in other significant activities. It monitored Phase I and II of the Army Aerospace Medicine Residency Training Program and operated an aeromedical education program in coordination with the Academy of Health Sciences, to include the Army Flight Surgeon Course and Air Ambulance Aidman Course.

Planning, preparation, and review of Army aeromedical literature for the US Army Aviation Center and other proponents was undertaken by USAAMC in 1983. This meant the need for ongoing coordination by USAAMC with those units with which it worked, and the maintaining of a repository of pertinent data. The repository, known as the Aeromedical Data Repository, provided an anthology of information such as who had medical waivers or suspension from Army aviation or medical elimination from flight school.

The medical facility at Fort Rucker also served as the aeromedical representative for the Office of the Surgeon General at various meetings, conferences, and inprocessing reviews (IPRs).

There were noteworthy changes in the USAAMC organization and in personnel in 1983. In June 1983, the Department of Aviation Medicine was realigned from the US Army Aeromedical Activity to the Lyster US Army Community Hospital (LUSACH). The Air Ambulance Branch was realigned from the Plans, Operations and Training Division, Lyster US Army Community Hospital, to the US Aeromedical Activity in December 1983.

Concerning personnel, USAAMC had two commanders in 1983. Colonel Robert J. Kreutzmann, M.D., served as Commander of the Aeromedical Facility from 1982 until 23 June 1983. At that time Colonel ElRay Jenkins, M.D., assumed command. The deputy commander for clinical services from January 1983 to 1 November 1983 was Lieutenant Colonel Alex F. Sanchez, M.D. His replacement for the remainder of the year was Colonel Fred D. Frederick, M.D. Colonel Belman C. Maddox, D.D.S. was the Dental Activity (DENTAC) commander for all of 1983. The assigned manpower strength of the US Army Aeromedical Activity was 128 officers, 6 warrant officers, 251 enlisted personnel, and 218 civilians for a total of 603 people. However, the validated requirements for the activity was 722 people.

Accomplishments

At Fort Rucker in 1983, a total of 5,636 people received inpatient care, and 197,556 people received care on an outpatient basis. This was accomplished in spite of enervating fluctuations in staffing, particularly in nursing and medical specialties, such as Orthopedics, Urology, Otalaryngology, and Radiology. Internal Medicine, unfortunately, was at sixty percent of its required strength. In November 1983, a Dermatology Service was established at LUSACH, thus alleviating one of the medical specialty shortages.

The Army Nurse Corps (ANC) authorizations were reduced from 28 to 24 in 1983. As the result of the above reductions, the Department of Nursing had to work an inordinate amount of manhours. An additional problem for the Lyster Hospital nursing personnel was that LUSACH was undergoing renovation of existing structures and building of new structures as part of the Military Construction, Army (MCA) project at Fort Rucker in 1983. This meant the further stretching of hitherto overworked nursing resources. Inpatient units, as well as the outpatient clinics felt the impact during 1983, though it was hoped that with the completion of the first phase of building and renovation projects in 1984 that the present impact would be minimized.

In the training mode, the United States Army Aeromedical Center had a myriad of projects. It provided instruction on aeromedical subjects to 3,000 initial entry and graduate flight students. During 1983 the Physiological Training Service conducted 409 hypobaric chamber flights and trained 4,028 aviation personnel in the effects of high altitude hypoxia. The Army Surgeon General sponsored the US Army Operational Aeromedical Problems Course which was conducted 11 April through 15 April 1983, and had 90 attendees.

The Air Ambulance Branch, known locally by the sobriquet "Flatiron", took part in an Army Reserve unit field training exercise in August 1983. This exercise presented an opportunity to provide realistic MEDEVAC support training as the unit conducted simulated mass casualty operations. In 1983, Flatiron flew a total of 160 MEDEVAC missions and 1,295 missions in support of Post Crash-Rescue missions.

The Dental Activity had 100 percent success in SQT testing for its enlisted personnel and 100 percent attendance for all officers in a continuing education experience. All DENTAC personnel participated in a joint two-night field training exercise with the USAAMC during August of 1983. All dentists were in CPR training during the year and provided training in triage, trauma management, antibiotic therapy and IV administration. Ninety-seven percent of assigned personnel successfully completed the Army Physical Readiness Test (APRT) in FY 83. This was a significant improvement over the fifty percent pass rate in FY 82.

The Logistics Division's participation in Exercise Proud Saber/MOBEX 83 was not entirely affirmative. It revealed a lack of information concerning prepositioned war reserve materiel (PURS) shortfalls. USAAMC looked at the problem and decided that what was needed was a special allocation of stock funds. Additional stocks,

costing approximately $240,000 were acquired, and rewarehoused within existing World War II cantonment buildings, and two 100 percent inventories were conducted to be certain that shortfalls were eliminated.

Lyster Hospital underwent an upgrading of its equipment in 1983. It received a new hematology analyzer in October 1983, four word processing systems, and twelve electronic typewriters during the same time frame. Patient care in 1983 was affected positively with the acquisition of a new nurse call system in each inpatient nursing unit. All of the above equipment was obtained from Medical Care Support Equipment (MEDCASE) funds.

Effective 1 October 1983, the USAAMC veterinary services assumed the animal care of off-post inspection missions for Tyndall AFB, Florida, and Keesler AFB, Mississippi. One officer and an E-6 91T Animal Technician were assigned to Keesler AFB. Tyndall AFB received no additional veterinary personnel.

Also effective on 1 October 1983, the US Army Aeromedical Center was given authority over the New Orleans Veterinary Branch, which previously had been under the aegis of Brooke Army Medical Center. Branch missions included off-post sanitary inspections and food inspections, responsibilities at the Naval Support Activity, the Defense Personnel Support Center (DPSC), and the Military Traffic Management Command (MTMC) Gulf Outport. Relative to food inspections, there was a shortage of food inspectors, offset by an increase in food inspection sites, and this resulted in the need to prioritize mission requirements. Some food inspection sites did not get inspected because of the priority problem.

One division of USAAMC underwent a visit by the investigative staff of the House Appropriations Committee during the period 17-19 May 1983. This was the Dental Activity. The investigative team was interested in the area of dental command and personnel management, junior officer retention, and Dental Corps continuation pay, disposal and acquisition of dental equipment, and OMA appropriations for dental supplies and equipment. The only deficiency found was the erroneous acquisition of six dental chairs through the FY Capital Expense and Equipment Program (CEEP). The original requirement was for only three chairs and it was disclosed the maintenance history had not been fully considered when the new chair requirements were initiated and that no attempt was made to fill the requirement from the listing of advertised excess equipment. The investigative team did not recommend any corrective action, but as the result of the investigative team's visit, DENTAC did put into effect tighter controls and screening of CEEP and MEDCASE requirements.

DENTAC, however, did not spend all of its time in 1983 undergoing investigations. It did take time to increase the relative dollar worth of dentistry produced per person from $88 to $96. Over $2,180,000 worth of dental treatment was provided to the Fort Rucker Community.

During August 1983, the DENTAC prepared over 500 personnel from 46th Engineer Battalion for deployment to Honduras. In a period of

three days more than 850 panographic x-rays were taken, processed and screened to determine the dental health of the soldiers, and to provide dental identification records. When the 46th deployed to Honduras, all its members had their dental needs met.

Problem Areas

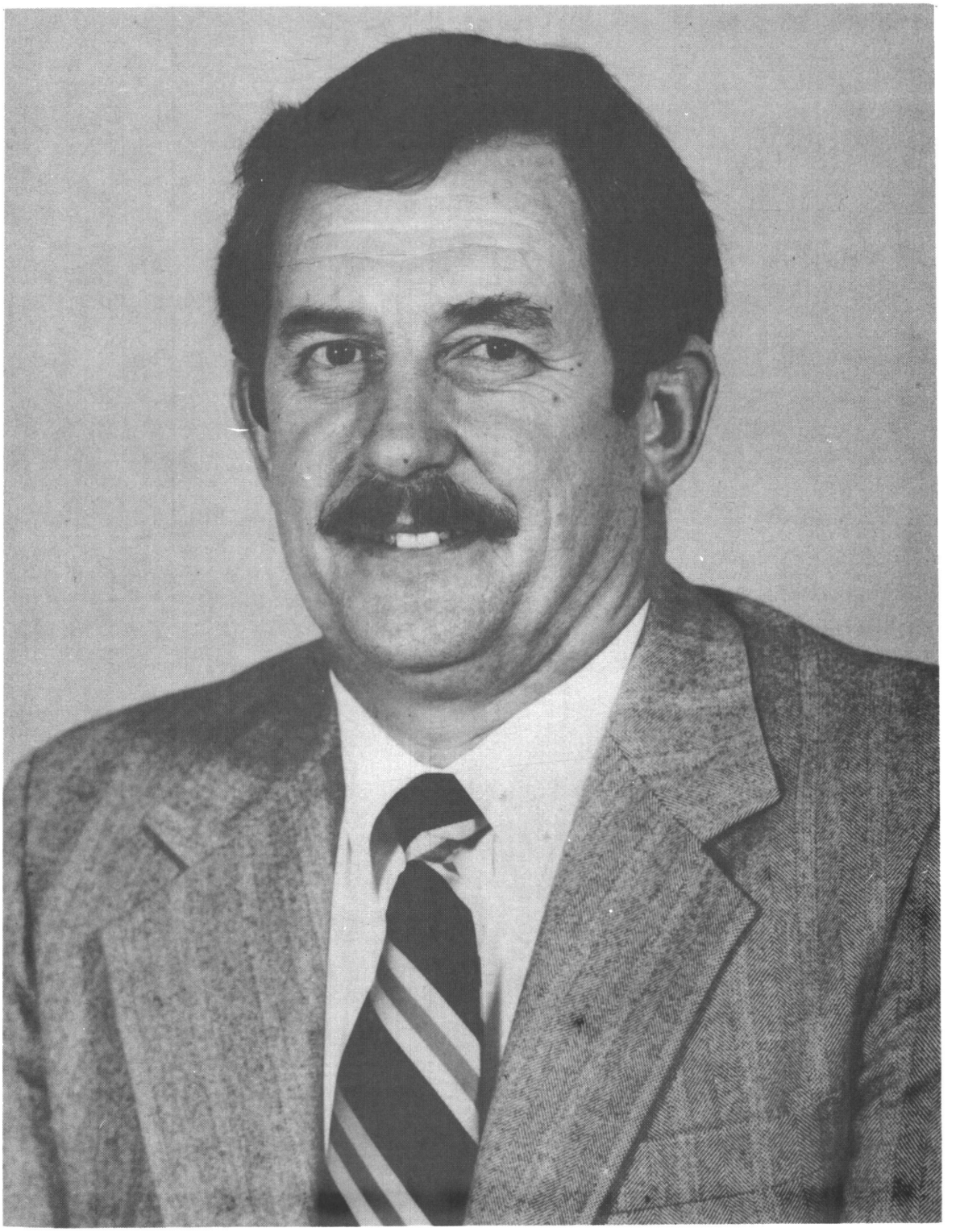
Two apparent and enervating problems were the shortages of doctors and nurses at Lyster Army Hospital in 1983. These shortages affected the quality and quantity of care. There was also a shortage of food inspectors. There was also a delay in the ongoing construction/renovation for the main hospital building which changed the estimated date for occupancy from December 1983 to 15 July 1984.

Summary

In 1983, USAAMC provided inpatient care to 5,636 people, and 197,556 received care on an outpatient basis. Lyster Army Hospital underwent an extensive renovation and building program in 1983. Initial phases were scheduled to be finished in 1984. New equipment such as word processors, electric typewriters, a new nurse call system, and a new hematology analyzer entered the hospital inventory. USAAMC units took part in a number of deployment exercises in 1983.[1]

USAAMC FOOTNOTES

1. Hist (U), HSXY-C, 1983, materiel is extracted.



Mr. Charles A. Gainer, Field Unit Chief, United States Army Field Unit, all of 1983.

ARMY RESEARCH INSTITUTE

The Army Research Institute (ARI) Office was the primary source for aviation research at Fort Rucker. It had as its mission the performance of research that affected the entire aviation life cycle from selection and initial entry training to sustainment and retention factors.

Mr. Charles A. Gainer was Chief of the Fort Rucker ARI element all of 1983. Major Lynn S. Hansen was the Research and Development Coordinator for ARI in 1983. Doctors Michael G. Sanders and Robert H. Wright were the Technical Team Managers during 1983.

Dr. Wright was the manager of the Flight Simulation, Continuation Training, and Combat Readiness Team, and Dr. Sanders managed the Selection, Classification, Retention, Institutional Training and Performance Team. These two teams were responsible for a broad range of research activities for ARI. The research activities were divided into three categories: (1) the extension of training research support and technical advisory services to the commander and elements within the US Army Aviation Center, (2) the execution of advanced development research portion of the ARI work program which supported the Aviation Center and Army-wide aviation, and (3) the development of a technical base program of research which provided benefit to Army Aviation. In all of the research and technical advisory activities of the Fort Rucker ARI unit, the emphasis was responsiveness to requirements in the field environment--stressing solutions to operational problems.

Accomplishments

Army aviation flying skills sustainment was an important ARI objective in 1983. As part of the skills sustainment program, ARI initiated a POI for Individual Ready Reserve (IRR) aviators to regain flying proficiency. The program training phase was completed in November 1983. Perfunctory data and analysis was to continue into 1984.

ARI completed the Aircrew Training Manual (ATM) evaluation of the number of iterations of each maneuver necessary to maintain aircrew proficiency in August 1983. The results of the evaluation obviated some iterations concerning maneuvers, increasing other maneuver iterations. The Directorate of Evaluation and Standards (DES) was given the ARI findings and planned to incorporate them into its training programs.

The Army Research Institute also concerned itself with the development and evaluation of exportable modules for combat units, such as Nap-of-the-Earth (NOE) lexicon, Light Attenuating Filters (LAF), and the Map Interpretation Terrain Analysis Course (MITAC).

The NOE lexicon developed to standardize terms and procedures for cockpit communication was validated and expanded to include night vision goggles and seasonal effects.

Light Attenuating Filters (LAF) were developed to be used in goggles as a night training device enabling aircrews to train for night

flight operations during daylight conditions. ARI sent five LAF sets to USAREUR for evaluation in November 1983. Tests were to be completed by the summer of 1984.

The Map Interpretation Terrain Analysis Course (MITAC) taught to Army Aviators, was converted to video disc format for viewing in 1983. However, MITAC was not scheduled for complete implementation until 1984.

In the area of training for combat effectiveness, ARI promulgated a research plan dealing with aircrew performance measurement and evaluation. This plan was developed to create a combat skills grade sheet for use at the USAAVNC. The Combat Skills Branch at Lowe Army Airfield was to evaluate aircrew performance measurement.

Threat requirement analysis was an important research project undertaken by ARI in 1983. It was imperative that Army aviators were made aware of those elements of threat which would adversely affect their tactical missions. In the summer of 1983, threat questionnaires for the European, Korean, and Mideastern scenarios were developed and tested at Fort Rucker. Additionally, a data collection plan was developed and coordination accomplished to administer questionnaires at eight CONUS locations, Europe and Korea. The data collection and analysis were scheduled for completion in 1984.

In 1983 USAAVNC tasked ARI to do a reassessment of what abilities trainees needed to have to learn to fly helicopters. This called for ARI to determine which subtests/elements of the Flight Aptitude Selection Test (FAST) utilized existing abilities expected for flight training, and what, if any new test criteria had to be met. The project began in October 1983 and was to be completed in 1985. Therefore, there were no definite test results by the end of 1983.

ARI developed in 1983 a Mission Track Assignment Battery (MTAB) to aid in the assignment of student aviators to the four missions: Aeroscout, Attack, Utility, and Cargo. However, implementation of the above MTAB was not schedueled to begin until 1984.

Aviation Warrant Officer retention was a problem the Army had to deal with in 1983. The Army Research Institute provided a separation form for field testing during the above year. The forms provided MILPERCEN a nascent means to obtain a continuous closed loop feedback system about AWO losses to the Army as well as factors influencing attrition. The form was to be refined in 1984 so as to be more efficient in answering both DA's and MILPERCEN questions as to why AWOs were leaving the Army.

Flight simulator training for helicopter initial entry students began in 1983. Under the auspices of ARI, six program tests, one flight training guide, and four academic tests, were developed for use by the initial entry students. ARI utilized a control (TH-55 helicopter trained) group and an experimental (simulator trained) group in late 1983. Both groups were scheduled to graduate in July 1984, so the efficacy of one program over the other could not be determined until late 1984.

Problem Areas

There were no discernable problem areas.

Summary

The Army Research Institute (ARI) unit at Fort Rucker was the primary element for Army aviation research. Its research addressed the entire aviator life cycle from selection and initial entry training to sustainment training and retention factors.

ARI had a myriad of programs in 1983 which affected Army aviation. They included the development of flight simulator training, and exportable modules for combat units, and the selection, assignment, and retention of Army aviators.

ARI FOOTNOTES

1. Historical input, PERI-IR, 1983, materiel is extracted.

Colonel William B. Woodsen, Commander, **United States Army Aviation** Development Test Activity, all of 1983.

US ARMY AVIATION DEVELOPMENT TEST ACTIVITY

The US Army Aircraft Development Test Activity (USAADTA) was established as a field operation by the Commanding General, US Army Test and Evaluation Command (TECOM), which was under the US Army Materiel Development and Readiness Command (DARCOM) on 1 July 1976. On 6 June 1979, USAADTA was redesignated US Army Aviation Development Test Activity (USAAVNDTA).

USAAVNDTA had the primary mission of conducting development tests of aviation materiel. These tests and evaluations were conducted to verify that engineering design and development was complete, design risks minimized, the system would meet specifications, and the military utility be validated when the system came into the Army inventory.

Besides the 239 officers, warrant officers, enlisted personnel, and Department of Army civilians, in the Test Activity, contractors provided aircraft maintenance support, engineering and technical support, onsite human factor engineering support, and additional assistance in the reliability, availability and maintainability (RAM) data collection area.

Colonel William B. Woodson was Commander of USAAVNDTA for all of 1983. Major Thomas A. Fichter was Executive Officer from 1 January to 14 November 1983. Captain James K. Mabrey then took over and held the position for the remainder of 1983. Sergeant Major Drew B. Williams was the unit Sergeant Major for all of 1983.

Accomplishments

Aircraft Test Division had two division chiefs in 1983. Major Donald L. Stiver was chief until 8 July 1983 at which time Lieutenant Colonel James J. Sheehy took over for the rest of 1983. The division published 18 test plans and 16 test reports during CY 83. It worked hard to coordinate the RAM testing for the new AH-64 Apache and the CH-47 Chinook. In other areas of testing, the division testing of the UH-60 Blackhawk External Stores Support System (ESSS) was on track along with the testing of the UH-60 Hover Infrared Suppressor Subsystem (HIRSS). The testing of the Blackhawk's T 700 Engine module change without METS (Mobile Engine Test Stand) was ongoing, but at times was slowed down by testing problems in 1983. The division also did extensive testing of rotor blade erosion protective materiels and liquid-methane fueling of the TH-55A helicopter.

Systems Test Division had two chiefs in 1983. They were Majors David J. Anderson and Ralph M. Buie. Major Anderson was Chief from 15 January 1981 to 20 January 1983 at which time Major Buie took over and commanded the division for the rest of 1983. Systems Test Division published 11 Test Plans and 12 test reports during CY 83. Most of the projects were tasked by TECOM and included test reports diverse projects such as mini boats, navigational units, and aircraft electrical circuitry.

The Management and Plans Division, headed all of 1983 by Lieutenant Colonel Frederick W. Dickens, had a diverse and busy year. It prepared and forwarded out-of cycle TDA requirements for the AH-64 Advanced Attack Helicopter Program to the Department of the Army in June 1983. In November 1983, the Vice Chief of Staff for the Army and the out-of Cycle Manpower committee approved the requirement package. The out-of requirements were those not initially programmed or scheduled on planning or milestone charts, but added on as the program or project commenced.

The division had other accomplishments such as an outstanding productivity record of achieving 490,152 direct labor manhours, which represented a ratio of 57.6 percent direct effort for the fiscal year. Total productive labor produced by both in-house and contract resources was 850,784 manhours, or a total of 500.5 productive manyears in FY 83. In addition, 11,179.7 flying hours were achieved in 13 different types of test aircraft, both prototype and production models. Most noteworthy was the fact that all was accomplished with no aircraft accident or incident, nor any serious ground or flight injury.

In November 1983, the division requested a major TDA realignment which realigned 32 enlisted TDA spaces to support the AH-64 program in FY 84-86. Headquarters, TECOM, DARCOM, and DA approved the requested realignment in December 1983 to be effective on the X10484 TDA for the activity. As an addendum to the above realignment, DA further approved six warrant officers to join the 32 enlisted slots in the AH-64 program.

Problem Areas

Apparently the complexity and diversity of the USAAVNDTA mission did not adversely affect its being carried out. However, the planned expansion of the USAAVNDTA mission in 1984 brought about the need for additional personnel. DA approved the personnel, but only time would tell if the acquired people would be sufficient to do the job.

Summary

The US Army Aviation Test Activity (USAAVNDTA) had the primary mission of conducting development tests of aviation materiel. The highly qualified, technically oriented USAAVNDTA work force consisted of 239 military and civilian personnel. USAAVNDTA achieved 490,152 direct labor manhours, and spent 11,179.7 flying hours in 13 different types of test aircraft with no accident or incident, nor serious ground or flight injury.

USAAVNDTA FOOTNOTES

1. Hist input, US Army Development Test Activity, 1983, materiel is extracted.

Lieutenant Colonel Paul J. Turcotte, Commander, United States Army Communications Command Signal Battalion, Fort Rucker, all of 1983.

UNITED STATES ARMY COMMUNICATIONS COMMAND SIGNAL BATTALION-FORT RUCKER

The United States Army Communications Command (USACC) Signal Battalion-Fort Rucker consisted of the Command Section, Headquarters, Support Company, and Air Traffic Control (stagefield).

Lieutenant Colonel Paul J. Turcotte was the Commander of USACC for all of 1983. Mr. Gerald H. Jones was the USACC Deputy Commander for all of 1983. Sergeant Major William M. English was the Sergeant Major from 1982 to October 1983. His replacement was Command Sergeant Major Horace B. Johnson, who served as the Sergeant Major for the rest of the year.

The USACC mission was far reaching at Fort Rucker in 1983. It planned, programmed, operated, and maintained communication-electronics (C-E) systems at Fort Rucker. This entailed providing ATC services for all military and civil aircraft within the Fort Rucker control zone and communications support to the installation Emergency Operations Center. USACC also maintained liaison with the Federal Aviation Administration, and provided direct support maintenance for nontactical ATC navigational aids within the 7th Signal Command. Colonel Turcotte also was the C-E Officer on the Commanding General's staff.

Accomplishments

The USACC Signal Battalion did the work on a new Teleconference Center at Fort Rucker located in Building 103. The new center was established to serve post personnel. USACC also installed three new facsimile machines at DIO, DCO, and the Safety Center. These facsimile machines provided the above offices with a means to communicate to the US Troop Support and Aviation Materiel Readiness Command (TSARCOM), the Field Service Activity Office, and project manager offices. The facsimile machines also allowed greater interaction among the above offices and reduced the proclivity to misinterpret verbal instructions.

In the area of telephonic communications, USACC installed four additional AUTOVON lines to better serve Fort Rucker. The four additional lines provided some relief to the already overworked AUTOVON system at Fort Rucker. However, the installation at times, still found its AUTOVON system strained to the limits.[1] It was hoped that additional AUTOVON lines would be installed in 1984.

The Signal Battalion underwent several improvements in 1983 through its self-help initiatives. These included rebuilding three orderly rooms, building and establishing three unit supply and NBC rooms, and completing the inside of Building 4001. The battalion also built unit storage rooms for its soldiers personal effects. Five basefield towers were renovated and paneled with fire resistant paneling.

The Department of the Army Inspector General (DAIG) visited the USACC shop in October 1983. It paid close scrutiny to how well the Signal Battalion performed its missions. The inspection revealed the mission was being accomplished in an exemplary manner. The enthusiasm,

attention to detail and hard work, and the pursuit of an aggressive and effective self-help program was duly noted by DAIG.

The DAIG gave kudos to the Signal Battalion for its reduction in its prescribed load list (PLL) from 3500 lines to 1325 lines. The PLL of the bench stock from the area maintenance facility was also greatly reduced; the reduction was from 4500 to 2600 lines. It was estimated the net result of these efforts represented a reduction of $800,000 in the units inventory value.

The Signal Battalion did so well on its efforts of soldierization that it received acclamation from the Fort Rucker DCSRM for being the model tenant organization. The Post Soldier of the Year and the USACC TRADOC Soldier of the Year were members of the Signal Battalion. Fort Rucker Headquarters Staff Officers unanimously praised the USACC for the support it gave the Army Aviation Center during 1983.[2]

Summary

The United States Army Communications Command (USACC) Signal Battalion at Fort Rucker programmed, operated, and maintained communications-electronics (C-E) systems in 1983. It also provided Air Traffic Control services for all military and civil aircraft operating within the Fort Rucker zone. The Signal Battalion provided communications support to the installation Emergency Operations Center and the USACC Signal Battalion Commander served as the C-E officer on the Post Commanding General's staff.

In 1983, the battalion installed three new facsimile machines in DIO, DCO, and the Safety Center, and four additionaL AUTOVON lines at Fort Rucker. The battalion also underwent self-improvement programs and passed a DAIG inspection with exemplary rating.

USACC FOOTNOTES

1. Hist input, USACC Signal Battalion, 1983, materiel is extracted; DF, USACC-TRADOC to USACC Signal Battalion, Fort Rucker, n.d., materiel is extracted.

2. Draft, DAIG to USACC Sig Bn FTR, Subj: UNISTAR Bill of Materiel, 21 Oct 83, materiel is extracted.

USAF 3588TH FLYING TRAINING SQUADRON

The 3588th Flying Training Squadron was the Air Force unit responsible for providing administrative assistance to Air Force flight students at Fort Rucker. It also conducted the Air Force flight training, and served as liaison between the Army and the Air Force at Fort Rucker. Squadron personnel monitored the overall Army IERW Program. Lieutenant Colonel Hans E. Hanson, USAF, was the Commander of the 3588th in 1983. Major Edward W. Gmyrek, USAF, was the Squadron Executive Officer and Major Richard L. Gardner, USAF, was the Operations Officer.

Accomplishments

In 1983, the United States Air Force had 78 graduates from the IERW program at Fort Rucker. The graduates were commissioned officers, who upon graduation from Fort Rucker, were assigned to further training at Kirtland AFB, New Mexico.[1]

The 3588th Flying Training Squadron (FTS) passed a significant milestone on 31 January 1983. On that date, it logged 14,000 hours and five years of accident free flying. Because it flew Army-owned aircraft, it was not eligible for recognition under normal Air Force/ATC flying safety programs. However, this did not dampen the spirit of the 3588th FTS. Although, the Army safety programs did not make provisions to recognize other services flying Army aircraft, on 3 March 1983, the 3588th FTS sent a letter to HQ, ATC, Randolph AFB, Texas, proposing the establishment of formal recognition for the Air Force pilots. In late April 1983, a representative from the Fort Rucker Safety Office contacted LTC Hanson, mentioning to him that as the result of the letter to the ATC, the Aviation Center was going to rectify the recognition problem.[2]

On 20 May 1983, Major General McNair presented the 3588th with a Certificate of Achievement for its contribution to the Army Aviation Flight Safety Program. The unit was appreciative of the award; however, the unit believed it would have been more appropriate if it had received recognition from its parent unit.

During the first half of 1983, the 3588th and DTD coordinated to bring about some much-needed POI changes. Colonel Estes of DTD kept the 3588th apprised of the eventuality of changes being made in the POIs, though at the time the Army's plan for POI revision was not akin to that of the Air Force.[3]

During the February-March 1983 time frame, the proposed changes to the POIs underwent some modifications because of two major deficiencies. The first deficiency was the increase in night flight time at a two-to-one student/instructor ratio would have significantly increased the Lowe Division instructor pilot requirement. The second deficiency was that there were not enough instructor pilot personnel to implement the use of additional pilots.

On 17 March 1983, a revised twelve-week flow for IERW night and combat skills training was received. The most significant improvements over the original version were a more logical flow of instruction and night vision goggle qualification for all IERW graduates. After the revised flow was received, there were several meetings between Lieutenant Colonel Peter H. Carr of Lowe Division and 3588th FTS personnel. The outcome of the meeting was the approval of the revised twelve-week flow, contingent on some small changes.[4]

The Air Force had to address another problem concerning the flight training of its students. This problem was the fact that Army flight students were being tested on certain blocks of instructions, while the Air Force flight students received no examination for comparable materiel. A solution was found to the problem. Basically, what was to be done was allowing Air Force students not to undergo certain tests, yet being able to maintain class standings and honors.[5]

From 19 to 22 September 1983, personnel from the 3588th FTS did an on-site evaluation of advanced students at the 1550th Advanced Tactical Training Wing (ATTW), Kirtland AFB, New Mexico. The three main areas of concern were instrument take-off (ITO), remote operations, and Air Force heading pointer for instrument training. The evaluation turned out well.[6]

In August 1983, the 3588th developed and published a study guide dealing with Methods of Instruction (MOI). The study guide was based on those used for the Pilot Instructor Training (PIT) course at Randolph AFB. The new study guide helped standardize many of the areas dealing with pilot instruction.[7]

In late September 1983, the Army planned to open Shell AHP (Army Heliport) as a basefield. This was in response to the Army's Force Modernization and additions of the AH-64 Apache program to existing programs on Fort Rucker. However, this caused conflict with the 3588th because this meant the Air Force Flying program would be moved to Louisville Stagefield. This would have required a great deal of time traveling to and from the stagefield, thus attenuating instruction time. The 3588th sent a letter of non-concurrence on 21 October 1983. After a short period of reassessment of the situation, the Army decided to move the Air Force program to Allen Stagefield. This mitigated the problem, and for all intents and purposes, both the Army and the Air Force were happy with the change.[8]

The 3588th closed out the year, as far as significant activities, with a Management Effectiveness Inspection (MEI) during the 14-18 November 1983 time frame. It received an overall rating of excellent.[9]

Problem Areas

The most pressing problems the 3588th FTS had to deal with concerned recognition of its Accident-Free Flying Program; its need to be on-line with the Army flight training curriculum; and the initial thrust by the Army to move the 3588th flight program out to Louisville Stagefield. All of the above problems were dealt with and rectified.

Summary

In 1983, the 3588th Flying Training Squadron celebrated its fifth consecutive year of Accident-Free Training. During the same year, the flight training POI underwent some changes which caused some staffing problems. The Air Force flight program was moved from Hanchey to Allen Stagefield in November 1983.

3588TH FTS FOOTNOTES

1. Statistical Summary, July-Dec 83, materiel is extracted; 3588 FTS Fact Sheet for AFSU, n.d., (Doc IV-16).

2. Hist (U), 3588th FTS (ATC), 1983, materiel is extracted; Ltr (U), 3588 FTS/CC to HQ ATC/IGF, 3 Mar 83, (Doc IV-17).

3. Newsbrief, 3588 FTC/CC, May 83, p.2, materiel is extracted; Report, 3588 FTS to HQ ATC DOFT, 2 Jun 83, (Doc IV-18); Ltr (U), 3588 FTS/CC to ATZQ-TD, Subj: Proposed Revision of the IERW Course, 3 Jan 83, (Doc IV-19); Memo, ATZQ-TD to ATZQ-CG, Subj: Proposed Revision of the IERW Course, 11 Jan 83, (Doc IV-20).

4. Staff Summary, ATZQ-DOTD to ATZQ-CG, Subj: Revised Twelve-Week Flow for IERW Night and Combat Skills Training, 17 Mar 83, (Doc IV-21); Ltr (U), 3588 FTS/ As to ATZQ-T-TM, 31 Mar 83, (Doc IV-22).

5. DF, ATZQ-T-AT-O to ATZQ-DTD, Subj: Air Force Examination in IERW, 1 Jun 83, (Doc IV-23).

6. MFR, Subj: Follow-up Visit to 1550 for Graduate Evaluation, (Doc IV-24).

7. 3588 FTS Study Guide, Subj: Flying Training, Aug 83, materiel is extracted.

8. Ltr (U), 3588 FTS/CC to ATZQ-PT, Subj: Plan to Open Shell AHP as a Basefield, 21 Oct 83, (Doc IV-25); DF, ATZQ-PT-RT-AA to ATZQ-FT et al, Subj: Change 1 to Plan to Open Shell as a Basefeild, 8 Nov 83, (Doc IV-26); Ltr (U), SEER-FRU-EM to SEER-FRU-P, Subj: Plan to Open Shell AHP as a Basefield, 21 October 83, (Doc IV-27).

9. Ltr (U), ATC/IG to 3588 FTS/CC, Subj: MEI Inspection, 14-18 Nov 83, 28 Nov 83, (Doc IV-28).

Mrs. Loretta Culpepper, Property Disposal Officer, Defense Property Disposal Office, all of 1983.

DEFENSE PROPERTY DISPOSAL OFFICE

The Defense Property Disposal Office (DPDO) received, classified, and stored excess and surplus property generated by installation activities. It also effected disposition of property through reutilization, transfer, donation, or sale. The office also provided advice and technical assistance to the installation commander on disposal matters.

Mrs. Lorretta Culpepper was the Property Disposal Officer for all of 1983. She was assisted by Mr. Enzell Tharpe, the Property Utilization Specialist. Mr. Willie G. Faniel was Property Disposal Specialist and Mr. John W. Powell was Receipts Coordinator.

Accomplishments

As in previous years, the Defense Property Disposal Office dealt with having to transfer line items to other federal agencies. During 1983, the office also returned over 800 tons of scrap metal to be reutilized by the Department of Defense. It also included forestry services as part of the reutilization program. Established goals for generations, reutilization, transfers, donation, and sales were met and exceeded. This was significant in view of the fact that one clerical position had a difficult time being filled and two wage grade positions were downgraded.

Problem Areas

Storage facilities were a problem because of being located over an abandoned sanitary landfill. Erosion was an ongoing problem because the paved aisles were buckled--as they had been in previous years--from the settling of the landfill. There was need for the upgrading of facilities, storage areas, and resurfacing of the roads adjacent to the office and storage areas.

Summary

The Defense Property Disposal Office was responsible for the acquisition and storage of excess and surplus property at Fort Rucker. In 1983, the office met and/or exceeded goals relative to reutilization, transfers, donations, and sales. It did suffer from downgrading of two positions and the difficulty of getting a clerical position filled.

DPDO FOOTNOTES

1. Hist (U), DPDO, 1983, materiel is extracted.

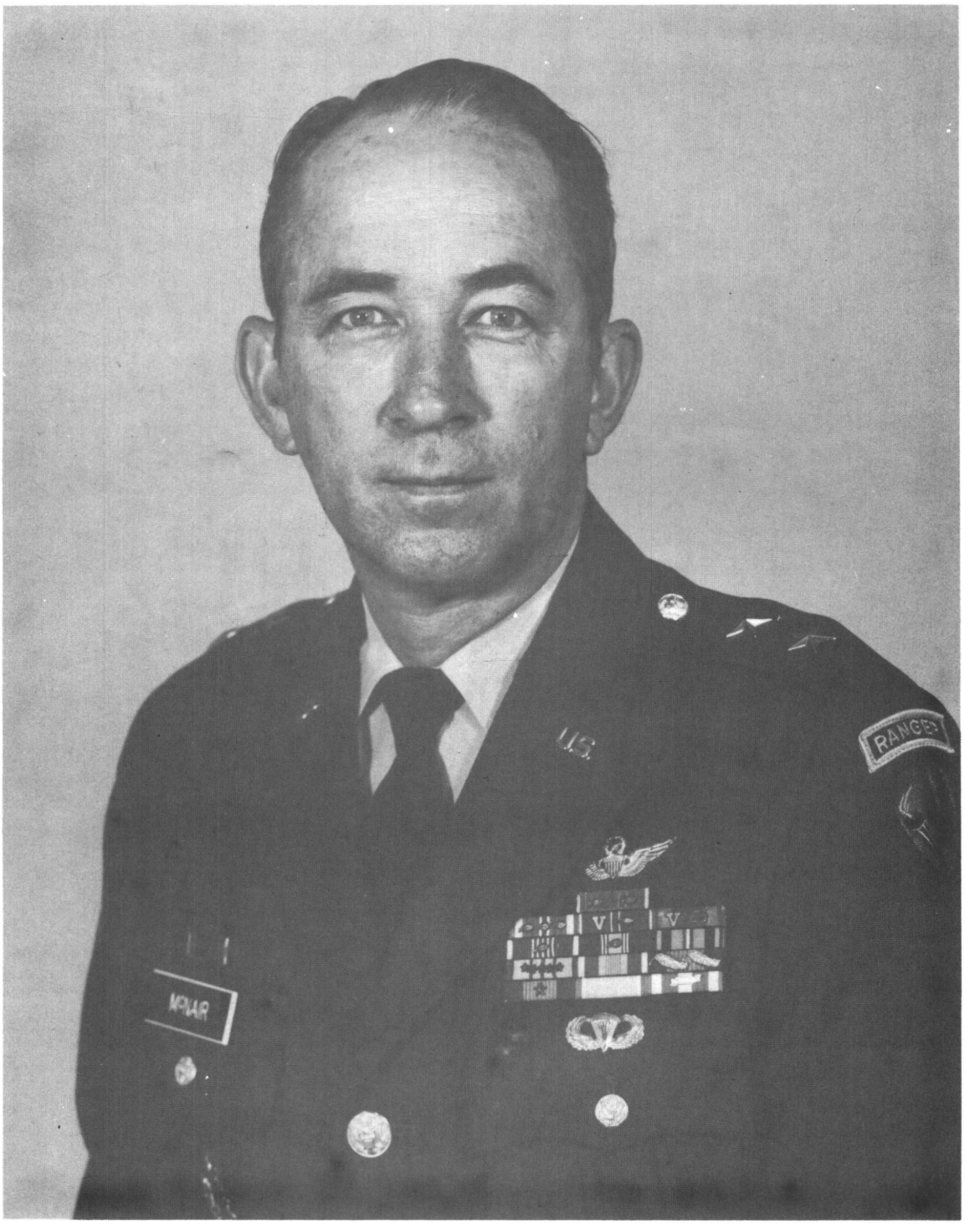
CHAPTER V

PERSONNEL

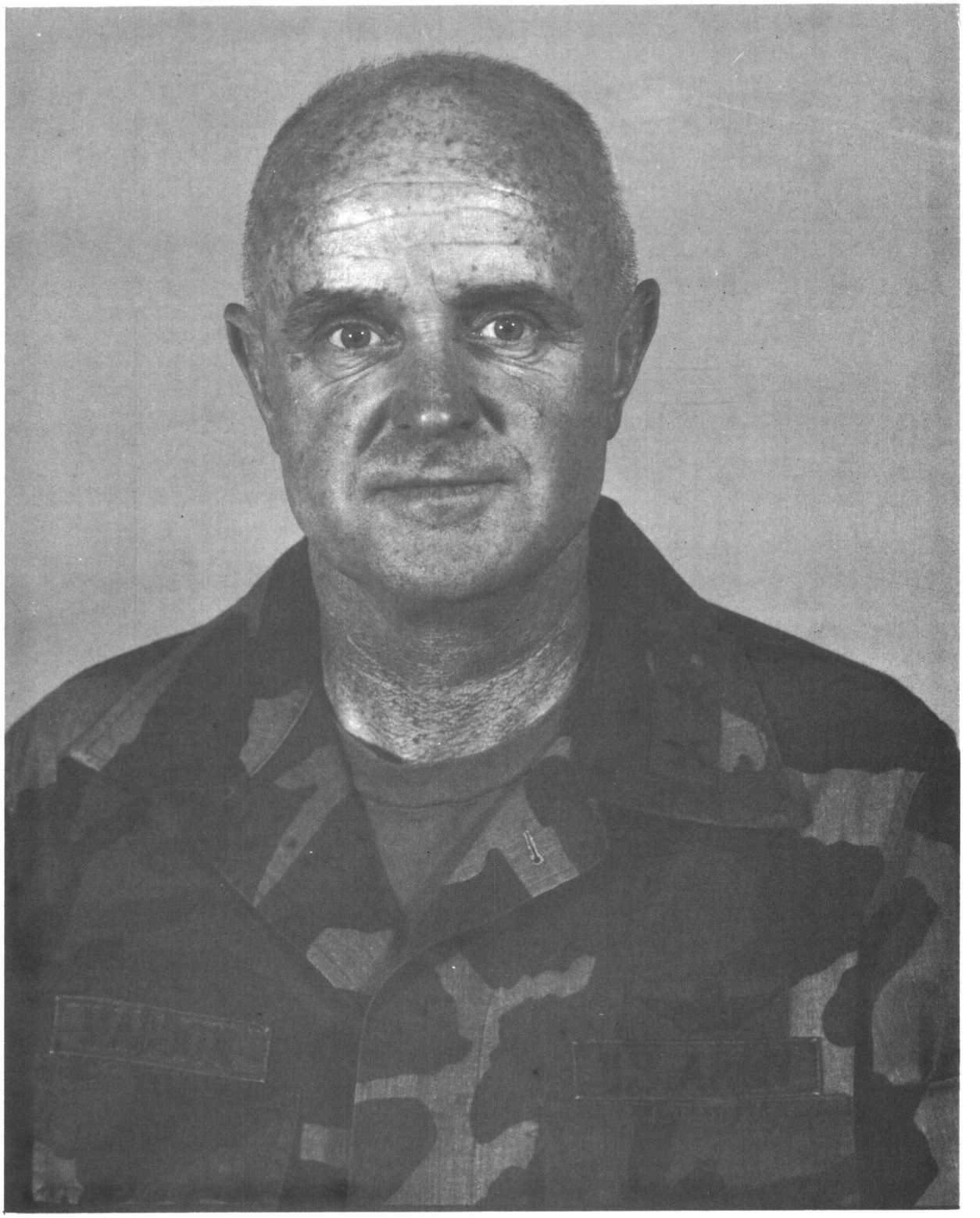
This chapter concerned itself with the makeup of the Aviation Center Command Group, the Secretary General Staff, the Inspector General, Staff Judge Advocate's Office, Civilian Personnel, Equal Employment Opportunity Office, the Public Affairs Office and the Office of Accident Prevention.

What was undertaken was a short boigraphical sketch of each member of the Command Group, and some of their contributions to Fort Rucker and Army Aviation. This was followed by an examination of the administrative support group for the Command Group; this being the Secretary General Staff. Next came the Inspector General because of its role in inspecting the mission performance and attendant functions. The Staff Judge Advocate came under scrutiny since it was the legal interpreter and facilitator of military and civil law at Fort Rucker. Civilian Personnel and the Equal Employment Opportunity Officer were examined because they affected the civilian work force at Fort Rucker and implemented some of the important guidelines concerning hiring practices on post. The Public Affairs Office came under scrutiny because it provided the journalistic chronicle of major events at Fort Rucker--including those affecting the Command Group. The Office of Accident Prevention was examined because of its impact on both the center and the school.

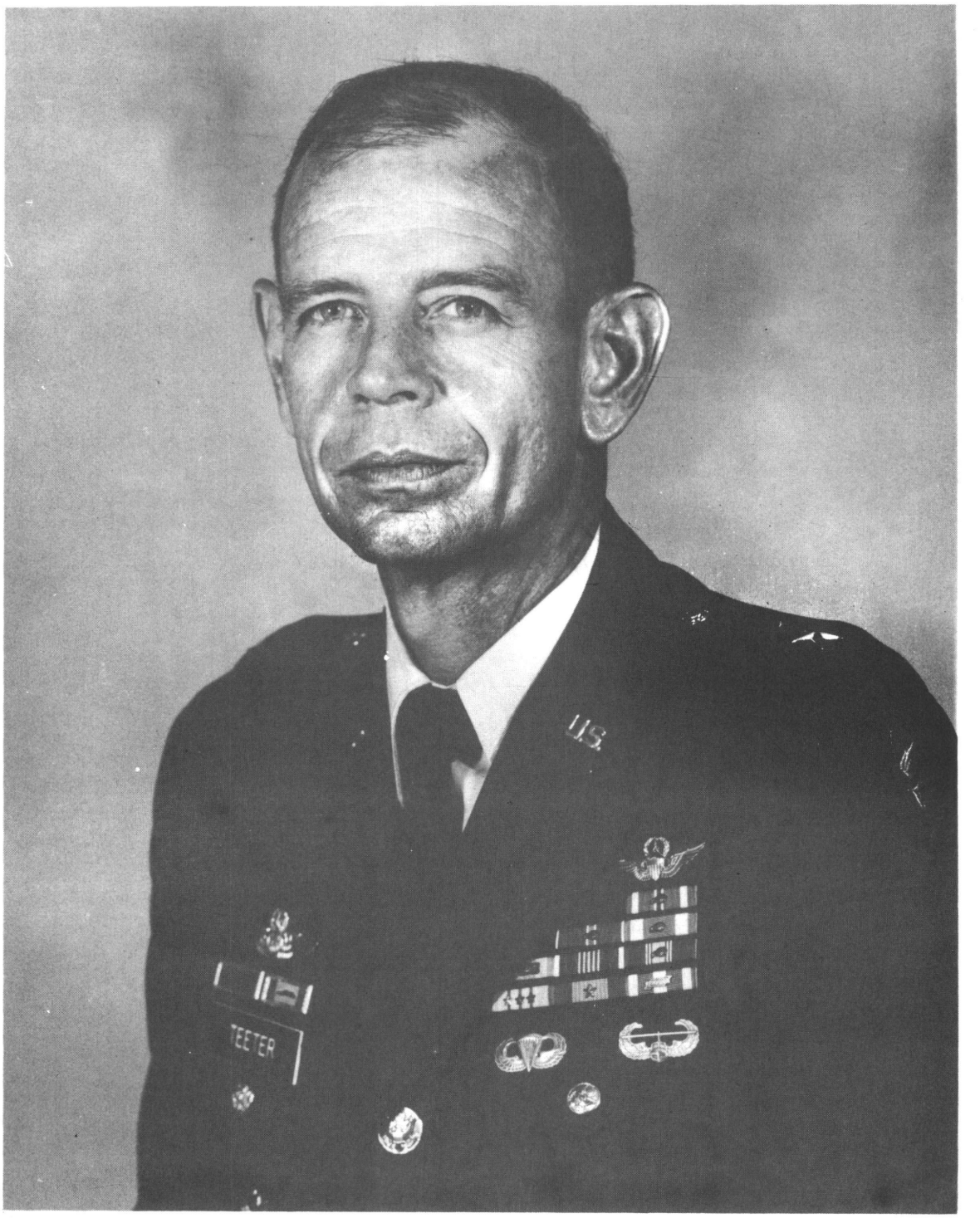
This chapter was slated to be the last chapter so as to provide the wrap up of those forces and players behind the directorates, departments, and tenant units at Fort Rucker in 1983.



Major General Carl H. McNair, Jr., Commanding General, United States Army Aviation Center/Fort Rucker, July 1980 to June 1983.



Major General Bobby J. Maddox, Commanding General, United States Army Aviation Center/Fort Rucker, June 1983 to the present.



Brigadier General Charles E. Teeter, Deputy Commanding General, United States Army Aviation Center/Fort Rucker, September 1982 to the present.

Colonel James H. Kitterman, Chief of Staff, United States Army Aviation Center/Fort Rucker, July 1982 to the present.

Colonel Andrew J. Miller, Deputy Assistant Commandant, US Army Aviation Center/Fort Rucker, November 1983 to the present.

Colonel Davis Clark, Deputy Installation Commander, United States Army Aviation Center/Fort Rucker, July 1982 to the present.

Command Sergeant Major David L. Spears, Command Sergeant Major, United States Army Aviation Center/Fort Rucker, May 1980 to the present.

COMMAND GROUP

The Command Group at the United States Army Aviation Center, Fort Rucker, Alabama, were very much involved with the significant events which affected the post in 1983. The primary players of the Command Group were the Commanding General, Deputy Assistant Commandant, Chief of Staff, Deputy Installation Commander, and the Command Sergeant Major.

COMMANDING GENERALS

In 1983, Fort Rucker had two commanding generals. They were Major General Carl Herbert McNair, Jr. and Major General Bobby J. Maddox.

Major General McNair, a career aviator, served three times at Fort Rucker. The most significant of these tours of duty was the one he served as Deputy Commanding General from 27 August 1979 to 27 July 1980, and Commanding General from 28 July 1980 to 14 June 1983. General McNair's time at Fort Rucker was noteworthy in that it was during his tenure at USAAVNC that the Aviation Branch came into being. Also the AHIP and AAH Concept were developed and expanded. The AH-64 Program of Instruction was developed also during this time. There was a unique sense of pride at Fort Rucker while General McNair and his family were on post. On 14 June 1983, Major General McNair relinquished his command and was reassigned to TRADOC as Deputy Chief of Staff for Combat Developments.

General McNair's replacement, Major General Bobby J. Maddox, practically traded places with him. General Maddox had been the Assistant Deputy Chief of Staff for Combat Developments of TRADOC. As his predecessor, General Maddox was a career aviator. He officially took command over on 17 June 1983. Major General Maddox was not in his position as Commanding General very long when he had to address the implementation of the new Aviation Branch and the School Model 83 program; this he did successfully. General Maddox also worked hard to instill a sense of espirit and purpose with the introduction of the Air Assault course at Fort Rucker in October 1983. By year's end, the jury rendered a decision concerning Air Assault. The verdict was an overwhelming acceptance of Air Assault. "Air Assault" became the byword at the Aviation Center in late 1983. It was a salutation given by all members of the Fort Rucker community upon meeting General Maddox and members of the Command Group.

DEPUTY COMMANDING GENERAL

Brigadier General Charles E. Teeter was the Deputy Commanding General of the United States Army Aviation Center, having assumed his position on 13 September 1982. General Teeter was a dual-rated Master Army Aviator with nearly 4,000 flight hours and a combat veteran of Vietnam. He had extensive staff and command experience, and prior to coming to Fort Rucker in 1982, General Teeter was assistant division commander, 2nd Infantry Division, Korea. Since his arrival at Fort Rucker in 1982, General Teeter has maintained a high degree of

visibility by serving as the Acting Commanding General or assisting the Commmanding General at important functions and meetings.

CHIEF OF STAFF

Colonel James H. Kitterman had served as Chief of Staff since 12 July 1982. As combat veteran of the Korean and Vietnam Wars, and a Master Army Aviator, Colonel Kitterman was also an individual with a great deal of command and staff experience. Ideally suited for the job of Chief of Staff, Colonel Kitterman actively participated in the decision-making process of the Aviation Center in 1983, was involved in the Consent Decree and the implementation of the Aviation Branch. He also served as the liaison between the Command Section and the rest of Fort Rucker. It could be said Colonel Kitterman was the "eyes and ears of Fort Rucker." The Aviation Center owed much to him.

DEPUTY ASSISTANT COMMANDANT

This was a new position in 1983. Colonel Andrew J. Miller, Jr., a career aviator and a combat veteran of the Vietnam War, with extensive command and staff experience became the first Deputy Assistant Commandant on 15 November 1983. Colonel Miller had previously been the commanding officer of the 12th Aviation Group in USAREUR from 1981 to 1983, where he gained a reputation as being skilled in doctrine, tactics, and leadership. He was also known for his advocacy of Air Assault and soldierization. Colonel Miller planned to promote pride and professionalism at Fort Rucker. By the end of 1983 with the nascent Air Assault Program at Fort Rucker being implemented and an affirmative attitude by members of the Fort Rucker community towards Army Aviation, Colonel Miller looked forward to even bigger and better things for and from all members of the new branch.

DEPUTY INSTALLATION COMMANDER

Colonel Davis Clark had served as the Deputy Installation Commander at Fort Rucker from July 1982. Prior to his present position, Colonel Clark was Special Assistant to the Commanding General at Fort Rucker from 1981 to 1982. As the Deputy Installation Commander, Colonel Clark was responsible for the buildings, facilities, housing areas, and grounds at Fort Rucker. He was also responsible for the implementation of federal policies at Fort Rucker, such as the Consent Decree and the Women's Settlement Decree. He was also responsible for the DPCA, DIO, MPA and CPO activities on Post. The diversity of Colonel Clark's job gave him a great degree of exposure at Fort Rucker and throughout the Wiregrass area. Few, if any, organizations at Fort Rucker were not influenced one way or another by Colonel Clark and/or his office.

COMMAND SERGEANT MAJOR

Command Sergeant Major David L. Spears was the United States Army Aviation Center Sergeant Major, having been at Fort Rucker since 1980. CSM Spears was somewhat unique that he had served practically all of his 29 years in Army Aviation. He was a combat veteran, having served three tours of duty in Vietnam. Not only was he the highest ranking enlisted

man at Fort Rucker, but also represented the enlisted men and their families, and served as liaison between the command section and enlisted community. CSM Spears served in an advisory capacity during the implementation of the Army Aviation Branch in 1983. He did much to promulgate the idea of "Soldierization" at Fort Rucker in 1983, and provided input into the building program at Fort Rucker. CSM Spears not only served the needs of enlisted personnel at Fort Rucker, but also served and represented Fort Rucker in many capacities.

SECRETARY GENERAL STAFF

The Secretary General Staff (SGS) served the administrative and operational needs of the Command Group in 1983. It directed and controlled the overall operations of the Command Pilot, Protocol (for part of 1983), and the Administrative Divisions. SGS also coordinated and supervised the flow of correspondence, messages, and administrative actions within the Command Group.

Major(P) John M. Stacy held the position of Secretary General Staff from 1 January 1983 until 20 June 1983. At that time, he was replaced by Major Charles L. Gant who served in that position for the remainder of 1983. There were two Deputy Chiefs of Staff in 1983, they were Lieutenant Colonels John M. Stacy and Troy E. Burrows. LTC Stacy served from 1 January 1983 until 1 November 1983, at which time, he was replaced by LTC Burrows who finished the rest of 1983 as the Deputy Chief of Staff. CW4s Michael R. Nowicki and Richard G. Thompson were the Command Pilots. Mr. Nowicki served also as the Commanding General's Aide.

The Command Pilots were responsible for control and operation of the Command Group fixed and rotary wing aircraft. Mr. Nowicki and Mr. Thompson were advisors, planners, and pilots for all aviational matters/assets inherent to daily mission requirements in support of the Command Group.

Accomplishments

Protocol Division

The Fort Rucker Protocol Division planned and coordinated all itineraries, billeting, transportation, and social activities for official visitors and guests of the Command. Captain(P) William L. Nash was Chief of Protocol in 1983 and was assisted by Ms. Tommie Watson.

Administrative Division

The SGS Administrative Division supervised and was responsible for all administrative functions of the Command and Staff. This included office management, classified files, xerox reproduction for the Headquarters, and scheduling and arranging the Center Conference Room for briefings and meetings.

Headquarters Commandant

The Headquarters Commandant was Sergeant First Class Richard Myers. He and his staff coordinated the furnishing, accountability, and maintenance for the Headquarters complex. They also coordinated the scheduling, arrangements and maintenance of the Aviation Center Conference Room. The Headquarters Commandant also performed the supply mission for the Command Group.

Problem Areas

Protocol came under the School Secretary in 1983 as the result of School Model 83 and is also discussed in the unit on School Model 83.

Summary

In 1983 the Secretary General Staff supervised, directed and controlled operations of the Command, Pilot, Protocol and the Administrative Divisions. The Secretary General Staff was organized into five divisions. They were the Secretary General Staff, Protocol Division, Command Pilot, Administrative Division, and Headquarters Commandant. Protocol, however, became part of the School Secretary in October 1983 as the result of School Model 83.

SGS FOOTNOTES

1. Hist input (U), ATZQ-SG, 1983, materiel is extracted.

Lieutenant Colonel Joel H. Hinson, Inspector General, all of 1983.

INSPECTOR GENERAL

The Inspector General Office at Fort Rucker was organized into two branches. They were the Assistance and Inspection Branches and were under the aegis of the United States Army Aviation Center Inspector General. The mission of the Inspector General (IG) was to inquire into and report upon matters affecting the performance of mission, state of economy, efficiency, discipline, and morale of the command. At times the thought of the Inspector General coming to inspect a unit brought unrelenting fear to both military and civilian members of that organization. However, most of the time, undue concern was not warranted.

Lieutenant Colonel Joel H. Hinson was the USAAVNC Inspector General for all of 1983. Major Robert D. Enyeart was Chief of the Inspection Branch and Major David F. Sale was Chief of the Assistance Branch. Both men served for most of 1983.

Accomplishments

During 1983, LTC Hinson's office provided the Commanding General with a continuing assessment of the operational and administrative effectiveness of directorates, commands, and activities at Fort Rucker. During 1983 the Office of the Inspector General conducted inspections of the following units/activities:

Directorate of Reserve Components
Directorate of Industrial Operations
TRADOC Systems Manager, Attack Helicopter
TRADOC Systems Manager, Utility Helicopter
TRADOC Systems Manager, Scout Helicopter
TRADOC Systems Manager, Hellfire/MLM
Special Assistant to the Commanding General for the Consent Decree
Equal Employment Opportunity Office
Federal Women's Program Manager
Office of Civilian Personnel
Automated Management Office
Public Affairs Office
Directorate of Evaluation and Standardization
Directorate of Resource Management
Directorate of Training and Doctrine
Aviation Board
Directorate Security, Plans and Operations
1st Aviation Brigade
Eighteen company-sized units
Twenty-two followups

Three hundred and seventy-five Inspector General Action Requests were completed by personnel of the Inspector General Office. Additionally, ten informal inquiries (including two DOD Hotline Completion Reports) were made during the year.

Problem Areas

There were no discernable problems during 1983.

Summary

The Inspector General's Office provided the Commanding General with a continuing assessment of the operational and administrative effectiveness of directorates, commands, and activities at Fort Rucker. There were 19 inspections and 22 followups in 1983, and 375 IG Action Requests were completed during the year.

IG FOOTNOTES

1. Hist (U), ATZQ-IG, 1983, materiel is extracted.

STAFF JUDGE ADVOCATE

The Staff Judge Advocate (SJA) provided legal services for the US Army Aviation Center. It also provided legal assistance to soldiers and family members for personal legal problems, and administered the Federal Magistrate Court for minor criminal offenses occurring on the Fort Rucker military reservation. The SJA processed claims both for and against the Federal government. Other duties included the conducting of legal research, preparation of legal opinions pertinent to the interpretation and application of laws, regulations, and statutes. SJA also interpreted directives affecting the administration of personnel, business, property, and financial operations of the installation.

The Staff Judge Advocate was Lieutenant Colonel Charles A. Zimmerman, who served in his position for all of 1983. His deputy was Major James J. Murphy. LTC Zimmerman directed the fortunes of the Administrative Law/Legal Assistance Branch, Claims Branch, and the Military Justice and Administrative Branch.

Accomplishments

The Federal Magistrate Court system on post tried a total of 1,319 cases in 20 court sessions held during the year. This was an average of 65 cases per session. During 1983, the Military Justice Branch tried five General Courts Martial, 13 Special Courts Martial, and four Summary Courts Martial. The Claims Branch received a total of 1,258 claims and processed 1,240 claims for a 98.5 percent disposition rate. Over $615,000 was paid out of $893,000 claimed. The third party recovery (recovery from carriers) amounted to $127,000 for a recovery rate of 24 percent. There was $51,260.99 collected in the Third Party Medical Recovery area. This represented 66 percent of the amount asserted.

The SJA served approximately 6400 legal assistance clients during the year, with a total of 3,100 wills being prepared. Also prepared were approximately 6,800 additional legal documents (e.g., power of attorney and bills of sale) for Fort Rucker's servicemembers, their dependents and many retirees.

The SJA provided a tax assistance program for members of the military and retired military communities. Also during 1983, the Legal Assistance Branch offered an Income Tax Assistance Course in conjunction with the Internal Revenue Service, to better prepare the unit tax assistants.

The Staff Judge Advocate oversaw the signing of the three new collective bargaining agreements by the American Federation of Government Employees, the Wiregrass Metal Trades Council, and the Laborers International Union of North America. The Installation Labor Counsellor served as Chief Management Negotiator for all these agreements. In addition, the Labor Counsellor also handled a number of cases before the Merit Systems Protection Board, the Equal Employment Opportunity Commission, the Federal Services Impasse Panel, and the Federal Labor Relations Authority. The attorney advisor for procurement

processed 155 solicitations totaling approximately 120 million dollars. He also reviewed numerous final decision letters, cure notices, and other administrative devices for the implementation and/or termination of specific contracts. The attorney advisor for procurement was also responsible for doing research on contract cases and writing briefs for suits to be tried in Federal Court and cases heard before the Armed Services Board of Contract Appeals.

In 1983 there was an aesthetic enhancement of the SJA office. New carpeting and draperies were installed which improved the professional appearance and comfort of the building. During the same year, the SJA expanded the word processing operations to meet the increase in caseloads, briefs, and general paperwork.

Problem Areas

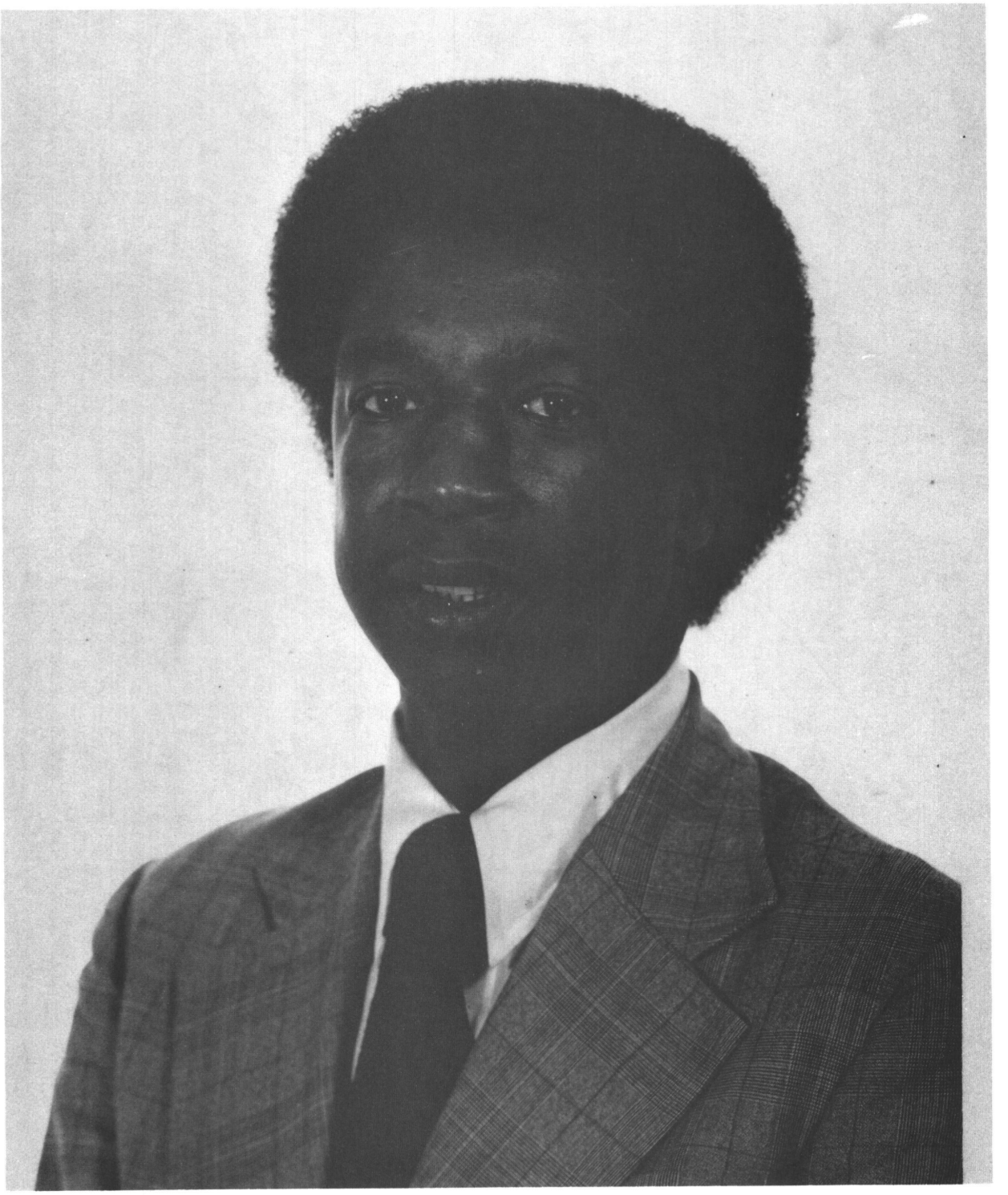
There appeared to be no discernable problems in the SJA organization in 1983.

Summary

The Staff Judge Advocate had a busy but diversified year in 1983. It tried 1,319 cases during the calendar year, handled a total of 22 Courts Martial, and processed 1,240 claims. It also served 6,400 legal assistance clients, prepared 3,100 wills, and prepared 6,800 additional legal documents. The Staff Judge Advocate also became involved in the signing of three new collective bargaining agreements by Fort Rucker civilian labor organizations.

SJA FOOTNOTES

1. Hist (U), ATZQ-JA, 1983, materiel is extracted.



Mr. Leroy Daniels, Civilian Personnel Officer, Office of Civilian Personnel, all of 1983.

OFFICE OF CIVILIAN PERSONNEL

Mr. LeRoy Daniels was the Civilian Personnel Officer of the Office of Civilian Personnel (OCP) in 1983. He was ably assisted by Ms. Marjorie P. White, a long time employee of Fort Rucker. Ms. White wore two hats, figuratively speaking, in 1983, she was the Assistant Personnel Officer and Chief of the Position Management and Classification Branch.

The Office of Civilian Personnel provided many services and functions at Fort Rucker in 1983. It was responsible for implementing the Civilian Management Program and provided staff assistance to managers and supervisors in taking actions to obtain, compensate, train, develop, utilize, and retain an efficient work force. OCP also administered legal regulations and procedural controls which were established within the Federal Personnel System. It also evaluated jobs on post and was responsible for civilian personnel actions, policies, and programs. The office provided advice and assistance to managers and supervisors on program planning and evaluation, supervisor/employee relation and communications, motivation and recognition, training and development, and employee services.

The Office of Civilian Personnel was composed of the following elements: Office of the Chief, Technical Services Office, Recruitment and Replacement Branch, Position Management and Classification Branch, Management Employee Relations Branch, Training and Development Branch, Nonappropriated Funds (NAF) Branch.

Accomplishments

The civilian work force at Fort Rucker at the beginning of 1983 totaled 2,992 employees. There were 2,356 General Schedule (GS) and 636 Wage Grade (WG) employees. The civilian employee level remained relatively constant throughout 1983, and by year's end, there was only a minus differential of four employees. The total of 2,988 civilian employees at Fort Rucker saw a loss of seven GS employees but a gain of five WG employees.

During 1983, seventy-three employees retired from Civil Service, 10 retired on disability, and 63 were optional retirements. The authorized NAF strength was 417 with approximately 263 assessions/losses annually.

The Position Management and Classification Branch received an outstanding program evaluation during January 1983. The Department of the Army survey of civilian personnel management at Fort Rucker gave the branch accolades for meeting its work load and giving exemplary service to its patrons.

In mid-January 1983, Major General Carl H. McNair, Jr., hosted a local centennial luncheon as part of the observance of the Centennial Birthday of Civil Service. Mr. David Caldwell, Regional Director, Southeast Region, Office of Personnel Management (OPM), Atlanta, Georgia, was the guest speaker. A birthday cake was served after the

luncheon and was cut by an employee with very little service and one with many years of service.

The Department of Defense Wage Fixing Authority (DODWFA) conducted a locality Wage Survey at Fort Rucker in 1983. Data collectors representing management and labor visited local industries to obtain wage data. DODWFA developed new wage schedules for blue collar workers in the Dothan, Alabama, wage area. However, President Reagan's pay restrictions held the pay increase to 3.5 percent.

The Recruitment and Placement Branch accomplished a number of actions in 1983. It recruited and staffed vacant positions for the USAAVNC and tenant activities, and at the same time, carried out federal court requirements (consent decree) under the aegis of Civil Action #76-44-S and #80-0076-S. The branch developed recruitment media, strategies rating guides and referrals, and provided counselling advice, and assistance to managers, supervisors, employees and applicants. It also provided input to higher echelons concerning staffing shortages, and short- and long-range future requirements.

In 1983, the Training and Development Branch developed, implemented and administered the employee development program for more than 3,300 appropriated and non-appropriated fund employees of the Department of the Army. It provided advice and assistance to all levels of management on training needs, design and presentation of training, source of training, and evaluations of training. The Civilian Personnel Office also administered programs, such as Executive Development, Apprentice, Cooperative Education, Federal Junior Fellowship, Veteran Readjustment, Worker Trainee, Career Intern, and Upward Mobility.

There were 4,930 incidents of training (defined as a course which lasted four or more hours) in 1983. Concentration was on training for supervisors and managers in the area of equal employment opportunity. Two hundred and thirty-five military and civilian supervisors and managers attended the "Role of the Supervisors and Managers in EEO" course and 234 supervisors attended the "Prevention of Sexual Harassment" course. An additional 1,652 non-supervisory civilian employees attended the above class. Forty-two other courses were conducted on post in 1983, this brought about significant savings in travel, per diem, and tuition.

The Civilian Personnel Training Center was renovated in 1983 to accommodate handicapped employees and patrons. Four new television receivers were installed, and the center was redecorated.

Problem Areas

There were no discernable problems in 1983.

Summary

The Civilian Personnel Office provided staff assistance to managers and supervisors in taking actions to obtain, compensate, train, develop, utilize, and retain an effective work force. The office was responsible

in 1983 for the administering of regulations and procedural controls established within the Federal Personnel System. There was a total of 2,988 federal employees at Fort Rucker at the end of 1983. The Civilian Personnel Office implemented the Federal Consent Decree outlining the expansion and enhancement of minority hiring. During 1983, Civilian Personnel administered 4,930 incidents of training and 42 post-wide courses at Fort Rucker. Over 2,000 military and civilian personnel took part in training courses at Fort Rucker in 1983.[1]

OCP FOOTNOTES

1. Hist Input, ATZQ-CP, 1983, materiel is extracted.

Mr. Charles F. Auman, Equal Employment Opportunity Officer, Office of Equal Employment, all of 1983.

EQUAL EMPLOYMENT OPPORTUNITY OFFICE

The United States Army Aviation Center Equal Employment Opportunity Office (EEO) served in an advisory and advocacy position concerning equal employment opportunities on post. It also addressed discrimination in employment which was based on race, color, religion, sex, national origin, age, and mental or physical handicap. The EEO Office also promoted the full realization of equal employment opportunity through a continuing affirmative action program at Fort Rucker throughout 1983. It also advised the installation commanding general/commandant on matters pertaining to equal opportunity for civilian personnel, and conferred with management to develop flexible solutions to problems in harmony with the merit system and equal opportunity program objectives. An important function of the EEO Office was the monitoring of special programs, such as Matthews/Huntington Consent Decree and the Women's Settlement.

Mr. Charles F. Auman served as the EEO Officer for all of 1983. He was assisted by two EEO Specialists. They were Ms. Gennie Weiss and Mr. James W. Harris. Both of these individuals served in their capacity all of 1983.

Accomplishments

In 1983, the USAAVNC EEO Office received a satisfactory rating by DESPER DA. This was a marked improvement over the previous rating, done six months earlier by the DA office. The previous rating had rated the local office as needing a number of improvements. There were some perfunctory recommendations made by the visiting team, and EEO immediately undertook to implement all recommendations.

EEO was also busy training Fort Rucker civilian and military employees in the DA mandated training course Prevention of Sexual Harassment. It was believed that Fort Rucker became the first TRADOC post to complete this training. Mr. Auman's organization trained 220 managers and supervisors in "The Role of Supervisors and Managers in EEO" course. This course was significant in that it spelled out the role and function of supervisors and managers in regard to employees. The USAAVNC had an ongoing need for EEO counsellors to be able to handle the fairly large caseload of complaints and inquiries in 1983. This resulted in the EEO Office training approximately ten additional counsellors. The training of these counsellors evidently helped in that there was a resolution rate of about 72 percent in solving complaints at Fort Rucker.

The Equal Employment Opportunity Office did well with its monitoring of the Consent Decree. By 31 December 1983, there had been an increase in the number of black civilian personnel in all categories to 599. General Maddox had decreed that the letter of the law was to be followed and that there would be no deviation from the Consent Decree. The EEO Office provided a staff member to serve in the Federal Women's Program Managers Office for all of 1983. It was also during the year

that Mr. Auman had his staff make staff assistance visits to major organizations on post to assist management in carrying out EEO duties.

Problem Areas

The only discernable problem area was being able to handle EEO complaints and to be certain that federally mandated programs and decrees were fully implemented. The EEO Office was attempting to rectify any shortcoming concerning the above programs.

In 1983, Mr. Charles F. Auman, the EEO Officer at Fort Rucker, and his staff, became involved in the implementation of the Women's Settlement and the Consent Decree. This took a large number of hours, visits, telephone calls, staffings, and educational programs to see that the above was carried out. The EEO organization also trained 3320 employees at Fort Rucker in courses dealing with sexual harassment and manager-employee relations. It also was able to resolve 72 percent of EEO complaints at Fort Rucker. All in all, EEO had a busy and productive year.[1]

EEO FOOTNOTES

1. Hist (U), ATZQ-EEOO, 1983, materiel is extracted; Settlement Agreement, Civil Action No. 80-0076-S, US District Court, Middle District of Alabama, Southern Division, 17 Aug 81, materiel is extracted; Consent Decree, Civil Action No. 76-44-S, US District Court, Middle District of Alabama, Southern Division, 6 Apr 79, materiel is extracted.

PUBLIC AFFAIRS OFFICE

The Public Affairs Office (PAO) provided the interface between the military and public Community Relations, and Command Information support to the installation. The audiences served included active duty military, family members, retired military, civilian employees, Army Reserve and National Guard personnel, US Army Recruiting Command personnel, tenant activities, and personnel within the geographical area of responsibility.

Key Personnel and Organization

Major Robert W. Taylor became the Public Affairs Officer (PAO) at Fort Rucker on 16 March 1983, replacing Major Ronald L. Roux who had been the PAO since 1982. The Deputy PAO was Mr. Herbert C. Strickland. The Public Affairs Office was organized into four elements. All print and electronic news releases, in addition to the hometown news release program, were written and distributed by Public Information. Community Relations coordinated tours of the installation by outside groups, provided speakers for various civic and local community organizations, coordinated appearances of the 98th Army Band, and all installation assets for ceremonies and events held outside Fort Rucker. The Post newspaper, the Army Flier, was the responsibility of the Command Information Officer, Master Sergeant Floyd L. Harrington, while the administration element handled all administrative requirements for this special staff activity.

Accomplishments

The most noted accomplishment of the Public Affairs Office during 1983 was the extensive publicity campaign concerning the creation of the Aviation Branch. After the approval of the Aviation Branch by the Secretary of the Army on 12 April 1983, the PAO developed a comprehensive Public Affairs Plan to publicize the details of the Aviation Branch Implementation. The plan was handcarried and staffed through the Offices of the Chief of Public Affairs at TRADOC and HQDA, was adopted by both and incorporated verbatim into the TRADOC Aviation Branch Implementation Plan. That plan resulted in approximately 110,000 pieces of Aviation Branch literature being fielded by the Fort Rucker PAO in CY 83. Also, several copies of two Aviation Branch videotapes were sent worldwide. Locally, the Command Group made seven speeches informing the local population of the impact of the branch to the area economy.

During 1983, Fort Rucker hosted 327 members of the news media at 123 media events. Fort Rucker personnel participated in 15 television interviews for local talk shows and three radio talk shows. Additionally, the DOD Hometown News Release Television Team spent five days on post and recorded 75 stories for nationwide release. The Hometown News Release Program (HTNR) was an area of major concern this year. It received major emphasis from the chain of command which resulted in 2,509 releases being submitted to the HRNR Center, a 270 percent increase over CY 82.

Local interest in Fort Rucker also increased in 1983. This was most apparent in the increase in requests for Fort Rucker's support of local community events, with 157 of those being approved, compared to 107 in CY 82. Specific support included 19 Sports Parachute Club demonstrations, 36 concerts by the 98th Army Band, 30 tours conducted on post, 35 Speakers Bureau appearances, 26 off-post static displays and 11 other support events.

During 1983, the Fort Rucker Command Information newspaper, the Army Flier, underwent major changes in both content and layout. These changes eventually met with widespread acceptance throughout the installation. Written critiques by TRADOC and HQDA indicated that the upgrade of the Army Flier had made it one of the best newspapers in the Army.

The Command Information Section instituted a unit stringer program and a Command Information bulletin program in CY 83. The latter involved production of one-page news bulletins to be posted in units, to inform soldiers of important Command Information. The unit stringer program was implemented to provide guidance on how to get information into the Army Flier. It was a marked success and helped improve the quality of the Army Flier.

Problem Areas

No discernable problems.

Summary

The Public Affairs Office (PAO) was responsible for the dissemination of information relative to Community Relations and Command Information support to the installation. The PAO coordinated tours of the post, provided speakers for civic and local community organizations, and used installation assets for ceremonies and events held outside Fort Rucker. The implementation of the Aviation Branch in 1983 expanded the mission of the Public Affairs Office. The PAO lent support to Fort Rucker personnel participating in television interviews for local talk shows. The Hometown News Release program was successful in 1983.

PAO FOOTNOTES

1. Hist (U), ATZQ-PAO, 1983, materiel is extracted.

OFFICE OF ACCIDENT PREVENTION

The Office of Accident Prevention (OAP), with its subordinate element, the Aircraft Accident Investigation Board, was under the staff supervision of the Chief of Staff.

The OAP's mission was to reduce and keep to a minimum manpower and materiel losses due to accidents, thus providing a more efficient utilization of personnel and equipment.

Mr. John S. Hickey, Jr., was Chief of the Accident Prevention from 1 January 1983 until 3 August 1983. Mr. John T. Persch took over Mr. Hickey's position on 4 August 2983 and remained as Chief for the remainder of 1983. The Aircraft Accident Investigation Board was presided over by Captain Karen Habitzreuther from 1 January 1983 to 22 June 1983. Captain Roger N. Smith was the president of the investigation board from 26 September 1983 through 31 December 1983.

Accomplishments

The Fort Rucker accident statistical rates reflected minor decreases in 1983. They were lower than Department of the Army rates in all categories, except Army civilian disabling injuries.

	DA FY 83	Fort Rucker FY 83
Class A aircraft mishap rates per 100,000 hours flown	2.33	.69
Military disabling injuries per 200,000 manhours of exposure	.25	.20
Army civilian disabling injuries per 200,000 manhours of exposure	1.03	1.07
Army motor vehicles accidents per 100,000 miles driven	2.79	1.15

This noticeable reduction of accident rates and injuries at Fort Rucker can be attributed to the post-wide safety program implemented by all units and personnel in 1983. Though the categories of civilian disabling injuries was a fraction higher than those Army-wide, Fort Rucker improved both its accident rates and attitude towards safety in 1983. In conjunction with the above, Standard Army Safety and Occupational Health Inspections (SASOHI) were conducted of USAAVNC units, activities, and facilities; tenant organizations, and USAR units within the Fort Rucker area of geographical responsibility.

The Fort Rucker Motorcycle Accident Prevention Course POI was revised and expanded in November 1982. With the revision and expansion of the POI in 1982, OAP initiated the Motorcycle Operation Skill Test (MOST) as part of the prevention course on 8 January 1983. The new POI and MOST were to provide training and testing methods which would identify individual rider weaknesses. Once rider weaknesses were

Mr. John S. Hickey, Jr., Chief, Office of Accident Prevention, 1 January 1983 to August 1983.

identifed, instructors provided targeted instruction to improve rider performance.

Problem Areas

One noticeable problem area that had to be addressed was the attenuation of Army civilian disabling injuries that took place at Fort Rucker in 1983. The Fort Rucker accident rate was higher than DA-wide for the same time period.

Summary

The Office of Accident Prevention had as its primary mission the reduction of manpower and materiel losses at Fort Rucker for all post units. Accident and injury rates were down in all areas with the exception of Army civilian injuries at Fort Rucker. It implemented at Fort Rucker a Motor Operator Skill Test. OAP conducted Standard Army Safety and Occupational Health Inspections at Fort Rucker in 1983.[1]

OAP FOOTNOTES

1. Hist input, ATZQ-AP, 1983, materiel is extracted.

EPILOGUE

The 1983 Annual Historical Review is complete. It was a labor of love, yet at times it entailed anguish, dispair, anger, and even some pathos--at least in the eyes of the Center Historian.

Though delayed, the relevance of Army Aviation in 1983 was well chronicled and its significance maintained for posterity. The players and events which drove Army Aviation and Fort Rucker in 1983 impacted upon Army Aviation and battle doctrine in such a way as to be felt for many years to come. The Center Historian attempted to capture everything of importance concerning Army Aviation and Fort Rucker. The reader will have to be the judge as to whether or not this was achieved.

Through the writing of the historical review, the historian and his staff found they could almost identify on a personal basis with the names, places, and events endemic to Army Aviation and Fort Rucker. The history became more "personal", and the historian and his staff became instant "experts" on everything relating to Fort Rucker and Army Aviation! Actually, by being so immersed in the history, the historian learned a great deal about Army Aviation and Fort Rucker, and was better able to write about them.

As a final aside, the historian extends his gratitude to all the men and women who were involved in making Army Aviation the viable and exciting branch it is. All of you made writing the 1983 Annual Historical Review enjoyable.

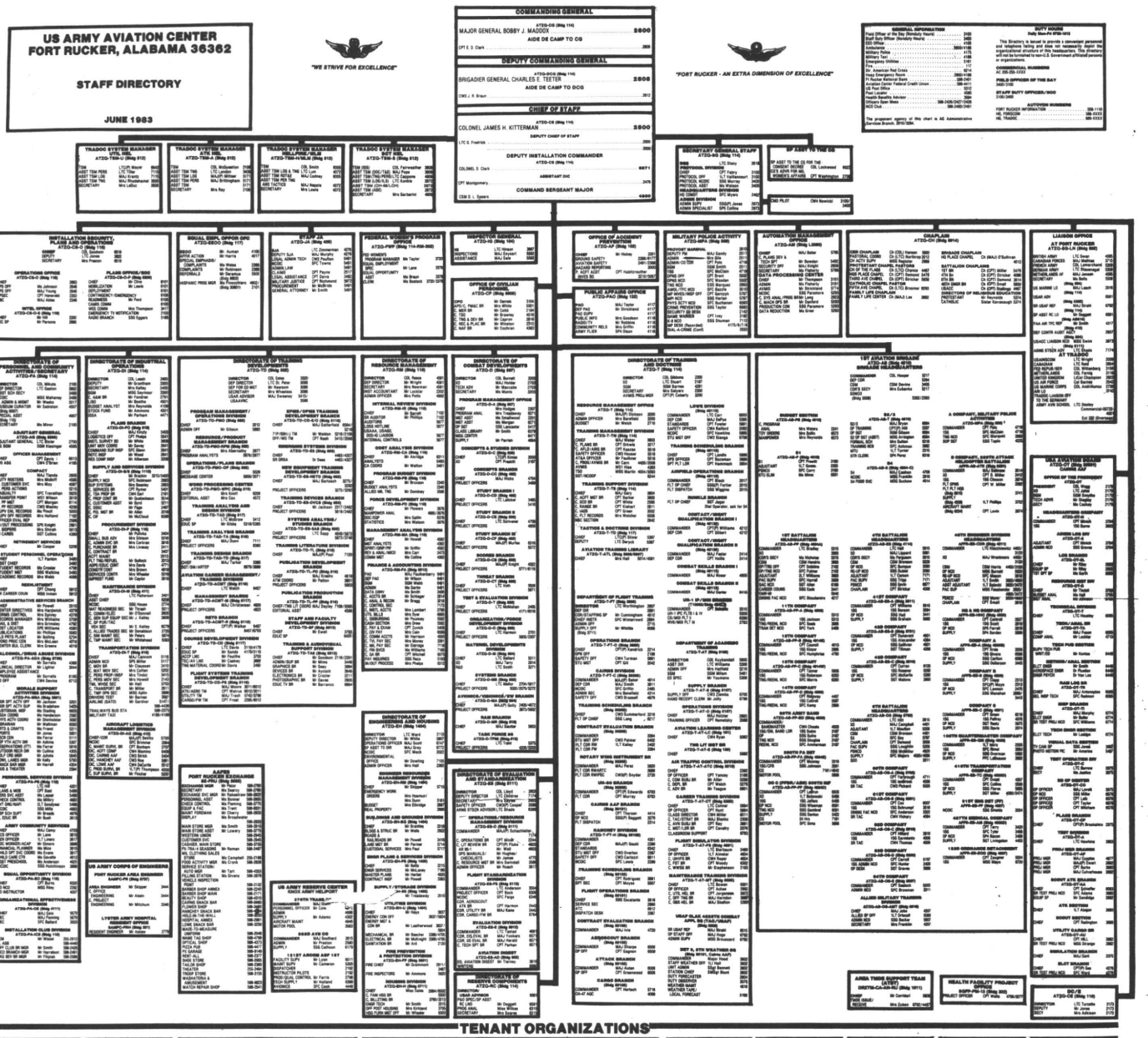
ACRONYMS

AAAA	Army Aviation Association of America
AALS	Army Aviation Logistics School
AAPROSO	Army Aviation for Standards Operations
AASPR	Army Aviation Systems Program Review
AAVTAC	Aviation Tactic
ABIT	Aviation Branch Implementation Team
ACES	Army Continuing Education System
ACO	Aviation Commissioned Officer
ADAPCP	Alcohol/Drug Abuse Prevention and Control Program
ADPE	Automated Data Processing Equipment
AFAP	Army Family Advocacy Program
AHB	Attack Helicopter Battalion
AHIP	Army Helicopter Improvement Program
ALAN	Aviation Local Arena Network
AMAA	Aviation Missions Area Analysis
AMMEDDPAS	Army Medical Department Property
AMO	Automation Management Office
AMS	Army Management Structure
APMP	Aviation Personnel Management Plan
APO	Aviation Proponency Office
APRT	Army Physical Readiness Test
AQC	Aviator Qualification Course
ARI	Army Research Institute
ARMS	Aviation Resource Management Survey
ASB	Aircraft Systems Branch
ASMIS	Army Safety Management Information System
ASP	Aviation Standardization Program
ASVAB	Army Services Vocational Battery
ATAS	Air-to-Air Stinger
ATC	Air Traffic Control Air Training Command
AVMIS	Aviation Management Information System
AVNEC	Aviation Employment Conference
AVNOBC	Aviation Officer Basic Course
AWO	Aviation Warrant Officer
BATTLE	Battle Analyzer of Tactical Terrain for Local Engagement
BSEP	Basic Skills Education Program
CAI	Centralized Accident Investigation
CATTE	Combined Arms Tactical Training Exercise
CDS	Child Development Service
CDSA	Community and Skills Development Activities
CEEP	Capital Expense and Equipment Program
CG	Commanding General
CIMS	Customer Information Control System
CMS	Combat Mission Simulator
COB	Command Operating Budget
COEA	Cost and Operational Effectiveness Analysis
COR	Contracting Officer Representative
CPX	Command Post Exercise
CSA	Chief of Staff of the Army
CTEA	Cost and Training Effectiveness Analysis

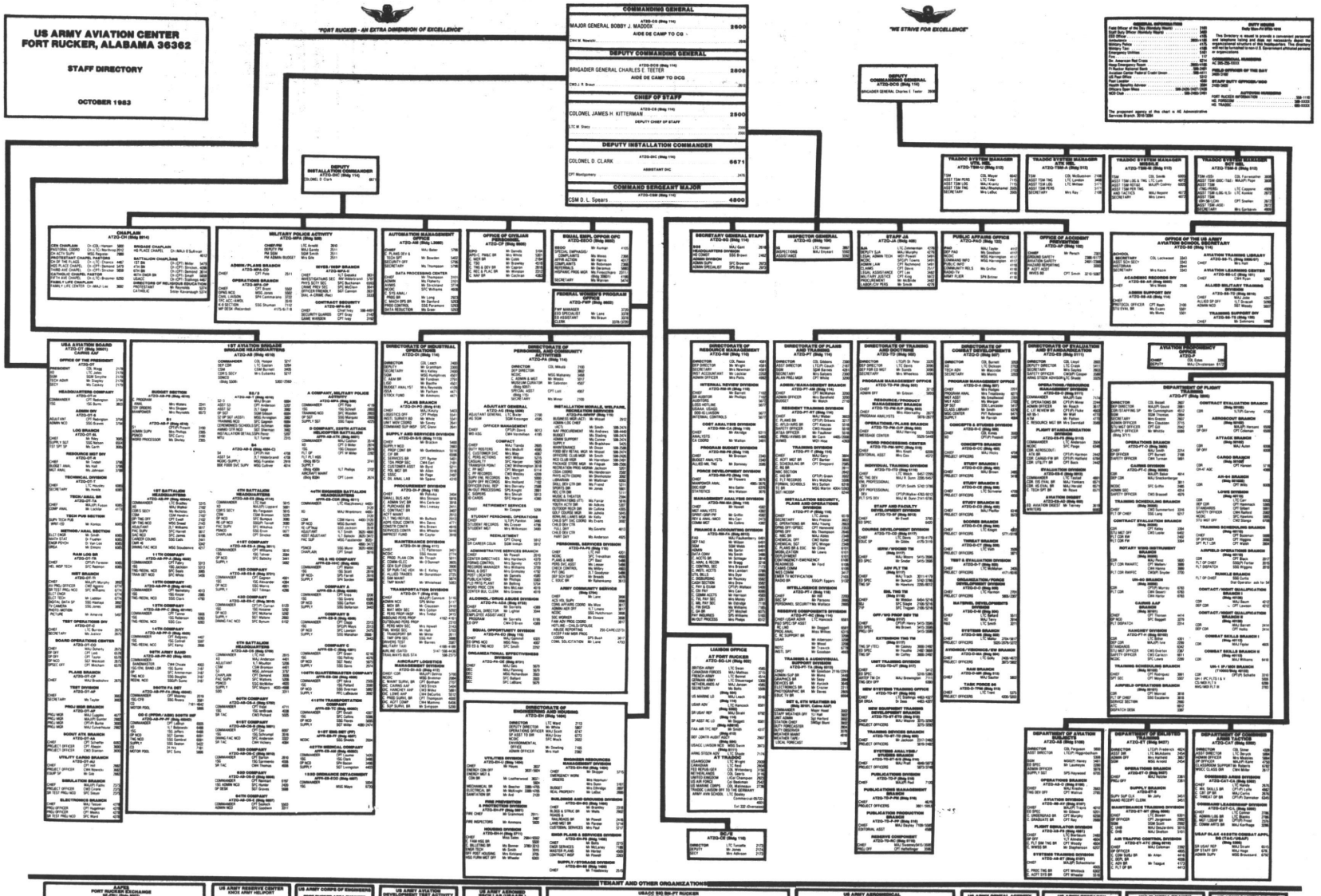
DAAG	Department of Army Adjutant General
DAC	Deputy Assistant Commandant
DARCOM	Army Materiel and Readiness Command
DCAT	Directorate of Combined Arms Tactics
DCD	Directorate of Combat Developments
DCG	Deputy Commanding General
DEH	Directorate of Engineering and Housing
DENTAC	Dental Activity
DES	Directorate of Evaluation and Standardization
DIO	Directorate of Industrial Operations
DLP	Doctrinal Literature Program
DOAS	Department of Enlisted Training
DODWFA	Defense Wage Fixing Authority
DOFT	Department of Flight Training
DOTD	Directorate of Training and Doctrine
DPCA	Directorate of Personnel and Community Activities
DPSC	Defense Personnel Support Center
DPT	Directorate of Plans and Training
DRM	Directorate of Resource Management
ECIP	Energy Conservation Investment Program
EDRE	Emergency Deployment Readiness Exercise
EOD	Equal Opportunity Division
ESSS	External Stores Support System
FARP	Forward Arming and Refueling Point
FAST	Flight Aptitude Selection Test
FFDR/ABN	Pathfinder Airborne
FMS	Foreign Military Sales
FORSCOM	(US Army) Forces Command
FSTB	Flight Simulator Training Branch
FTX	Field Training Exercise
HTLB	High Technology Light Brigade
HTNR	Hometown News Release Program
ICSP	Internal Control System Program
IERW	Initial Entry Rotary Wing
IKPT	Instructor Key Personnel Training
IMWRF	Installation Morale, Welfare Recreation Fund
IPR	Inprocessing Review
IR	Infared
ISO	Information Systems Officer
ITO	Installation Transportation Office
ITRO	Interservice Training Review Organization
JACS	Jumps-Army-Automated Coding System
JAAT	Joint Air Attack Team
JINTACCS	Joint Interoperability of Tactical Command and Control Systems
JTX	Joint Test Exercise
LAF	Light Attenuating Filters
LACT	Light Air Cavalry Troops
LHX	Light Helicopter Experimental
LMDC	Leadership Management Development Course
LORATS	Long Range Aviation Training Support
LUSACH	Lyster US Army Community Hospital
MACOM	Major Army Command
MCA	Military Construction Army

MCL	Mobilization Cross Leveling
MCPC	Management of Commercial Programs Course
MEI	Management Effectiveness Inspection
MENS	Mission Elements Need Statement
MIB	Military Integration Branch
MILPERCEN	Military Personnel Center
MITAC	Mission Interpretation Analysis Course
MOA	Memorandum of Agreement
MPA	Military Police Activity
MTAB	Mission Track Assignment Battery
MTOE	Modification Tables of Organization and Equipment
MWD	Military Working Dog
NAF	Nonappropriated Funds
NAFCAB	Nonappropriated Fund Central Accounting Branch
NASA	National Aeronautics Space Administration
NBC	Nuclear, Biological, and Chemical
NETT	New Equipment Training Team
NGB	National Guard Bureau
OAP	Office of Accident Prevention
ODCSLOG	Office of the Deputy Chief of Staff Logistics
ODCSOPS	Office of the Deputy Chief of Staff of Operations
OMA	Operations and Maintenance, Army
OPCON	Operationally Connected
OPMD	Officer Personnel Management Division
OPSEC	Operational Security
ORB	Officer Records Brief
PAO	Public Affairs Officer/Officer
PDIP	Program Development Increment Package
PERMEX	Personnel Mobilization Exercises
PFD	Personnel Flotation Devices
PNVS	Pilot Night Vision System
POR	Preparation for Overseas Replacement
PSSEP	Pre-separation Services Program
PTB	Procedural Training Branch
PURS	Prepositioned War Reserve Materiel
QRP	Quick Reaction Programs
RAM	Reliability, Availability, and Maintainability
RDJTF	Rapid Deployment Joint Task Force
RSI	Rationalization, Standardization, and Interoperability
RWART	Rotary Wing Aviator Refresher Training
RWIFEC	Rotary Wing Instrument Flight Examiner Course
SAILS	Standard Army Intermediate Level Supply
SASOHI	Standard Army Safety and Occupational Inspection
SCORES	Scenario Oriented Recurring System
SERE	Survival, Escape, Resistance, and Evasion
SFTS	Synthetic Flight Training System
SIDPERS	Standard Installation Division Personnel System
SGS	Secretary General Staff
SJA	Staff Judge Advocate
SME	Subject Matter Expert
SOCOM	Special Operations Command
SPIRIT	Systematic Productivity Improvement Review
SQT	Skills Qualification Test
TADDS	Table of Army Allowance and Distribution System

TADAN	Tactical Air Navigation
TDA	Table of Distribution and Allowance
TECOM	Test and Evaluation Command
TO&E	Table of Organization and Equipment
TRADOC	US Army Training and Doctrine Command
TRM	TRADOC Review of Manpower
TROAA	TRADOC Review of Army Aviation
TSM	TRADOC System Manager
TSP	Threat Support Package
USAADTA	US Army Aircraft Development Test Activity
USAALS	US Army Aviation Logistics School
USAAVNC	US Army Aviation Center
USACAC	US Army Combined Arms Center
USATSCH	US Army Transportation School
VIABLE	Vertical Installation Automation Baseline
WOC	Warrant Officer Candidate


US ARMY AVIATION CENTER
FORT RUCKER, ALABAMA 36362
STAFF DIRECTORY
JUNE 1983
"WE STRIVE FOR EXCELLENCE"
"FORT RUCKER - AN EXTRA DIMENSION OF EXCELLENCE"
COMMANDING GENERAL
MAJOR GENERAL BOBBY J. MADDOX
AIDE DE CAMP TO CG
DEPUTY COMMANDING GENERAL
BRIGADIER GENERAL CHARLES E. TEETER
AIDE DE CAMP TO DCG
CHIEF OF STAFF
COLONEL JAMES H. KITTERMAN
DEPUTY CHIEF OF STAFF
DEPUTY INSTALLATION COMMANDER
COMMAND SERGEANT MAJOR
TENANT ORGANIZATIONS

APPENDIX I-1


US ARMY AVIATION CENTER
FORT RUCKER, ALABAMA 36362
STAFF DIRECTORY
OCTOBER 1983
"FORT RUCKER - AN EXTRA DIMENSION OF EXCELLENCE"
"WE STRIVE FOR EXCELLENCE"
COMMANDING GENERAL
MAJOR GENERAL BOBBY J. MADDOX
AIDE DE CAMP TO CG
DEPUTY COMMANDING GENERAL
BRIGADIER GENERAL CHARLES E. TEETER
AIDE DE CAMP TO DCG
CHIEF OF STAFF
COLONEL JAMES H. KITTERMAN
DEPUTY CHIEF OF STAFF
DEPUTY INSTALLATION COMMANDER
COLONEL D. CLARK
ASSISTANT DIC
COMMAND SERGEANT MAJOR
CSM D. L. Spears
DEPUTY COMMANDING GENERAL
BRIGADIER GENERAL Charles E. Teeter
CHAPLAIN
MILITARY POLICE ACTIVITY
AUTOMATION MANAGEMENT OFFICE
OFFICE OF CIVILIAN PERSONNEL
SIGNAL ENTR. OFFICE
FEDERAL WOMEN'S PROGRAM OFFICE
SECRETARY GENERAL STAFF
INSPECTOR GENERAL
STAFF JA
PUBLIC AFFAIRS OFFICE
OFFICE OF ACCIDENT PREVENTION
OFFICE OF THE US ARMY AVIATION SCHOOL SECRETARY
USA AVIATION BOARD
1ST AVIATION BRIGADE HEADQUARTERS
DIRECTORATE OF INDUSTRIAL OPERATIONS
DIRECTORATE OF PERSONNEL AND COMMUNITY ACTIVITY
DIRECTORATE OF ENGINEERING AND HOUSING
DIRECTORATE OF PLANS AND TRAINING
DIRECTORATE OF COMBAT DEVELOPMENTS
DIRECTORATE OF EVALUATION AND STANDARDIZATION
AVIATION PROFICIENCY
DEPARTMENT OF FLIGHT
DEPARTMENT OF AVIATION
DEPARTMENT OF GUNNERY
DEPARTMENT OF COMBINED ARMS
LIAISON OFFICE
AT FORT RUCKER
DIRECTORATE OF RESOURCE MANAGEMENT
DIRECTORATE OF LOGISTICS
DIRECTORATE OF MEDICAL SERVICES
TENANT AND OTHER ORGANIZATIONS
APPENDIX I-2
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U. S. ARMY TRANSPORTATION AND AVIATION LOGISTICS SCHOOLS

Fort Eustis, Virginia 23604

JANUARY 1994

COMMANDANT (ATSPQ-CMT)
BLDG 210

COMMANDANT	MG B.I VALLEY, JR	3667
AIDE-DE-CAMP	CPT J DONNELLY	3516

ASSISTANT COMMANDANT (ATSPQ-AC)
BLDG 705

ASSISTANT COMMANDANT	COL A B LOSTER	RM 1	6923
SECRETARY	MRS P HODGES	1A	0553
EXEC OFF	MAJ J D SPARKS	1B	2763
SCH CSM	CSM L R VENEY	3	3671
PROTOCOL/VISITORS OFFICE	MSG L S LEVINIER	1B	3666

LIAISON REPRESENTATIVES (ATSPQ-ACL)
BLDG 705

USAF	LTC L F NEWTON	RM 16	3666
USMC-USN	MAJ W T SNOW	15	2260
SECRETARY	MRS D SCHUPP		3666/2260

RESERVE COMPONENT ADVISORS (ATSPQ-ACA)
BLDG 705

USAR ADVISOR	LTC D A GRINGGERT	RM 12	3738
ARNG ADVISOR	MAJ J D BRADBERRY	17	3738
SECRETARY	MRS M M RINGLSUN	11	3738
USAR LSN NCO	SFC T O'GRADY	B 1686	5420

STAFF DIRECTORY

TELEPHONES
EMERGENCY NUMBERS:
FIRE 4966
AMBULANCE 4966
MP 4950
GENERAL NUMBERS:
INFORMATION 13
STAFF DUTY NCO 2121 AREA CODE 0864
COMMERCIAL 878
(EXT)
AUTOVON (DIRECT DIALING) 927
(EXT)
AUTOVON (OPERATOR ASSISTANCE) 821 1119
USATSCH /USABUS HOTLINE 3671

US ARMY TRANSPORTATION SCHOOL (ATSP-DA)
BLDG 705

DEPUTY ASST COMDT	COL J E ST JOHN	RM 33	5901
DEPUTY	MR R D C CLOUSER		7356
SERGEANT MAJOR	SGM M A MACKEY		3666
SECRETARY	MRS M J GHAIM		3356

(DCSI) DIRECTORATE OF EVALUATION & STANDARDIZATION (ATSP-EE)

DIRECTOR	LTC D A BURNS	RM 57	3484/5695
NCOIC	MSG J USTER	54	3741/5695
SECRETARY	MRS C A COTTER	57	3484/5695
CLERK-TYPIST	SSG D MURRELL		3484/5695
TRANSPORTATION DIVISION (ATSP-EEC)			
CHIEF	CPT K A MATTHEWS	54	3741/3484
ED SPEC	MR H B TOPF		3741/3484
EVAL NCO	SGM J USTER		3741/3484
EVAL NCO	MSG R A LONGSJEURS		3741/3484
EVAL NCO	SFC L B SPRY		3741/3484
EVAL NCO	SFC D A T FLORES		3741/3484
VALIDATION DIVISION (ATSP-EEV)			
CHIEF	MAJ H M SUTTON	57	3484/5695
VAL NCO	SFC R C B JOHNSON		3484/5695
VAL NCO	SSG A M CHRISTIAN		3484/5695
TRAINEE QUALIFICATION OFFICE (ATSP-EEQ)			
CHIEF	DAVID L. MEEKS	B 1659	3741/3484
SECRETARY	MRS D O'NEY		3780/4616
MAR LIC EXAM/DECK	MR J J MCCAFFREY		3780/4616
MAR LIC EXAM/ENG	MR T MEANEY		3780/4616
SEA PAY CLERK	SFB A A MERRYMAN		3780/4616
COMPUTER DATA CLERK	SFB S ADESH		3780/4616

PROPONENCY OFFICE (ATSP-PR)

CHIEF	LTC OSTROM	33	3873
DEPUTY	MAJ W WILSON		3987
WATERCRAFT	CWO L D RIDLEY		3873
SECRETARY	MRS J A FOX		3873
SECRETARY	MRS J KEENAN		3873

(DPDI) DEPARTMENT OF PROFESSIONAL DEVELOPMENT (ATSP-TDD)

CHIEF	LTC W J MCADAM	219	2232-/4403
SECRETARY	MR J A LUNDBERG		2232-/4403
SGM	SGM R W WEAVER		2232-/4403
TNG ADMIN	MR C M BARKER	217	3666-5636
TNG SPEC	MR J D THORNTON		5695-5636
NCOIC	MSG J A ROGERS	213	5371-/4185
COMBINED ARMS DIV	MAJ J A HAGEN	221	3666-3666
LOGISTICS DIV	CPT/P.E. M. WILSON	211	3666-3666
LEADERSHIP DIV	MAJ/P.E.F.W.BENNETT	215	3443-/3614
STRATEGIC MOBILITY DIV	MAJ/ W A CRENSHAW	V 1603	2139-/5680
TRANSPORTATION MGMT DIV	MAJ J P DIAS	207	4184-/3346
DIV			
MARINE/TERMINAL	MR C E PALMER	B 2736	2860-/5321
HIGHWAY	CPT A. E. JONES	229	5697-/5031
RAIL	MR C E MARTIN	227	5697-/5031
MOVEMENTS	CPT A J MORRISON	225	5697-/5031
AVIATION	CPT D W DODD	227	2076
MILITARY	MR F J COLASURDO	209	5780-/3346
PERSONAL PROPERTY	CPT J GLADOWSKI		5780-/3346
COMMERCIAL FREIGHT	CPT L FASHIONSKI		5780-/3346
PASSENGER	CPT T E CRUMRINE		5780-/3346
TRANS SKILLS QFLC OFC	MAJ J A PEARSON	228	5780-/3346
LOGEX DOCTRINE	MAJ J M PEIN	225	2232-/4488

(DMTDI) DEPARTMENT OF MARINE & TERMINAL OPERATIONS (ATSP-TDM)

CHIEF	LTC W GOODEN	B 2716K	3946-/3293
SGM	MSG(P) J SERRANO		3946-/3293
SECRETARY	MRS B GALLA		3946-/5863
TNG ADMIN	MR C MARTIN		3946-/5863
OPNS	MSG D MUELLER		3946-/5863
NCOIC	MSG E PRICE	B 0918	5918
MARINE DIVISION (ATSP-TDM-MD)			
CHIEF	MR J CONLEY	B 2716	2628-/5634
C. WATTS	MSG LINDSEY		2628-/5634
ENGINEERING COMMITTEE	CWO H CLINGER		2628-/5634
TNG SPECIALIST	MR E BOOTH		4456-/3432
ENGINEERING SPECIALIST			
NCOIC	SFC W HUNTER	B 2716K	3432
HIGH SPEED DIESEL	MR M MAPLES	B 460	5823
WELDING SHOP	MR J WILLIAMS	B 462	3511
NAVIGATION/PILOTAGE	CWO W THOMAS	B 2716D	5303-/5811
NAVIGATION SPECIALIST	MR J GARCIA	B 2716C	3927
NAVIGATION NCOIC	SFC F GARCIA	B 2716	3927
SPC W CONWIN		B 466	5680
TERMINAL OPERATIONS DIVISION (ATSP-TDM-TO)			
CHIEF	CPT DAUM	B 2716	5533/-3596
C. WATTS	MSG J GIBNAM		5533/-3596
TNG SPECIALIST	MR A SIMMS		3596-/5533
MOVEMENTS	MR J GUERRERO		3596-/5533
CARGO HANDLING (EN)	SFC S LINGER	B 466	5680
CONTAINER TERMINAL			
CONTAINER HANDLER	MSG C JENKINS	B 2716D	3929

CURRICULUM DEVELOPMENT DIVISION (ATSP-TDM-C)

CHIEF	MR T ALEXANDER	B 2716H	3942
NCOIC	MSG W CARTER		4456/-4356
DTH COMMITTEE	SFC M BROWN		4456
618 COMMITTEE			4456
81C COMMITTEE			4456
71H COMMITTEE			4456
	SSG C LEE		

AIR CUSHIONED VEHICLE DIVISION (FORT STORY) (ATSP-TDW-A)

CHIEF	MAJ R GIRARDAR	B 564	14 7556-/7563
NCOIC	SFC J A MCCLAIN	B 1156	14 7556-/7563
TNG COORDINATOR	SFC M APALAGAN	B 1156	14 7556-/7563
SUPPLY OFFICER (REVA)	CWO J STEARMAN	B 2716K RM 8	3927

US ARMY AVIATION LOGISTICS SCHOOL
(ATSQ-DA)

DEPUTY ASST COMDT	COL R L BELLOWS	B 1763	5402/3566
DEPUTY	MR D L HADSLIP, JR		5402/3566
SERGEANT MAJOR	SGM R L JACKSON		5402/3566
SECRETARY	MRS J P GARRISON		5402/3566

(DCSE) DIRECTORATE OF EVALUATION & STANDARDIZATION (ATSQ-EE)

DIRECTOR	LTC W J MCGINNESS	B 3407	3356/4164
SECRETARY			
EVALUATION DIVISION (ATSQ-EEE)			
CHIEF	CPT R A WHITTINGTON	B 1766	3671/3564
EVAL NCO	SFC J A MARTIN		3671/3564
EVAL NCO	SFC T J SMITH		3671/3564
EVAL NCO	SFC D B RHODES		3671/3564
EVAL NCO	SSG J P JOHNSON		3671/3564
ED SPEC	MR P M CURRAN		3671/3564
CLK TYP	MR S J TANNER		3486/-3741
MAINTENANCE TEST FLIGHT STANDARDIZATION DIVISION (ATSQ-EEM)			
CHIEF	CPT S L GOSNELL	B 3407	3356/4164
SECRETARY			3356/4164
UH-1 MTTF	CWI J R BENHAM		3356/4164
UH-1 MTTF	CWI K J GOETZE		3356/4164
UH-1 MTTF	CWS J R THOMPSON		3356/4164
UH-1 MTTF	CWS/AH B HUGHES		3356/4164
UH-1 MTTF	CWS J A JEGEL		3356/4164
UH-1 MTTF	CWS E W WHIPPEY		3356/4164
OH-58 MTTF	CWS/ J TAYLOR		3356/4164
OH-58 MTTF	CWS L C TAYLOR		3356/4164

PROPONENCY OFFICE (ATSQ-PR)

CHIEF	MAJ/P.C./ KEEL, JR	B 766 RM 25	
SECRETARY			2467
PROPONENCY OFF	CWS/ W L THOMPSON		3624
/ ADPERENCY NCO	MSG D P WELLS		3624
NPR-MDT-TO NCO	MSG D O MOORE		3624
PERS PSYCH	SGT D M BABEL		3624
INDUSTRY ACCREDITATION PROGRAM (IAP)			
NCOIC	SFC S D CRAWFORD		2624
(DAS) DEPARTMENT OF AVIATION SYSTEMS (ATSQ-TDS)			
DIRECTOR	LTC L B/ LEVERUD	B 3786	2370-/5495
C. TNG MGT DIV	MAJ/ T DER		2370-/5979
COURSE MGT OFFICER	CPT C TODD		5970-/5966
TNG			5970
SECRETARY NCO, TNG	SSG J PEAK		5970-/3379
C. AVN ATN HEL DIV	MAJ H SCHONACHER		3370-/5979
SGM	SGM W J SMITH		5466-/3379
TNG ADMIN	MR K DEBSING		5466-/3379
SECRETARY	MS P W LAWRENCE		5466-/3379
CARGO HELICOPTER DIVISION (ATSQ-TDS-C)			
CHIEF	SFC A SIMMONS	B 2716E	5497
TNG SPEC	MR J L THOMPSON		5497
C. BRANCH A	MSG E W SCOTT	B 2716C	5414
C. BRANCH B	MSG J M BOLAND	B 2716L	3545
SUPERVISORY CONTROL	SFC D O NEAL	B 2716E	5334
UTILITY HELICOPTER DIVISION (ATSQ-TDT (U)			
CHIEF	MSG P J TAYLOR	B 2716A	3501
TNG SPEC			
C. MULTI-ENGINE BR	MSG L DUBE		5736
C. SINGLE ENGINE BR	SFC R HARPER	B 2411	3765
OPNS/STUDENT CONTROL	SFC E HECK	B 2716A	3501
ATTACK & OBSERVATION HELICOPTER DIVISION (ATSQ-TDS-A)			
CHIEF	SGM D E STOLTENBURG	B 2716A	3595
TNG SPEC	MR J WEBBER		4422
C. ATTACK NCOIC	SFC J A ROSS		3336-/3595
C. OBSERVATION BR	MSG FRANKLIN	B 2716C	5010
OPNS/STUDENT CONTROL	SFC D N SAMSEL	B 2716A	3501
FIXED WING DIVISION (ATSQ-TDS-F)			
CHIEF	SGM J J KIRVEN	B 2411	2931-/5045
TNG SPEC	MR E W STILLMAN		2186
C. UTL AIRPLAN BR	SFC N A CAUGHEY		5045
C. SURVEILLANCE BR	SFC T MONNICK		5045
MAINTENANCE MANAGEMENT DIVISION (ATSQ-TDS-M)			
CHIEF	MAJ J C PENNYPACKER, JR	B 2411	2606-/5226
CHIEF INSTR	SGM R AUVIL		2606-/5226
TNG SPEC	MR T P BLAKE		3462
C. MAINTENANCE OPNS BR	CPT J ROYCE	B 2736	3462/-3124
C. T. M. BR	CWS J FINTO	B 2411	3124
ALSE	CWS A J WISKIMON	B 2787	3476-/4462

(DAT) DEPARTMENT OF AVIATION TRADES (ATSQ-TDT)

DIRECTOR	MAJ D J BRUNS	B 2716K	3666-/5693
SGM	SGM J C DAVIS		5693
TNG ADMIN	MR W J DUSTIS		3666
SECRETARY, MGT BR	MRS J A CHISENKI		3666
SECRETARY, MGT BR	MRS D L MACDONALD		5693
SUPPLY SGT	SSG D WALTERS		2547
SECRETARY	MRS C TUCKER		3666/5693
AIRCRAFT ARMAMENT & ELECTRICAL DIVISION (ATSQ-TDT-A)			
CHIEF	CPT L D FELE	B 2711E	4366
SGM	SGM M L GAYLE, JR		3340
TNG SPEC	MR D HAUSE		4366
C. ACFT ARM TECH BR	CWO J C ROBB		4464
C. ELECTRICAL BR	MSG J L MANFRED	B 2716G	3665/-3621
C. ELECTRONICS BR	MSG J L MANFRED	B 2716H	3621
C. FUNCTIONAL BR	MSG R L STALE	B 2716E	4191
C. WEAPONS SYSTEMS BR	MSG J OTTE	B 2716E	4191
STRUCTURES AND PNEUDRAULICS DIVISION (ATSQ-TDT-S)			
CHIEF	SGM H F NEKAKA	B 2716J	5812
TNG SPEC	MR W J DAVIS		5812
C. STRUCTURES BR	MSG B SCOTT		3516
C. STRUC EVAL AND PNEUDRAULICS BR	SFC M W DULA		3516
PROPULSION AND POWERTRAIN DIVISION (ATSQ-TDT-P)			
CHIEF	MAJ J A MCCLAIN	B 2716G	2182
TNG SPEC	MR S SCOTT		3516
C. PROPULSION BR	MSG E F WILLIAMS		3681
C. POWERTRAIN BR	MSG E A HALL	B 2716K	3516

(DNCOT) DEPARTMENT OF NCO TRAINING (ATSQ-TDN)

CHIEF	SGM A L NALE	B 2717	5330-/3166
SECRETARY	MRS D C PRESTON		5330-/3166
NCOIC	MSG E MITCHELL		5330-/3166
ANCOIC DIV	MSG D M GARRISON		5330-/3166
STC DIV	MSG R C SHARMA		5330-/3166
TNG SPEC	MR A PHANDER, JR		5330-/3166

SCHOOL SECRETARY (ATSPQ-SE)
BLDG 705

SCHOOL SECRETARY	COL R A MANSOUR	RM 4	4311-/5690
DEP SCH SECRETARY	MR W J SCHULZ		4311-/5690
SECRETARY	MRS M HORNE		4311-/5690
SGM	MSG (P) K B MACVAUGH		4311-/5690
OPERATIONS NCO	SFC F MITCHELL	18	5630
ADMIN SPT DIV (ATSPQ-SSA)			
ADJUTANT		13	4366-/5078
ADMIN NCO	SSG L WILLIS		4366
ADMIN CLK	MRS G ROSENKRANTZ		3111
SECURITY	SFC M BIVENS		3111
REC MGMT OFFICER	MS J MORTIMER	21	2776/-3564
MAIL & DISTR CLK	MRS V RANDHAWA	22	5234
MAILROOM CLERK	SPE L SUGGS	36A	5337
ACADEMIC RECORDS & STUDENT AFFAIRS DIV-ARSAD (ATSPQ-SER)			
CHIEF	LTC J F DuPERRO	RM 46	4302-/4218
SECRETARY			4302-/3741
C. OFF STU AFFAIRS BR	CPT C D ZIMMERMAN		4218-/3226
C. RECORDS BR	MR R D DUNN		4218-/3226
C. ENL STU AFFAIRS BR	CPT J J DENNIS	B 1666	5420-/5494
ENL STU AFF BR CLERK	MR J GLEATON		5764-/5940
NCOIC	SFC B POWELL		5420-/5494
USAR LSN NCO	MSG T O'GRADY		3427-/5420
COUNSELORS			
ANCOIC, ALSE, TYN'IS, 26, 36, 63H, 91B, 91CH, LACV, 36, 88H, 88L, 88M, 88N, 88P, 88Q, 88R, 88S SERIES	SFC R POWELL		3427-/5420
88 SERIES	SSG B KING		3427-/5420
67G, 67H, 67N, 67U, 67V, 67Y, ASIET, ASIEC,			
CHATO 67UU	SSG J REDBURN		3427-/5420
68G, 68C, 68V, 68C, 68J SERIES			
CHATO MR SERIES	SFC J CEGLARSKI		3427-/5420
ADMIN/ENL CLASS SCHED	SGT D HIGGINS		3427-/5420
IN-OUT PROCESSING	SPE R WALTERS		3427-/5420
EXAM DATA ADMIN BR	SFC S DUNN	B 2731	3535
C. RECORDS MAINT BR	MRS R DUNN	RM 46	5395
OFF/ENL REC MAINT SEC	MRS B WILSON		5395-/4435
GRADES/STATISTICAL SEC	MRS B SINCLAIR	RM 41	2539-/3531
RECORDS/DOCUMENTATION SUPPORT BR	MR RAY SUA	RM 53A	5716
NCOIC	SGT G CORREA		5716
FOREIGN LIAISON OFFICE (ATSPQ-SER-FI)			
CHIEF	MR J J DERENDAL	RM 46	4360-/5034
ASST CHIEF	MR W L POWELL		5420-/4355
NCOIC	SSG B G STERVELT		5420-/5070
TRAINING SUPPORT DIVISION (ATSPQ-SET)			
CHIEF	MR J A JAMESON, JR	B 2747	5496
NCOIC	SFC A SIMMONS		3417
SECRETARY	MRS J A FOX		5496
C. PROPERTY BR	MR D M HARDISON	1113	5496
PROPERTY BOOK OFFICER	MRS M RATTLEY		4138
WAREHOUSE FOREMAN	MR G D NOBLES		3545
C. TNG MAT SPT BR	MRS E RICHARDSON	B 2715	3426-/3667
WAREHOUSE FOREMAN	MR J TAYLOR		2218
PINPOINT DISTRIBUTION	MR A EPPNETTE		3145
C. AUDIOVISUAL SERVICES BR	MR J SCHMICK	B 2739	3545
NCOIC	SSG E HARRIS		4381
ARMS ROOM	SSG W WHITE		3336
NBC SECTION	SSG J PARKS	B 2716K	3951
COMMO SECTION	SGT R GRANT	B 2716C	3918
U S A T S C H / U S A A L S			
THEATER	MR J BORDERS	B 766	2988
C. MASTER NCOIC	SGT M WRIGHT		3336-/3595
C. PROGRAM & SCHEDULE	MRS J HOBS	B 766 RM 53	5927
NCOIC			
PROGRAM NCOIC	SFC P MOWES		5927
CLASSROOM SCHEDULING	MRS D LATTIMORE		3938
SCHOOL SUPPORT DIVISION (ATSPQ-SES)			
CHIEF	MR D L SMITH	B 3382	3103
ASST CHIEF	MR D C ARCHER		5340
NCOIC	SFC D RAY		4260
C. TRAINING SUPPORT	MR J C PENNYPACKER		2186
SUPPLY	MR F J MAYWOOD		2139
NCOIC SUPPLY	SGT T M WHITE		3462
GROUND SPT BR	MR M HARDY		2186
QUALITY CONTROL	SFC J L MILES		3945
FACILITIES NCOIC	CPT MEEKS	19B	4324
STAFF AND FACULTY DEVELOPMENT DIVISION (ATSPQ-SDT)			
C. STAFF & FAC DEV DIV	LTC S ANTHONY	7	4400
PROFESSIONAL DEV	DR W JOHNSON	B	3265
C. TRAINING DEVT BR	MR J STOLLEY	36	4129
CIRCULATION/ REFERENCES		36	4129
CURRICULUM DEV	MS J KWIKNICKI	36	4129
CATALOGER	MRS D L MACDONALD	36	4129
C. TRAINING TECH BR	MS M GIBSON	B	3132
C. EDUC SVCS BR	MR P J KELLY	11	2186/-3532
C. FAC DEV BR	DR W HELTEB	B 2731	2372/-3277
DESIGN AND ANALYSIS DIVISION (ATSPQ-SED)			
CHIEF	DR R W SMITH	RM 58	5665-/3494
MIST ASST	MRS E C ASHE		5665-/3494
PD/ DEVELOPMENT	DR F M EVERSANO		5665-/3494
ADMIN SPEC	MRS L A MANFRED	B 2716G	3621
ADMIN SPEC	MRS M A DIXON	B 2716H	3621
CAREER INTERN	MR A MADRID		5665-/3494
DATA SYSTEMS OFFICE (ATSPQ-SED-D)			
CHIEF	CPT R J BILLCHECK	47	3665
ASST CHIEF	MR W H COOK		3665
	SSG C W CARLLON	49	3665
	SPE K W CHRISTIAN		3665
	SPE W W MARTIN		3665
DATA TRANSCRIBER	SPE D C TOMS		3665
	SPE D C TOMS		3665
	SPE T R POLLARD		3665
CLERK	PFC C W DIETZ	47	3665
NONRESIDENT TRAINING DIVISION (ATSPQ-SSM)			
CHIEF	MR A L HARKINS	B 2731	5560
C. RES COMP BR	MR V JOHNSON		2372
ADMIN ASST	MRS R CONNOR		3277
EDITOR-IN-CHIEF, COMDT'S TRANS & AVN LOG PAM			4112

SCHOOL BRIGADE (ATSPQ-SDI)
BLDG 1012

COMMANDER	COL R LUTZ	RM 308	5389
XO	LTC H LUTTLEFIELD	316	3391
CSM	CSM W FOUNTAIN	315	3391
SECRETARY	MRS B BLAKE		3391
ADJ	MAJ J THOMAS	314	2186
ASST ADJ	1LT S JAMISON	316	2186
ADMIN SUPV	SFC R BERNARD	111	3516
FENCE	SSG L CLARK	112	3516
ADMIN CLK	SP5 K PATERSON	111	3516
MAILROOM	PFC C GAINEY	10	4456
HR-RO	SFC H SAMARRIPA	116	3991
LEGAL CLK (NOT-ATY)	MRS S PARRETT	101	1199
REUP NCO	SFC W MICH	312	3516
SJ	MAJ J MCGOWAN	316	3516
SJ	MAJ J D SIMCOE	216	3666
OPNS NCOIC	MSG K BABEY	216	3516
TNG NCO	MSG P FULTON	210	3516
S4	MAJ F MARCHIONY	119	5782
NCOIC, SUPPLY	MSG T HENRY	116	3131
TSSOC SDO		9	5494
TSSOC CHAPLAIN	LTC J JORAN	7	3666

1ST BATTALION (ATSPQ-SDF)

CDR	LTC D P KENNING	B 1666	2867-/2700-/3467
XO	MAJ P H SMITH		2700-/3867-/3467
ADJ	CPT J C ELY		3867
FAC SUPV	SSG C F SYNOW		3867
S2/3	CPT T H HAMILTON	1004	2700-/3868
S4	SFC W L AVERT	1006	3744-/3532
TNG NCO	SFC G FLORES	1004	2700-/3868
CDR, CO A	CPT H M BONNEMAN	463	2867-/3982
XO	2LT P G CATES		2867-/3982
1SG	1SG H E SKAGGS		3982-/5823
CDR, CO B	CPT R S BRADLEY	1004	5994-/5983
XO	1LT J M MCFADDEN		5994-/5983
1SG	1SG J R KEUP		5994-/5983
CDR, CO C	CPT L S BLADE	1003	3462-/3380
XO	2LT H I MCFADDEN		3462-/3380
1SG	1SG E WOODARD		3380-/3462
CDR, CO D	CPT K D ZIMMERMAN	564	3516
XO	1SG P DORN		3794
CDR, 1ST STY & FAC CO	CPT C E CRUMLYMEYER	1002	5361-/5362
XO	1LT D BALINT		5361
1SG	1SG S F SAFFRIT		5362

2D BATTALION (ATSPQ-SDS)

CDR	LTC T WAKEFIELD	1013	4240-/5864
XO	MAJ J DUVAL		5466-/2340
ADJ	CPT J C ELY		5466-/2340
FAC SUPV	SSG W JONES	1000	2700-/3868
S2/3	CPT G HERRING		2867-/2000
S4	SFC C LEE	1013	4240-/4222
CDR, 2D S & F CO	CPT/P.E BUSTAMANTE	1002	5366-/3626
XO			5366-/3626
1SG	1SG D BROWN		5366-/3626
CDR, HC USATCPE	MAJ R RICHARDSON	B 817 RM 110	2700-/3868
XO	1LT S GLASS	109	5892-/5903
1SG	1SG S QUARTZ	109	5892-/5903
CDR, USATCPE MP CO	MAJ D ARCHER	B 812 RM 108	2611-/2400
XO	1LT F NIGARA	108	2400-/2611
1SG	1SG C RICHARSON	106	2611-/2400
CDR, CO E	CPT T CONSIDINE	1001	3362-/2496
XO	2LT K EDWARDS		3362-/2496
1SG	1SG D JOHNSON	1004	2496-/3362
CDR, CO F	CPT G HERRING		2867-/2000
XO	1LT S PENCE		2496-/4222
1SG	1SG G POWELL		2496-/4026
CDR, CO G	CPT E STARBRIDGE	1003	4240-/4375
XO	2LT I SMITH		4375-/4464
1SG	1SG R PEARSON		4375-/4464

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BLDG 705

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SECRETARY	MS D J HENDERSON	14	3263
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	CPT P J PAUL		2894
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PROG ANAL	CPT D L BERARD	1	2894
PROG ANAL	CPT R J PAUL		2894
BUDGET DIVISION			
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BUD ASST	MS B W CUMMINGS		3572
BUD ASST	MRS D S BOL		3572
MANAGEMENT DIVISION			
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ASST ANAL	MR W M ALSON		4122
MGT ANAL	MRS K S WRIGHT		4122

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