



**UNITED STATES
ARMY AVIATION CENTER
1984
ANNUAL
HISTORICAL REVIEW**

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UNITED STATES ARMY AVIATION CENTER

ANNUAL HISTORICAL REVIEW

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1 JAN 1984 TO 31 DEC 1984

By

Herbert P. LePore

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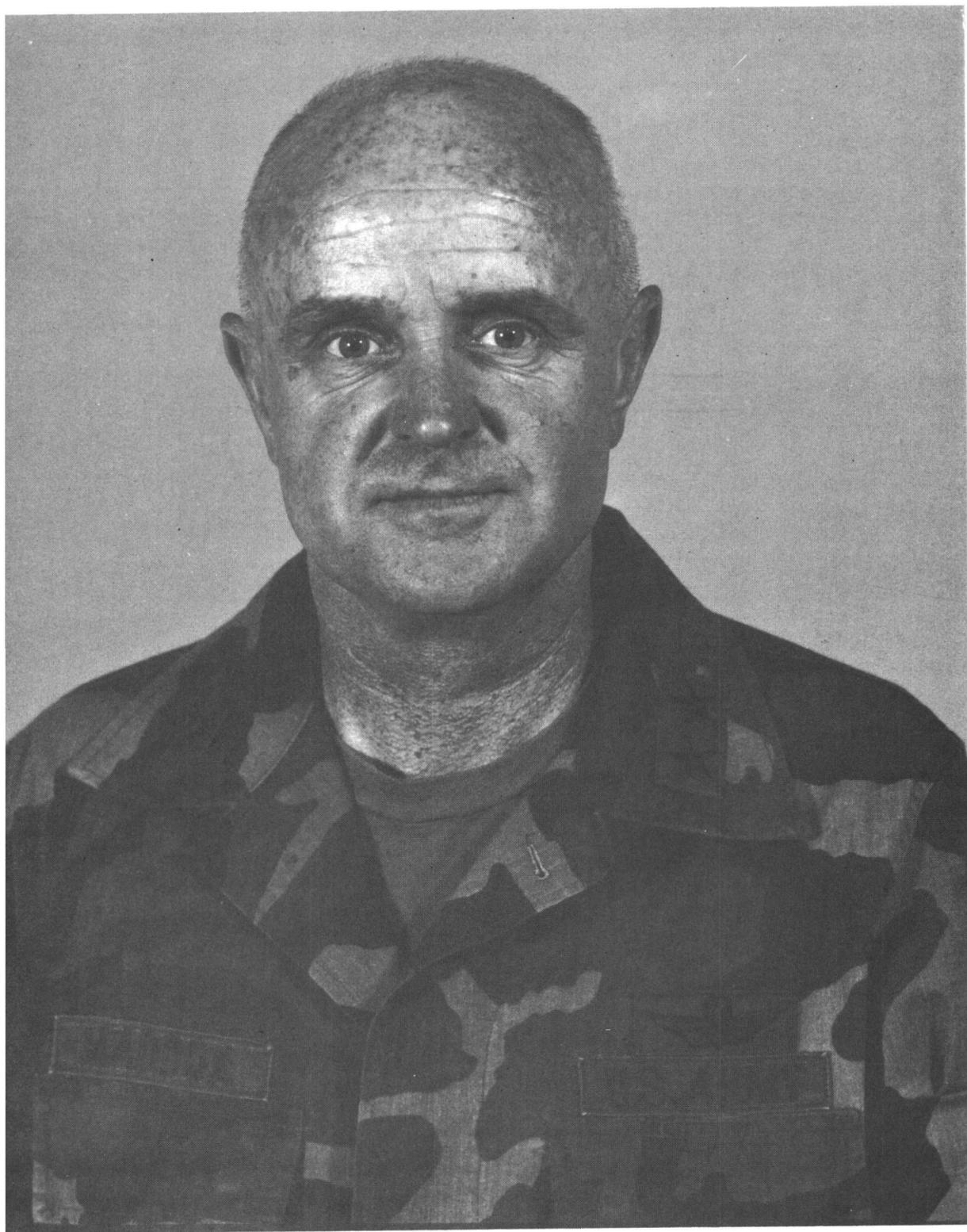
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Major General Bobby J. Maddox, Commanding General, United States Army Aviation Center, Fort Rucker, all of 1984.



Brigadier General Charles E. Teeter, Assistant Commandant,
US Army Aviation Center, Fort Rucker, 1 January 1984 to
July 1984.



Brigadier General Ellis D. Parker, Assistant Commandant,
US Army Aviation Center, Fort Rucker, 16 July 1984 to the
present.

COMMANDER'S INTRODUCTION

ANNUAL HISTORICAL REVIEW

1984

Since 12 April 1983, when Army Aviation became a branch, much activity has taken place at the United States Army Aviation Center and within the Army Aviation community. Examples of this activity are the exciting and technologically far-reaching programs and new aircraft such as the LHX, AHIP, and the AH-64 Apache which are being incorporated into the Army Aviation milieu. Their presence and utilization will enhance greatly our branch's ability to fight in any type of tactical scenario.

In 1984, the men and women of the Army Aviation Branch witnessed an enhancement of their professional and academic training with the infusion of new courses at the Army Aviation Center. The Aviation Officer Basic and Advanced Courses were begun in the summer of 1984 and were well received by their participants. The Advanced Individual Training courses were upgraded with the implementation of group instruction, and the Air Assault Course, begun in 1983, was greatly expanded.

At the Army Aviation Center, the theme, "Think, Look, and Act Like a Soldier," was inculcated into the training and development of soldiers. An accentuation was placed on pride in one's self, unit, branch, the Army, and above all, the nation, and everything for which it stands. Tangential to pride at the Aviation Center was the ongoing building program which included new billets, dining facilities, classrooms, and a new mall. The Aviation Center also issued a charter branch coin which served as a reminder of our branch and mission.

As a branch, we have come a long way in a short time; however, we cannot rest on our laurels. We must continue to strive to do our best. At times we will have to re-examine what we have done; reassess our objectives, and determine where we as the Army Aviation Branch and Center go from here. The Annual Historical Review is one vehicle that can be used as an effective barometer as to where we have been; what we have accomplished; what shortfalls we have, and how we can overcome them. The 1984 Annual Historical Review has been a look into our recent past with its attendant achievements, progress, and problems. Review of it will hopefully serve in helping those of us at the Aviation Center and in the Army Aviation Branch plot our course for the future.



ELLIS D. PARKER
Major General, USA
Commanding

PREFACE

This is the 1984 Annual Historical Review. As its predecessor, the 1983 Annual Historical Review, it will hopefully provide the reader an incisive, informative, yet analytical examination of significant individuals, organizations, events, and programs that affected the Army Aviation Center and Fort Rucker in 1984. Concomitant elements of the review such as footnotes, supporting documents, appendices, and photographs are included to assist the reader in the examining of the historical materiel.

The Annual Historical Review was divided into five chapters. The first chapter dealt with the Mission, Command Section, and the School Secretary. Chapter II addressed the administrative, management, and operations aspects of the Aviation Center. Chapter III examined all facets of training at the School and Aviation Center and Chapter IV discussed the role of Fort Rucker tenant units. The final chapter dealt with the personnel elements affecting military and civilian workloads at Fort Rucker. The Center Historian attempted to keep redundancy and overlapping of historical data to a minimum. He attempted to accomplish this by inserting duplicate facts and figures into the text in such a way as to hopefully not make reading the historical materiel a chore. The reader will have to decide whether or not this objective has been met.

Thanks are accorded to all directorates, departments, units, and offices at Fort Rucker for their timely submission of historical data documents to the Center Historian's office. Appreciation is also accorded the above units for their assistance in coordination and revision of their particular historical input.

At this time a special note of gratitude is extended to Mrs. Edythe M. Setzer, who provided extensive and exemplary administrative and secretarial support to the Office of the Center Historian. Her patience, humor, and professionalism did much to attenuate problems dealing with the Annual Historical Review, and at the same time keeping the Center Historian from "going into orbit"--which in itself was no small chore! Thanks to Major General Ellis D. Parker, Brigadier General Rudolph Ostovich III, and Chief of Staff, Colonel Andrew J. Miller, Jr., for being "historically-minded" and supporting the ongoing history program and mission at Fort Rucker. Finally, thanks to those of you who will read this Annual Historical Review. May it serve as an indicator as to the professionalism, pride, and accomplishments emanating from all units at Fort Rucker in 1984, and their importance to our branch, the Army, and above all, to our nation and those whom we serve.

HERBERT P. LEPORE, Ph.D.
Center Historian

CHAPTER I

MISSION, COMMAND SECTION AND SCHOOL SECRETARY

MISSION

The United States Army Aviation Center (USAAVNC) had as its primary mission the command, operation and administration of the resources at Fort Rucker, Alabama. The Aviation Center was also responsible for the training and instruction for United States and allied officers, warrant officers, warrant officer candidates, enlisted personnel, and assigned civilian personnel in various phases of Army Aviation.

The Aviation Center served also as the proponent for combat and training developments, training devices and literature, occupational specialties and career management fields, and US Army Aviation flight standardization. As in previous years, USAAVNC provided support to assigned, attached, or tenant activities to include on-post and off-post units or activities in assigned geographical areas, unless otherwise designated.

The year 1984 was an exciting year for Army Aviation and the Army Aviation Center. Implementation of the Aviation Branch was being completed with the advent of basic and advanced warrant and commissioned officer courses, along with improved and advanced enlisted training. New aircraft such as the AH-64 Apache Helicopter was scheduled to come into the Army Aviation inventory in 1984 along with new equipment. During the above year, Army Aviation, led by the guidance of the Deputy Assistant Commandant Colonel Andrew J. Miller, Jr., acquired an esprit with "Think, Look, and Act Like a Soldier" which was coterminous with the Armywide effort of "soldierization." The Aviation Center also obtained a branch coin along with the salutation of "Air Assault." Off post great things were happening which affected Army Aviation. Colonel Robert L. Stewart, an Army aviator, became the first Army astronaut, and walked in space on the tenth Space Shuttle mission in February 1984. On 1 March 1984, Army Aviation was awarded the prestigious Collier Award Trophy for Aviation Excellence. Earlier on 15 February 1984, Army Chief of Staff, General John A. Wickham, Jr., signed implementing General Order #6, officially sanctioning the Army Aviation Branch. The year had hardly begun before Army Aviation became indelibly fixed throughout the military and civilian psyche. It was here to stay! A notable event took place in November 1984 at Fort Rucker with the retirement of CW4 Michael Novosel. Mr. Novosel was the recipient of the Congressional Medal of Honor and had over forty years of active service in the military. As a concomitant feature of his retirement ceremony, Mr. Novosel witnessed the changing of the name of Headquarters Road to Novosel Road.

Behind what seemed to be a whirlwind year for Fort Rucker and Army Aviation were the men and women of the Command Group and the School Secretary. Their personnel and role in the Army Aviation Center and Fort Rucker in 1984 will be discussed in the rest of the chapter.

THE COMMAND GROUP

As in 1983, Major General Bobby J. Maddox served as Commanding General of the United States Army Aviation Center and Fort Rucker. Keeping his finger on every significant activity, event, and personnel action affecting the "Schoolhouse" and the post was difficult at best. However, General Maddox was ably assisted by the Assistant Commandant, Brigadier General Ellis D. Parker. Brigadier General Parker assumed his position on 16 July 1984. Prior to coming to Fort Rucker, BG Parker was the Assistant Division Commander (Operations), 101st Airborne Division (Air Assault), Fort Campbell, Kentucky. General Parker, a Master Aviator and Vietnam War combat aviator, added a high degree of ebullience concerning Air Assault and Army Aviation. Throughout 1984, General Parker was a cogent, yet eloquent spokesman for Army Aviation. Brigadier General Charles E. Teeter, the predecessor to Brigadier General Parker, left Fort Rucker to become the Director of the Office of Personnel Management Directorate (OPMD) at MILPERCEN.

Colonel Andrew J. Miller, Jr., once again personified "Air Assault" and "Think, Look, and Act Like a Soldier." As the Deputy Assistant Commandant, Colonel Miller was an ever ubiquitous part of Fort Rucker and Army Aviation Center scene. Constantly visiting classrooms, offices, units, and field exercises, Colonel Miller was constantly engaging in dialogue with the men and women serving USAAVNC and Fort Rucker. He asked lots of questions, made lots of comments, and promulgated the theme of "Be all that you can be." Colonel Miller was one of the proponents of the charter Aviation Branch coin, and it was many a hapless soldier and civilian--the center historian included--who were caught without their charter coin by the ever vigilant Deputy Assistant Commandant. Excuses were not accepted, and few people forgot to carry their charter coins after being confronted by Colonel Miller.

Colonel James H. Kitterman continued as Chief of Staff in 1984. He was assisted by Lieutenant Colonel Troy Burrow who was the Deputy Chief of Staff throughout 1984. Colonel Kitterman served as the facilitator for the Aviation Branch and Fort Rucker. He was a "can and will do" officer and expected all military and civilians at Fort Rucker to have the same attitude. It was said in all honesty and candor that Colonel Kitterman never equivocated as far as letting people know what he expected from them. Army Aviation and all it represented was extremely important to him--followed closely by his golf game!

The Deputy Installation Commander was Colonel Davis Clark who retired on 31 October 1984. He was succeeded by Colonel Donald Marnon who previously served as Director of Industrial Operations. 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 in one way or another by Colonel Clark and/or his office.



Colonel Andrew J. Miller, Jr., Deputy Assistant Commandant,
US Army Aviation Center, Fort Rucker, all of 1984.



Colonel James H. Kitterman, Chief of Staff, US Army Aviation Center, all of 1984.



Colonel Davis Clark, Deputy Installation Commander,
1 January 1984 to 31 October 1984.



Colonel Donald J. Marnon, Deputy Installation Commander, 31 October 1984 to the present; Director, Directorate of Industrial Operations, 16 January 1984 to 30 September 1984.



Command Sergeant Major David L. Spears, Command Sergeant Major, US Army Aviation Center, Fort Rucker, 1 January 1984 to 16 May 1984.



Command Sergeant Major Roger W. Putnam, Command Sergeant Major, US Army Aviation Center, 16 May 1984 to the present.

Command Sergeant Major David L. Spears was given an assignment to Alaska, and on 16 May 1984, relinquished his position to Command Sergeant Major Roger W. Putnam. Command Sergeant Major Putnam served as Command Sergeant Major for the remainder of 1984. Command Sergeant Major Spears had the respect of all the officers and enlisted men and women at Fort Rucker. He worked long and hard to bring about the implementation of the building program at Fort Rucker, and at the same time, attempted to address the needs of the enlisted men and women and their families at Fort Rucker. His successor successfully carried on his objectives and concerns.

Major Charles Gant was the Secretary General Staff (SGS) from January to July 1984 and Major Robert Taylor served in that capacity from July to December 1984. Both of these officers were responsible for the administration of staff facilities for the Command Group.

SCHOOL SECRETARY

The Office of School Secretary had its inception as the result of School Model 83. It began 1984 with Colonel Bill H. Lockwood as the Director. He guided the fortunes of the directorate until 1 September 1984 when he retired. Colonel Norman N. Ferguson, a career aviator and combat veteran, assumed command of the School Secretary on 1 September 1984. Colonel Ferguson had previously been the Director of Aviation Subjects (DOAS), and previously served in the Department of Flight Training (DOFT) and at the United States Army Safety Center.

Major Kenneth Satterfield continued as the Assistant School Secretary in 1984. On 31 May 1984, Major Charles J. Hersant arrived at the School Secretary from DOFT and became the Operations Officers for the directorate. Doctor Herbert P. LePore, the Center Historian, served in his position for all of 1984.

The Administrative Support Division of the School Secretary was under the command of Captain Richard Burns from 1 January 1984 until 1 September 1984, at which time Captain Kirk Fechter became Chief of the Administrative Support Division. Staff Sergeant Donald Trusclair was the Administrative NCO for all of 1984.

Mrs. Anne P. Foreman became the Chief Librarian of the Aviation Technical Library on 5 January 1984. Mrs. Foreman was a librarian at Wright-Patterson AFB before coming to Fort Rucker. Prior to Mrs. Foreman coming to the Aviation Technical Library, Mrs. Beverly Hall had been the acting Chief Librarian.

CW4 John Ryan was Chief of the Aviation Learning Center from the beginning of 1984 until his retirement on 30 September 1984. CW3 Edward Hughes became the acting Chief on 1 October 1984 and remained in that capacity for the rest of the year.

The Allied Military Training Division of the School Secretary had two chiefs in 1984. Captain Robert Kleysteuber was the incumbent until his departure from Fort Rucker on 15 June 1984. On 7 July 1984,

Lieutenant Colonel Robert S. Jones became the division chief and guided it for the rest of the year.

Mrs. Betty Webb served as Chief of Academic Records Division for all of 1984, and Mr. William Tompkins, the Chief of the Training Support Division, administered his division all of 1984. The Center Protocol Office, which came under the suzerainty of the School Secretary for part of 1984, had two captains commanding it. Captain Rick Hancock was the Protocol Officer from 1 January 1984 until 21 May 1984, at which time Captain Anne W. Fields became the incumbent. On 15 July 1984, the School Secretary relinquished control of the Protocol Office to the Secretary General Staff Office.¹

ALLIED MILITARY TRAINING DIVISION

The School Secretary Divisions were busy in 1984, but worked hard to accomplish much. The Allied Military Training Division (AMTD) did much in the area of accomplishments and hard work.

It was responsible for the training and billeting of foreign flight students at Fort Rucker. AMTD served as the point of contact for the foreign flight students. The allied student load at Fort Rucker fluctuated from a low of 113 students in February 1984 to a high of 162 students in September 1984. The allied students represented twenty-four nations. Getting quarters and sponsors for the allied military students was not easy. However, by the end of 1984, many students had sponsors and/or friends who provided a basis of support for them. Local residents of the Wiregrass area took an interest in foreign students and in turn, allied military students were impressed with the friendliness and hospitality of the local populace.

Accomplishments

Throughout 1984, AMTD took allied students on trips and tours to places, such as New Orleans, Louisiana, Huntsville, Alabama, and the State Capitol at Montgomery, Alabama, where the students met and lunched with Governor George C. Wallace.

In 1984, AMTD received two liaison officers from Jordan and Saudi Arabia. They were Lieutenant Colonel Derar Ahmed Ali Malkawi of Jordan and Captain Mohammed T. Al-Nufaiee of Saudi Arabia. They both arrived in April 1984. These officers not only addressed the needs of the students from their countries, but also did much to solidify the warm professional relationship between the Army Aviation Center and their respective countries. In fact, one of the members of the Saudi Arabian royal family, Lieutenant Abdulaziz Al Saud, underwent Initial Entry Rotary Wing (IERW) training at Fort Rucker in 1984.

With approximately 80 members of the Islamic faith at Fort Rucker, AMTD sought ways and means to fund a building or large room that could be used for a mosque. LTC Jones sent messages to TRADOC asking for funds to build a mosque at Fort Rucker. As CY 84 came to a close, LTC Jones was waiting for a reply from TRADOC.



Colonel Bill G. Lockwood, Director, Office of School Secretary, 1 January 1984 to 1 September 1984.



Colonel Norman N. Ferguson, Director, Office of the School Secretary, 1 September 1984 to the present; Director, Department of Aviation Subjects, 1 January 1984 to 31 August 1984.

AMTD supervised the billeting and training of over 53 Central American flight students at Fort Rucker. During 1984, 45 students from EURO/NATO graduated from flight training at Fort Rucker. Thirty flight students from other nations graduated from flight training at Fort Rucker in 1984.

Problem Areas

Though AMTD had a successful year regarding its training, billeting, and administration of foreign flight students, there were a couple of problem areas. These were the fact more sponsors were needed,² and flight students of the Islamic faith had no formal place to worship.

Summary

In 1984, the Allied Military Training Division had two chiefs. They were Captain Robert Kleysteuber and Lieutenant Colonel Robert S. Jones. There were twenty-four nations represented at Fort Rucker, and an average of 150 foreign students were under the aegis of AMTD. LTC Derar Ahmed Ali Malkawi of Jordan and Captain Mohammed T. Al-Nufaiee of Saudi Arabia served as liaison officers at AMTD in 1984.

AVIATION TECHNICAL LIBRARY

The Aviation Technical Library at Fort Rucker was an important element in the academic milieu at Fort Rucker in 1984. Known as the Aviation Training Library until early spring of 1984, it provided technical, research, and educational support for its research and development offices at Fort Rucker, and its military and civilian clientele. In 1984 the Aviation Technical Library expanded its holdings, services, equipment, data collecting, and staff. In regard to its holdings, the library's were significant; they were the following:

Books	32,677
Journal Subscriptions	460
Bound Journal Volumes	3,898
Microfilm Journals	6,338
Reports	48,453
Public Documents	58,417
College Catalogs	8,783
Audio-Visuals	5,074
Maps	378
TOTAL	<u>164,478</u>

During 1984, the Aviation Technical Library staff registered 1,265 new patrons into the library, and a total of 5,654 books circulated during the year. The library staff answered 25,332 reference questions in 1983.³

Beside the perfunctory activities analogous to the everyday operations of the Technical Library, there were a number of notable firsts achieved by the library.

On 10 February 1984, the first library orientation program was given to warrant officer candidates (WOCs). The orientations were to be given every two weeks and the WOCs were allowed to use the library from 0730-1130 hours. The library staff welcomed the first group of ten captains from the nascent Aviation Advanced Course on 12 June 1984. These captains began their research projects in the library. The onset of captains' training served as a portent to the library staff that a plethora of computerized literature searches would be forthcoming. However, the library staff had already begun its preparation for exigencies concerning computer needs. Additional computers such as the NEXUS were acquired and on-line by the time the basic and advanced officer and warrant officer courses were implemented.

Early in 1984 the Army examined the feasibility of integrating its libraries with a network of computers. General Maddox in fact had addressed the issue of automation with a memo on 24 February 1984. In this memo, the Commanding General recommended the post libraries--the Technical Library included--obtain a stand-alone or shared hardware computer system. Mrs. Foreman, the Chief Librarian, investigated several Integrated Library Systems (ILS) for the Technical Library. Mrs. Foreman met with Major Steve Baber of the Automation Management Office (AMO) on 17 April 1984 to discuss the ILS issue. As the result of the meeting with Major Baber, Mrs. Foreman was tasked to be the project monitor for an ILS implementation program for all libraries at Fort Rucker. She contacted a number of libraries who utilized ILS. Several ILS were examined, but no definitive conclusions were reached as to the efficacy of one system over another.⁴

The library² acquired² the Command and Control Microcomputer Users Group program (C²MUG). C²MUG served as a focal point for Army users regarding dissemination of microcomputers information and software to users. This program was given to the Aviation Technical Library on a trial basis for a period of one year, and was to be at no cost to library patrons.

Throughout 1984, the library obtained several personal computers (PC) and concomitant software. Staff members were given the opportunity to learn the tutorial software packages, such as indexing, abstracting, budgetary functions, and on-line acquisition.

The Technical Library developed a profile of materiel in the subject area of aeronautics. The reason for this was the fact the library had not been receiving NASA publications and there was a need for aeronautical information. NASA agreed to put its special, conference, and reference publications on microfiche and have it sent to the Technical Library. In addition, current awareness publications from NASA in the fields of management and aeronautical engineering were sent on an on-going basis. In March of 1984, a NASA computer literature system was implemented at the Aviation Technical Library. The new system required dial-up capability to the TELENET telecommunication system. Initially, there were some problems with the new system; however, within a short period of time they were resolved. In April 1984, two of the library staff received training on NASA data base at the John F. Kennedy Space Center. They learned about the interactive on-line files which

comprised the NASA data base. These files contained bibliographic information on journals, books, conference proceedings, and reports.

A notable achievement in 1984 was the offering of evening and Saturday library hours for students and patrons desirous of using the library after normal working hours. The Aviation Technical Library began its extended evening and weekend hours on 30 July 1984. The library hours were from 0730 to 2000 Monday through Friday, and from 0900 to 1500 hours on Saturday.

In late 1984, the Technical Library began handling classified material. With the assistance of Major Hersant of the School Secretary, the library was able to get a security container and a room in which it could be placed. Constraints and guidelines concerning security were quickly established so as to preclude security violations and possible mishandling of classified materiel.

Problem Areas

The Technical Library experienced a shortage of staff in 1984. Though the library expanded its services and operations in 1984, it was unable to obtain the required staff to administer these services and operations.

Another problem was the difficulty in keeping the library cool in the summer. The library building was of World War II vintage and had limited duct work for air conditioning. The high humidity content of the Wiregrass area made it imperative that some degree of dehumidifying be undertaken so as to attenuate the discomfort of the patrons and mildew of library materials.

Another area of concern was in obtaining much-needed computers and software. It appeared there were either budget constraints or administrative problems which precluded getting the necessary equipment for the library.

Summary

The Aviation Technical Library was supervised by Mrs. Anne P. Foreman. She and her staff served close to 20,000 patrons in 1984. The library obtained several computers, expanded its data processing capabilities, and increased its hours of service. In late 1984, the Technical Library began handling classified materiel and received a security container.

AVIATION LEARNING CENTER

The Army Aviation Learning Center (ALC) served 44,661 patrons in 1984. Though physically small in size, the ALC had a great impact on the Fort Rucker academic and training community. CW4 John Ryan directed it until his retirement on 30 September 1984, at which time CW3 Edward Hughes became the acting chief of the ALC. The Army Aviation Learning Center was responsible for providing audiovisual support and training aids for students in the flight program and air traffic controllers

program. The ALC also provided classrooms and some instructors relative to the above programs.

Accomplishments

The year 1984 was one of transition for the ALC. "Renovation, replacement, and expansion" were the "buzz" words which drove the ALC in 1984. Mr. Ryan's staff began the year by replacing worn out Carmate projectors and study carrels in February and March of 1984.

In February 1984, the Directorate of Engineering and Housing (DEH) coordinated with the ALC concerning future renovation. DEH did some initial renovation in the spring by tearing down old leading ramps and replacing the existing entrance doors with glass doors. Work was also undertaken to construct a new concrete ramp. However, certain problems arose dealing with contracts, bidding, and scheduling. Also, some of the blueprints needed revision and as the result of the revision, the tentative work and completion schedules were altered.

In April 1984, DEH approved the utilization of five temporary trailers to be used for classrooms by the ALC. Though this arrangement was a stop-gap measure as far as keeping the ALC functioning, it did little to allay the fears of the ALC staff that within time these temporary trailers would become permanent fixtures.

The USAAVNC Commanding General, Major General Bobby J. Maddox, visited the ALC on 28 June 1984, and was briefed on the status of the renovation project, which by now had been given the sobriquet of "project upgrade." General Maddox pressed all concerned to get the upgrading underway as soon as possible. DEH told the Commanding General that bids for the contract were to be opened on 2 August 1984 and the contract awarded on 15 August 1984. According to DEH, construction was to begin in mid-September of 1984.

However, what DEH told General Maddox was too good to be true. Because of a purported amendment to the contract, the bids were not opened until 9 August 1984. Work on the ALC did not begin until after the staff moved into the temporary prepositional trailers on 21 October 1984.

Though undergoing an inconvenience, the ALC experienced no loss or degradation of services and capabilities. In fact, the ALC averaged 125 people a day in attendance up until Christmas. The Aviation Learning Center had a estimated completion date for renovation of April 1985. However, as the result of structural problems with the walls, the completion date was extended approximately 30 to 60 days.

All was not "doom and gloom" with the ALC in 1984. It exhibited its capabilities for diversification by becoming involved in the Smart Troop Program in the summer of 1984. The ALC also coordinated closely with DOTD, DCAT, and DOET, concerning POI training support. Commensurate with academic training, the ALC was involved in a great amount of hands-on training. An example of this was in the utilization of a training device built by the Department of Enlisted Training (DOET) for

crew chief training on the UH-1 Tail Rotor Drive Shaft. In June 1984, the Department of Flight Training (DOFT) Aeroscout Branch needed an OH-58 Cockpit Trainer for training purposes. The ALC had one built for DOFT in two weeks. The Learning Center underwent computer updating which enhanced student accessibility to the computer.

Problem Areas

The most noticeable problem that beset the ALC in 1984 was the length of time it took to get the Learning Center renovated. It appeared the ALC was a victim of extraneous circumstances beyond its control concerning renovation. Another problem was whether or not the Aviation Learning Center should be realigned under the Education Center. After careful deliberation, the School Secretary decided the ALC should maintain its autonomy. However, there were plans to eventually incorporate the ALC, the Education Center, and the Aviation Technical Library into a multi-educational complex in 1986.

Summary

In 1984, the Aviation Learning Center underwent renovation of its facility. The renovation was to be completed by spring of 1985. The ALC expanded its hands-on capability and addressed the issue of coordination of POIs with various directorates and departments. It survived the effort to put it under the Education Center in 1984.

TRAINING SUPPORT DIVISION

Mr. William Tompkins was Chief of the Training Support Division in 1984. The division was responsible for providing the classroom instructional materiel for students going through courses at USAAVNC.

Accomplishments

In 1984, the Training Support Division expanded its services and the amount of instructional materiel. By 1 February 1984, it had shipped 2,802 instructional materiel catalogs to various Army ports throughout the world. In March 1984, the School Secretary studied plans to relocate the Training Support Division from Building 120 to Buildings 3408 and 3409. The reason for this possible move was that Building 120 was being considered for the Post In/Out Processing Center. After careful evaluation by the School Secretary and the Aviation Center as to the feasibility of such a move, it was decided to move the Training Support Division to Buildings 3408-3409 as soon as possible. Work was begun on 22 May 1984 to make the buildings suitable for operations. On 18, 19, and 20 June 1984, the Training Support Division moved into its new quarters and began operations on 21 June 1984. Operations and services were affected very little by the move.

Upon moving into the new quarters, Mr. Tompkins found he needed additional racks to store materiel off the floor and to properly utilize available space. By the middle of July 1984, the Text Issue Branch of the division received forty bulk storage racks which were installed.

Concerning the Text Issue Branch, the Training Support Division assumed control of it on 26 March 1984. Prior to this date, the Adjutant General's Office at Fort Rucker had control of this branch. In March 1984, the Training Support Division began the acquisition of items for the officer basic and advanced courses so as to be ready for dispersal of materials to the officer students in June 1984.

Mr. Tompkins received word from the Army Publication Center in Baltimore, Maryland, in April 1984 that it was recalling FM 1-204 Night Flight Technique and Procedures. The FM had missing pages from Chapters 2, 3, and had a poor picture on one of five pages. The FM had been at Fort Rucker since February 1984. The unissued FMs were returned to the printers. The AG Publication Center advised Mr. Tompkins that he would have the corrected copies by mid-May 1984.

During 1984, the Training Support Division worked hard to have all of its training literature on-line for its commissioned and warrant officer courses. However, at times there were delays in obtaining necessary course literature. Mr. Tompkins and his staff worked long and hard to ameliorate this problem and by the end of the year had rectified it.

Problem Areas

The problems of note were the ones dealing with missing pages of an FM and the delay in obtaining all the training literature needed for the Aviation Center courses.

Summary

The Training Support Division expanded its services and publications in 1984. It took over the AG's Text Issue Branch in March 1984. In June of the same year, the division moved from Building 120 to Buildings 3408 and 3409. Upon taking over the above buildings, the division received forty off-floor storage racks to utilize existing floor space. It also put the necessary training literature on-line for the commissioned and warrant officer basic, advanced, and senior courses.

ACADEMIC RECORDS

Mrs. Betty Webb supervised the Academic Records Division in 1984. Her staff was responsible for keeping the records of students in the academic and technical programs at Fort Rucker.

Accomplishments

The Academic Records Division dealt with the facts and figures pursuant to the number of students enrolled in programs as opposed to the number of students graduating or completing a course.

The number of students graduating from courses at Fort Rucker was impressive. As an example, there were 716 warrant officer candidates (WOCs) graduating from flight school in 1984. During the same year, 908 commissioned officers graduated from flight training. From the

EURO/NATO environment, 45 officers received their wings at Fort Rucker. Fifty-three flight students from Central America graduated in 1984. During the same year, 30 allied students received their aviator wings.

There were other significant programs whose members were duly recorded in 1984. They included the 42 officers who graduated from the first Aviation Officer Basic Course and the 215 students graduating from the Warrant Officer Advanced Course. Because the Aviation Officer Advanced Course did not get underway until 10 June 1984, there was no graduating class in 1984. However, there were 172 Senior Warrant Officer Course graduates in 1984.

As with other units within the School Secretary, the Academic Records Division was caught up in an on-going "urban renewal" project. Building 6602, which housed the division, was scheduled to be destroyed to make way for a new building. Betty Webb and her staff were to relocate in Building 9010 on 17 May 1984. They were ready for business by the time the first sixty-nine students reported for the Aviation Officer Advanced Course.

Effective 1 August 1984, responsibility for the Academic Evaluation Reports from the 1st Aviation Brigade were transferred to the Academic Records Division. This move allowed more timely processing of these reports.

Problem Areas

There were no discernable problems.

Summary

Academic Records administered the records on students to the academic and technical programs at Fort Rucker in 1984. Mrs. Betty Webb was the Chief of Academic Records in 1984. She and her staff moved from Building 6602 to Building 9010 on 17 May 1984. The new facility was more conducive to the needs of the Academic Records Division.

PROTOCOL DIVISION

The Protocol Office of the Aviation Center had the responsibility of taking care of the social itinerary of VIPs visiting Fort Rucker. It was responsible for the routine social functions of the command during 1984. As previously mentioned, the Protocol Office had two chiefs in 1984. They were Captains Rick Hancock and Anne W. Fields. Captain Fields was the incumbent from May 1984 to the end of the year.

FOOTNOTES

¹Hist (U), ATZQ-SS, 1984, materiel is extracted.

²Hist (U), ATZQ-SS-AMT, 1984, materiel is extracted.

³Hist (U), ATZQ-SS-TL, 1984, materiel is extracted; Annual Report, 1984, (Doc I-1); Msg (U), ATZQ-SS-TL to ATZQ-DRM, Subj: Request for Name Change, 14 Mar 84, (Doc I-2).

⁴Memo, ATZQ-PA-IMWRF to ATZQ-CG, Subj: Response to Command Group's Tasking, 24 Feb 84, (Doc I-3).

⁵Hist (U), ATZQ-SS-TL, 1984, materiel is extracted.

⁶Hist (U), ATZQ-SS-LC, 1984, materiel is extracted.

⁷Hist (U), ATZQ-SS-TS, 1984, materiel is extracted; ATZQ-RM-FD to ATZQ-OCP, Subj: Realignment of Student Text Issue, 6 Mar 84, (Doc I-4).

⁸Hist (U), ATZQ-SS-AR, 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.

1ST AVIATION BRIGADE (AIR ASSAULT)

The 1st Aviation Brigade (Air Assault) was the unit most involved in the daily operation and training elements at the United States Army Aviation Center (USAAVNC).

The brigade distinguished itself in Vietnam from 1966 to 1973 as the primary Army Aviation unit. Hundreds of aircraft and thousands of men had come under the suzerainty of the brigade during its time in Vietnam. Under the emblem of the Golden Hawk, the men and machines of the 1st Aviation Brigade established administrative, operational, and tactical precedents never before imagined or equaled, and the comportment and legacy of the brigade was such as to leave an indelible mark upon the annals of military history.

Upon standing down in 1973, the brigade was ordered to Fort Rucker to become the principal training and operation organization. After its return to the United States and subsequent deployment to Fort Rucker, the brigade literally was impennate, but not impotent or inarticulate as far as its new mission--that being to produce the world's finest military aviators and aviation specialists. Since 1973, the 1st Aviation Brigade has been synonymous with achievement and excellence. "Above the Best" has been a sobriquet truly worthy of the brigade.

The brigade consisted of four battalions (FORSCOM and TRADOC) in 1984. This included one FORSCOM (REFORGER designed engineer battalion (CBT) (HVY)) with one RDF-A attack helicopter company, one RDF-A quartermaster company, one medical transportation company, and one each AIT flight training and support battalion.

Key Personnel

Colonel Lynn C. Hooper was the Brigade Commander in 1984. Lieutenant Colonel Joseph R. Gaston was the Brigade Executive Officer the entire year, and Command Sergeant Major Bobby D. Burnett served as the Brigade Sergeant Major in 1984.

The 1st Battalion Commanders were Lieutenant Colonel John Bradley who was succeeded by Lieutenant Colonel William B. Bauer on 27 July 1984.

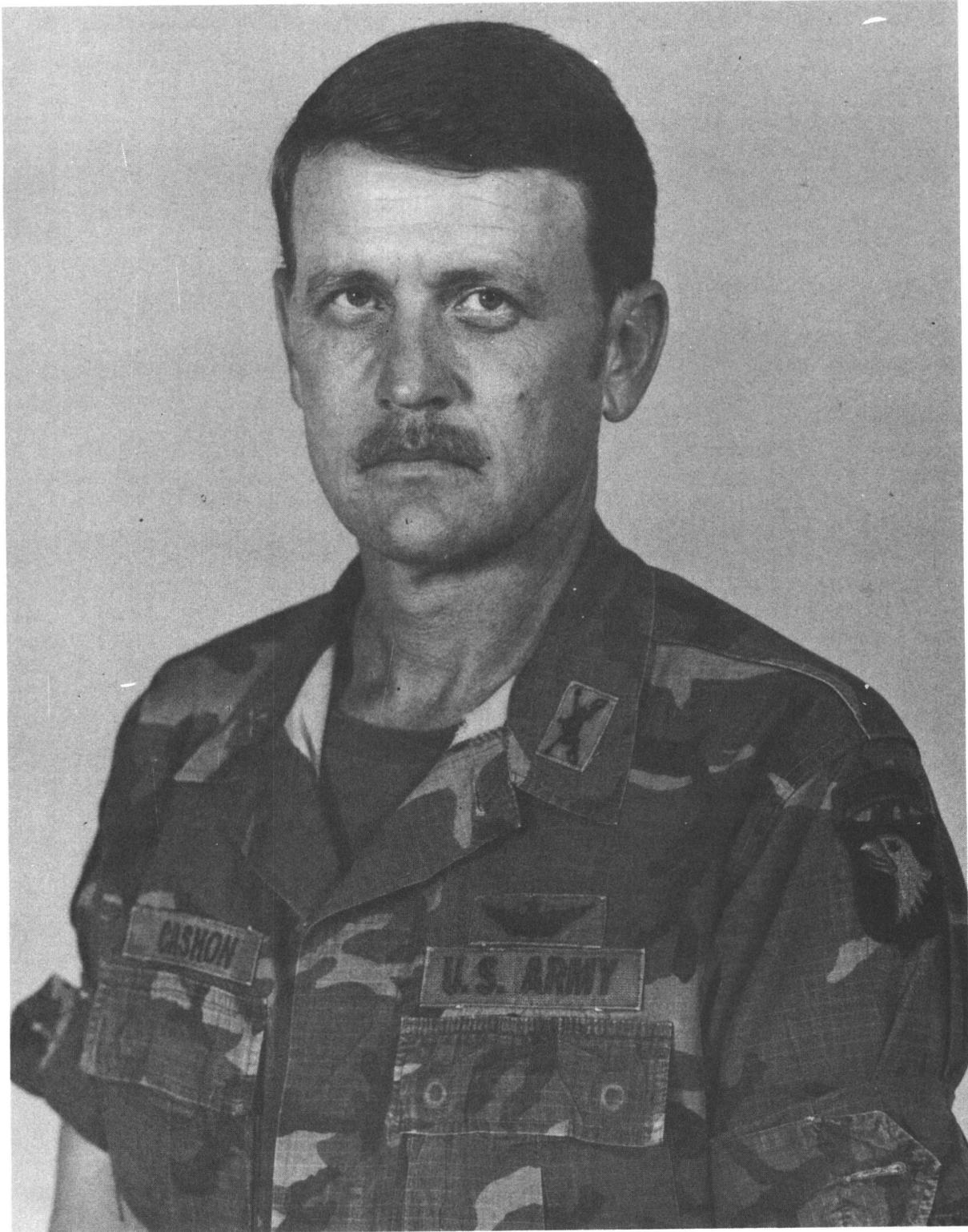
The 4th Battalion had two commanders in 1984. They were Colonel William A. Hall, III and Lieutenant Colonel Ace A. Cozzalio. LTC Cozzalio assumed the reins of command from Colonel Hall on 5 July 1984.

Lieutenant Colonel Johnnie B. Hitt was the 6th Battalion Commander all of 1984 and Lieutenant Colonel John I. Klaczkiewicz commanded the 46th Engineer Battalion in 1984, until 5 July 1984 at which time Lieutenant Colonel Hampton P. Conley took over as battalion commander.

D Company, 229th Attack Helicopter Battalion had two company commanders in 1984. They were Major Richard C. Cashion who had a permanent



Colonel Lynn C. Hooper, Commander, 1st Aviation Brigade,
all of 1984.



Major Richard C. Cashon, Commander, 229th Attack Helicopter Battalion, 1 January 1984 to 28 June 1984.



Major Michael D. Weaver, Commander, D Company, 229th Attack Helicopter Battalion, 29 June 1984 to the present.



Lieutenant Colonel John I. Klaczkiewicz, Commander,
46th Engineer Battalion, January 1984 to July 1984.

change of station (PCS) on 28 June 1984 and his replacement, Major Michael D. Weaver became commander of the unit on 29 June 1984.

Lieutenant Colonel Robert V. Arnold, Provost Marshal, Military Police Activity, served in his capacity for all of 1984. Chief Warrant Officer 4 James G. Choate was the Commanding Officer of the 98th Army Band, which was assigned to the brigade.¹

The brigade and the units within its purview accomplished a great deal in 1984. What will be done now will be an overview of significant activities and events that affected the brigade on an overall basis. Specificity will be directed towards significant activities on the battalion level and their activities examined on that basis.

Brigade Accomplishments

One of the most significant brigade accomplishments was the development and implementation of the courses of instruction for the new Aviation Officer Basic Course (AOBC) and the Aviation Officer Advanced Course (AOAC).² These courses not only served as a means of edification and professional development, but also enhanced an esprit de corps in the Aviation Branch.

Speaking of "esprit," the Air Assault Course, under the aegis of the brigade, became synonymous with esprit, tradition, and excellence in 1984. Fostered by the countenance of the Commanding General, Major General Bobby J. Maddox, and the Deputy Assistant Commandant, Colonel Andrew J. Miller, Jr., Air Assault training became the categorical imperative of the brigade and Aviation Center in 1984. Men and women from all units, departments, and directorates on post underwent the arduous ten-day training course. Over 1,500 soldiers graduated from the Air Assault course in 1984, thus providing highly trained personnel in the aviation field. "Air Assault" was the Aviation Center salutation in 1984 and all personnel--civilians included--were encouraged to greet one another thusly.

The 46th Engineer Battalion had a banner year. In 1984, it successfully completed an emergency deployment to Honduras. Once in country, personnel from the battalion began work to improve the quality of life for indigenous families in the area. The battalion initiated a drive to provide food and clothing for the needy in Honduras. As the result of this drive, several tons of food and clothing were provided to those in need. While in Honduras, the 46th Engineer Battalion constructed a 3500 foot airstrip; a dining facility; a radar site; a base camp; and over 160 buildings to house military facilities.³

The 1st Aviation Brigade had responsibility for command and control of Company D, 229th Attack Helicopter Battalion, a sister unit from the 101st Airborne Division (ASLT). The primary objectives of Company D

* These courses are referred to throughout the history when exigible or when feasible to do so. No redundancy is intended.

were to have the most tactically proficient unit capable of performing a successful wartime mission.

Company D had at its disposal 36 aircraft: 21 AH-1s, 12 OH-58s, and 3 UH-1s. The above aircraft flew a total of 4,202 hours without an accident. The company not only performed its routine training missions, but also participated in specialized training, such as an EDRE with deployment to Fort Irwin, California; Joint Air Attack Team (JAAT); numerous OPMs; and Operation "Quick Thrust" at Fort Stewart, Georgia.

As the result of Company D's tactical proficiency and impressive safety record, the United States Army Aviation Board selected it to be the FORSCOM player in the Scout helicopter force development test slated for calendar year 1985.⁴

Relative to helicopter training and utilization, the brigade provided Path Finder support for the UH-1 and OH-58 Initial Entry Rotary Wing Training (IERW). It was responsible for training air traffic control personnel and crew chiefs to match the ever-expanding needs of Army aviation.

The 1st Aviation Brigade worked hard to strengthen the goodwill between the civilian and the Fort Rucker communities. It sponsored sixteen blood drives, provided personnel, instructors, and facilities to local boy scout organizations. Along the same line, the brigade sponsored "fun runs," Armed Forces Day activities, and other events, all of which fostered comfortable interaction between local communities and Fort Rucker.⁵

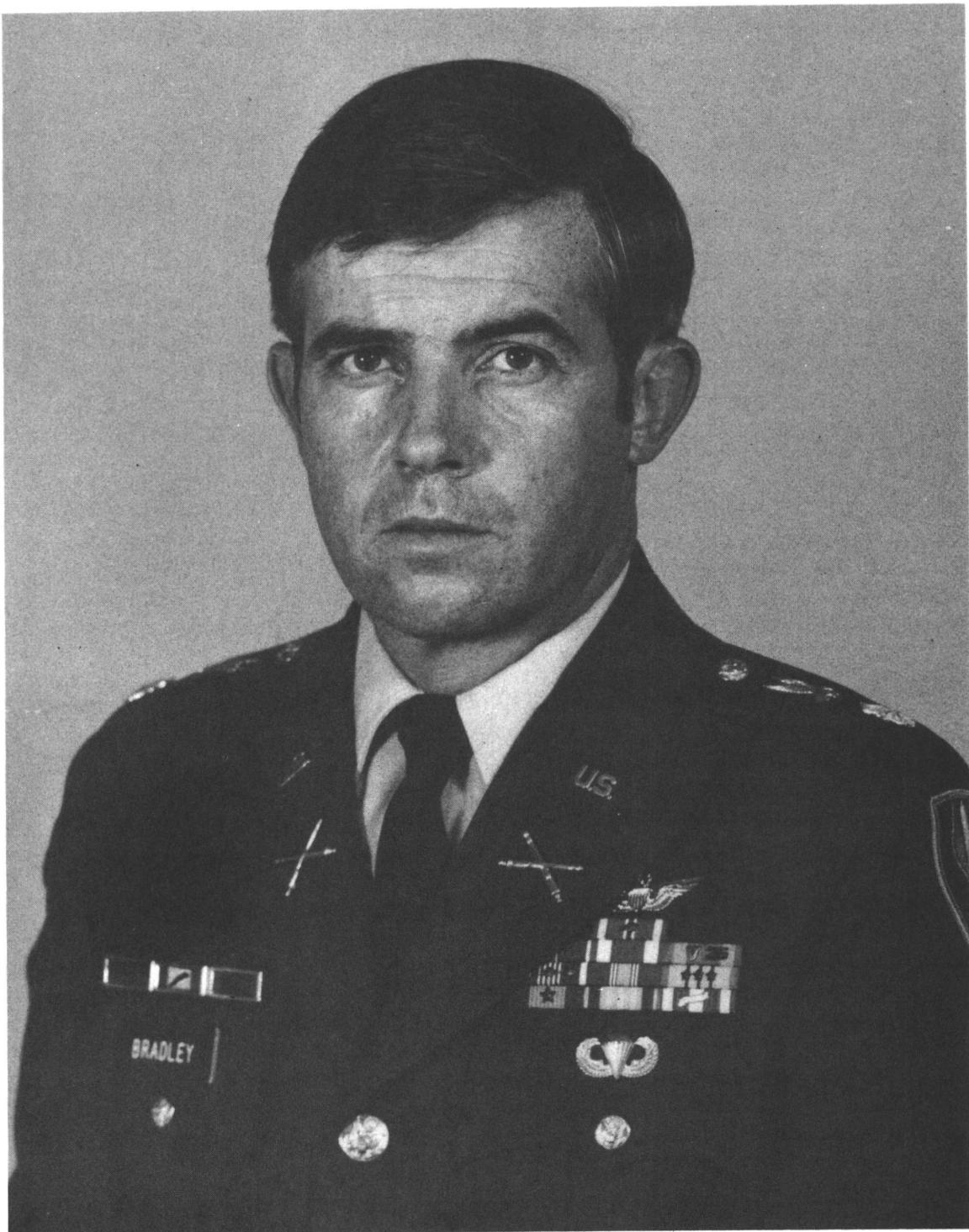
Summary

In 1984, the brigade's FORSCOM and TRADOC units undertook ambitious training exercises and programs which enabled each unit to better perform their assigned missions. While the mission of the brigade continued to be one of producing the finest aviation soldiers, it continued to move ahead in all areas concerning the performance of its ancillary missions and tasks. The brigade soldiers consistently performed in a manner commensurate with the highest degree of military tradition, thus making the brigade the preeminent Army Aviation unit in the United States Army.

1ST BATTALION

The training battalion and their units will be examined on an individual basis as a means of highlighting significant activities and accomplishments.

The 1st Battalion had a diversified, yet unique mission. It provided command and staff supervision for administrative functions, training, operations, security and logistical support including rations and quarters to all assigned and attached personnel. In the performance of the above mission, it utilized organizations such as its four organic TDA companies: the 260th Field Artillery Detachment; Company C (PFDR-



Lieutenant Colonel John Bradley, Commander, 1st Battalion,
1st Aviation Brigade, 1983 to July 1984.

ABN) 509th Infantry; the 98th Army Band; and "A" Company, Military Police Activity.

Accomplishments

First to be noted was that on 2 October 1984, the 1st Battalion underwent redesignation of its four TDA companies. The 12th Company became Headquarters and Headquarters Company (HHC). The 11th Company became A Company. The 13th Company gave way to B Company. Finally, the 14th Company was redesignated as C Company. The TOE units remained the same.

Earlier in the year, the 1st Battalion won the Dining Facility Award for the 2nd Quarter. Its quality food preparation and service belied the long-standing perception of the old "mess hall" and "chow." Soldiers in the battalion got their "three squares" a day, but no doubt enjoyed the quality and quantity of food served them. Needless to say, the morale of the battalion soldiers was kept at a high plane due in no small measure to the Dining Facility Supervisor, Sergeant First Class Sharon Belcher and her staff.

The battalion units did well in the area of the sportsfests, garnering the post championships in basketball and 30 ribbons in the brigade sportsfest.

COMPANY C (PFDR/ABN) 509TH INFANTRY

As in 1983, Company C supervised the Air Assault training. The primary mission of Company C was to assist in the navigation and control of Army aircraft in areas designated by supported unit commanders. Its secondary mission included advising and assisting lifted units in planned airmobile, airborne, or air assault operations, and preparing and positioning personnel and loads for air movement. Company C supported the Aviation Center by providing pathfinders, rappellers, and sling load crews for the bimonthly student-parent aviation review and the bimonthly AVTAC exercise, as well as providing nightly TAC site support of the IERW Course.

Accomplishments

In 1984, Company C participated in a number of field training exercises (FTX), one of which in April of 1984 brought about the year's only fatality when a soldier from Company C died from drowning during an airborne operation. In light of the 900 individual exits made from aircraft in flight in 1984 by Company C soldiers, there was only one fatality, one entanglement (in which both jumpers landed safely), and one injury of consequence (a torn muscle in a jumper's arm).

The soldiers of Company C further displayed their flexibility and skills by deployment in July 1984 to the Gatun Drop Zone (DZ) in the Republic of Panama. While there, elements of the company underwent six days of joint training with the 193 Infantry Regiment. The training included jungle operations and survival, small boat movements, and small unit operations. Company C put this training to use in aggressor



Students receiving instruction from Air Assault cadre on how to go off the rappel platform.



Student going through Air Assault Course; learning how to rappel.

exercises against units from the United States Marine Corps.

Throughout the year, Company C sharpened its field skills by training in small unit tactics, particularly in the aggressor mode. In June and August 1984, the officers of the Aviation Officer Basic Course found themselves having to counter Company C's aggressor skills. Company C made believers of the young officers as far as learning how to engage successfully in small unit tactics.

Historically interesting was the fact the company underwent its first ARTEP since its activation at Fort Rucker on 1 July 1975. This took place on the 27th and 28th of November 1984, thereby laying the ground work for a regular system of ARTEP training and testing in the future.

260TH FIELD ARTILLERY DETACHMENT

The 260th Field Artillery Detachment was a TDA unit assigned to Fort Rucker. Its mission was to support the Aviation Center by providing night illumination for AH-1 Cobra night firing and high explosive rounds for the OH-58 Scout Course for serial adjustment. The 260th also provided the salute battery for ceremonies and parades at Fort Rucker and surrounding communities. The detachment also had the important function of training its 13Bs, 13Es, and 13Fs to insure skill qualification and combat readiness.

Accomplishments

In 1984, the 260th Field Artillery Detachment became involved in battery salutes such as the farewell ceremony on 27 March for Brigadier General Charles E. Teeter, and the welcoming 11-gun salute for newly arrived Brigadier General Ellis D. Parker, the new Assistant Commandant. The detachment fired the annual 50-gun salute on 4 July in honor of the fifty states. The ceremony was impressive and moving.

Throughout 1984, the 260th trained assiduously in areas such as ARTEPs, NBC training, and CCT (Combat Control Team) training. Approximately 95 percent of the detachment's soldiers qualified with the M-16 rifle in 1984. SQT testing was also undertaken in 1984 with a 90 percent passing rate.

98TH ARMY BAND

The 98th Army Band's mission was to promote the morale and esprit de corps of troops through participation in military formations, formal concerts and recreational activities; and to provide support to the community relations program through formal concerts, street parades, and other appropriate musical entertainment.

Accomplishments

The 98th Army Band had an extremely busy year in 1984. It took part in 45 graduations and change of command ceremonies; numerous



Colonel William A. Hall, III, Commander, 4th Battalion,
1st Aviation Brigade, January 1984 to July 1984.

community affairs such as the Annual Dothan Peanut Festival; Geneva "Festival of the River," Geneva, Alabama; and the King Cotton Horseshoe Parade, Edison, Georgia. The band played at various convocations on post, at prayer breakfasts, and changes of command. There were not many, if any, social events at Fort Rucker which did not have the 98th Army Band performing at them.

In essence, the 98th Army Band was a ubiquitous fixture at Fort Rucker in 1984, and one whose musical talents were varied but greatly appreciated.

Summary

The 1st Battalion provided command and staff supervision for administrative functions, training, operations, security and logistical support including rations and quarters to all assigned and attached personnel.

4TH AVIATION TRAINING BATTALION

The 4th Aviation Training Battalion (ATB) exercised command and control over all assigned/attached units and elements. The battalion provided command and staff supervision of administrative functions, physical security, logistical support, quarters, and training of assigned personnel. The 4th ATB consisted of three enlisted student companies and two officer student companies.

Accomplishments

During 1984, construction continued on the new 4th ATB complex, which was east of the Aviation Technical Library. Consisting of a headquarters, orderly rooms, a dining facility, and new barracks buildings, the new complex would more than adequately serve the needs of the young enlisted soldiers and student officers. Upon its tentative completion in 1985, the 4th ATB complex would serve as a testimony to farsightedness and pride of the Aviation Center concerning its building and renovation program.

On 1 March 1984, USAAVNC activated the 45th Company. The activation of the company set in motion the Aviation Officer Advanced Course and by year's end, it was handling students enrolled in the already established Warrant Officer Senior Course, Aviation Warrant Officer Advanced Course, Warrant Officer Orientation Course, and the Officer Air Traffic Control Course.

Early in 1984, General William R. Richardson, TRADOC Commander, tasked that sustainment training and testing of common skills tasks acquired in basic training be conducted in initial entry training. Thirty tasks were to be trained and tested with special guidance on standardization evaluation procedures and performance measures. Phased implementation of common task testing began at the battalion on 1 June 1984. The battalion also, during this time frame, implemented a TRADOC requirement that field training for all MOS' be done during AIT.

Efficiency was the "buzz" word at the 4th Battalion in 1984. With the extensive amount of administrative work constantly on tap, the battalion Personnel Administrative Center (PAC) had to look for surcease from the plethora of paper work. Help came with the timely acquisition of two new IBM displaywriters. By the end of the year, the battalion had greatly increased its efficiency and productivity within the PAC.

In the area of humor, no stones were kept unturned. On 6 September 1984, the Warrant Officer Advanced Class 84-502, 45th Company, audaciously abducted LTC Cozzalio, 4th Battalion Commander. The pseudo "Terrorists" exacted a "ransom." However, the battalion had to think long and hard concerning the efficacy of obtaining the funds to pay to get the battalion commander back!! In essence, polemic arose as to whether or not LTC Cozzalio was worth the ransom. Cooler heads however prevailed, and ransom totaling \$3,684.09 for the Dwayne Brown Medical Expense Fund was paid to extricate the battalion commander from his captors. As an aside, it is not known if there were any contingency plans to "rescue" Colonel Cozzalio. In fact, it was rumored that Delta Force refused to consider trying a rescue mission for the 4th Battalion Commander!! Fourth Battalion personnel however further contributed over \$8,000 to the Emergency Relief Fund and \$20,000 to the Combined Federal Campaign.

Effective 1 October 1984, the 4th Battalion was redesignated the 4th Aviation Training Battalion, and the 41st through 45th Companies were redesignated A through E Companies respectively. Relative to redesignation, on 12 October 1984, the Warrant Officer Senior Course was realigned from E Company to D Company.

In 1984 the 4th Battalion had its first class of Enlisted Aeroscout Observers complete their training. The eight-member class comprised of non-aviators learned to perform a number of tasks in the cockpits of OH-58 helicopters, such as navigation, adjustment of artillery fire, reconnaissance, and target identification.

On 8 December 1984, the 4th ATB conducted the first Combat Arms Leadership Exercise, better known as CAL-X. The exercise was designed to evaluate military qualification standards (MQS) levels II and III. Aviation Warrant Officer Advanced Course (AWOAC) class 84-503 was the first class tested under this new concept. The results of this initial test were very encouraging and as a result, CAL-X was to be a regularly scheduled exercise during 1985.

In the statistical realm, the 4th ATB did quite well. It graduated 2,261 students from AIT courses and 89 service members from the Advanced Noncommissioned Officer Education System. The battalion also graduated 4,056 officers in 1984 from the officer student companies.¹⁰

Summary

It was a very productive year for the 4th ATB in 1984. Under the guidance of two battalion commanders in 1984, the 4th Aviation Training Battalion (ATB) pressed on with its building complex; redesignated its



Lieutenant Colonel Johnnie C. Hitt, Commander, 6th Battalion,
1st Aviation Brigade, all of 1984.

companies; was responsible for the basic and advanced courses, and the nascent enlisted Aeroscout Observers Course. The 4th ATB also became involved in its first Combined Arms Leadership Exercise (CAL-X) and received favorable comments on it. A total of over 6,400 students graduated from 4th ATB courses in 1984.

6TH AVIATION TRAINING BATTALION

The 6th Aviation Training Battalion (ATB) was responsible for the administration, development, training, and logistical support of warrant officer candidates (WOC) and commissioned officers who were in the IERW flight program, or going through the Aviation Officer Basic Course. The battalion also provided training for non-aviator WOCs.

Under the leadership of Lieutenant Colonel Johnnie B. Hitt in 1984, the 6th Battalion underwent numerous changes in unit designation, but at the same time maintained its high degree of competence in all areas of endeavor.

Accomplishments

To be duly noted was the fact the 6th Battalion's numerically designated companies underwent redesignation to alphabetically designated companies in 1984.

Company A had its nascence on 3 October 1984 at which time it relinquished its previous designation as the 60th Company. Captain George A. Vidal, Jr., commanded the company from the beginning of 1984 until 17 August 1984, at which time he was replaced by Captain Eric R. Cunningham who guided the company for the remainder of the year. Chief Warrant Officer 4 James D. Myrick was the A Company Executive Officer and Melby J. Hallford was the First Sergeant.

On 15 January 1984, the previously aviation-only Warrant Officer Candidate Military Development Course (WOCMDC) began incorporating technical service candidates from all the proponent schools. This took on additional meaning in regard to the warrant officer program at Fort Rucker because it expanded the curriculum and served as a sounding board for new ideas, new programs, and above all, new challenges. Also, the infusion of new "blood" served to attenuate any criticism that the Aviation Center and Fort Rucker had become parochial in their training programs.

Relative to programs and courses, on 1 October 1984, a new program of instruction (POI) was initiated and the course changed from Warrant Officer Candidate Military Development Course (WOCMDC) to the Warrant Officer Entry Course (WOEC). The course remained basically the same though its name was shortened. Also on the first of October 1984, the 61st Company's name was changed to B Company, 6th Aviation Training Battalion. During the same month new signs reflecting the change were constructed and placed in the assigned area.

The 6th Battalion showed that it had a compassionate nature when its WOC Class 85-1 raised \$700 to donate to the Chapel Fund for needy

families during the Thanksgiving holiday. The renovated 6th ATB dining facility reopened in November 1984 at a cost of \$70,000. The facility's interior had various changes done to improve the quality of life of 1,400 soldiers by replacing the 200 chair seating area with deco-cushions and chrome style chairs, four place tables, two new freezers, a heavy duty dishwasher and new flooring throughout. The entire battalion took part in the retirement parade of CW4 Michael J. Novosel's in November. The ceremony was noteworthy in that Mr. Novosel, a Medal of Honor winner, had fourteen fellow Medal of Honor winners as honored guests at his retirement. Mr. Novosel, a renowned aviator, had been awarded his Medal of Honor for valor in Vietnam.

The 6th Battalion closed the year by a stand down of training activities for the Christmas and New Year holiday seasons. The battalion however did undergo two tragedies in 1984. Two flight students died in aircraft-related accidents in the spring of 1984. The battalion's year overall, however, was productive and worth examining.

Summary

The 6th Aviation Training Battalion was responsible for the administration, development, training, and logistical support for non-aviation warrant officer candidates, (WOC) warrant officer candidates and commissioned officers who were in the IERW Program or going through the Aviation Officer Basic Course. Lieutenant Colonel Johnnie B. Hitt was the Battalion Commander in 1984. During 1984, the battalion numerically designated companies underwent redesignation to alphabetically designated companies. The Warrant Officer Candidate Course was expanded during the year. The battalion had two young aviators die in training accidents in 1984 which marred an otherwise productive year.

MILITARY POLICE ACTIVITY

Lieutenant Colonel Robert V. Arnold was the Fort Rucker Provost Marshal in 1984. The Provost Marshal was responsible for all Fort Rucker law enforcement activities. As such, it was responsible for matters pertaining to the maintenance of order, physical security, non-felonious investigations, prevention of crime, and for the apprehension of violators of military law throughout Fort Rucker's area of responsibility. This area included 76 counties in Alabama and Mississippi.

Accomplishments

As an adjunct to the Provost Marshal Activity, a civilian security guard agency, Carolina Security Patrol, Incorporated, was the security guard agency which provided all interior security for all airfields, ammunition supply points, money escorts, wildlife activities, and other sensitive facilities. However, in November 1984, these duties shifted to a new contractor, Edwards Enterprises Inc.

In 1984 Fort Rucker Military Police responded to over 18,000 incidents. Of this number, 703 were listed into four major categories:

Crimes of Violence	5
Crimes Against Property	359
Drug Suppression/Apprehension	66
Traffic Accident Investigation	273

In the furtherance of its duty, the Military Police Activity (MPA) initiated and administered the processing of the following:

DA Form 3975 (MP reports)	1,868
DA Form 1408 (Armed Forces Traffic Ticket)	4,855
DD Form 1805 (Federal Magistrate Ticket)	2,837
DD Form 3946 (Traffic Accident Report)	273
Post driving privilege suspension	56
Revocations	79
Persons barred from post	9

Sad to say, there were 61 soldiers who were absent without leave (AWOL) from Fort Rucker in 1984. This resulted in personnel from the AWOL Apprehension Section traveling more than 14,529 miles throughout 76 counties in the two state area to apprehend these absentees, and to return them to military control.

The Physical Security Section of the MPA switched from military to civilian personnel in March 1984. However, it maintained its high degree of efficiency throughout the year and prepared, conducted, or responded to the following:

Unsecured building reports	172
Physical security inspections	175
Physical security surveys	26
Alarm activations	176

In order to complete these actions, the Physical Security Section traveled approximately 3,700 miles throughout Fort Rucker's two state area of responsibility.

Fort Rucker's Military Police Investigation Section investigated all non-felonious and certain felony crimes occurring on the installation. A breakdown of the major types of these cases follows:

<u>OFFENSES</u>	<u>SUBJECTS IDENTIFIED</u>	<u>CASES</u>
Assault	35	28
Larceny	73	347
Possession of Marijuana/ Found Marijuana	104	82
Harassing/Obscene Phone Calls	0	43
Civil Cases	80	80
Housebreaking	2	15

Value of private property stolen and recovered:

<u>STOLEN</u>	<u>RECOVERED</u>
\$436,225.11	\$36,128.24

The MPA "went to the dogs" in 1984. Its Military Working Dog Section (MWD) "K-9" continued to grow in size and effectiveness. During the year, two new patrol/narcotic detector dogs, and two new patrol/explosive detector dogs were added to the section. MWD teams continued to provide basic law enforcement on the road, supplementing existing squads. The teams assisted in systematic roadside spot checks, resulting in numerous apprehensions. In total, MWD teams inspected over 1,700 vehicles.

Additionally, MWD team use during Health and Welfare Inspections increased, and the K-9 section assisted in 55 inspections. The MWD teams also continued to provide public demonstrations and also assisted DCAT in classes on Alcohol/Drug Abuse and MWD utilization for AVN OBC/OAC and WOAC.

The MPA Crime Prevention Section expanded in 1984, and by its expansion, was able to make an impact on the community. Assistance visits increased and twenty of these visits were conducted during the year. In addition, a total of eight education classes were held in an attempt to increase public awareness. Project Ident-A-Kid was initiated by MPA in an effort to help protect children, and aid authorities in locating missing children. Almost 1,300 children had their fingerprints taken.

The Juvenile Safety Program (Officer Friendly) continued to be a very successful program. In conjunction with the Crime Prevention Section, classes on bicycle safety, drug and alcohol awareness, crime prevention techniques, and babysitting were taught to Fort Rucker dependent children. In September 1984, Officer Friendly was joined by McGruff, the Crime Prevention Dog. McGruff added a new dimension to the Officer Friendly/Crime Prevention Programs, and has been utilized on a regular basis for assistance visits, classes, and public appearances.

Summary

In 1984, the Military Police Activity changed adjunct civilian security guard agencies. It replaced the Carolina Security Patrol, Incorporated, with the Edwards Enterprises, Incorporated. During the year, the MPA investigated over 18,000 incidents and apprehended 61 soldiers who were AWOL. It also expanded its Military Working Dog program and assisted with neighborhood programs such as Ident-A-Kid and the Officer Friendly Program.

THE 108TH QUARTERMASTER AND 427TH MEDICAL COMPANIES

The above two companies provided much needed support to the 46th Engineer Battalion and the brigade in 1984.

While the 46th Engineer Battalion was in Honduras, the 108th Quartermaster Company increased the amount of support supplied to the Aviation School to compensate for the loss of the engineer battalion. The 108th QM Company supplied regular hot refuel sites for helicopters at stagefields serving Fort Rucker. Throughout the year, the unit conducted continuous training on its mission to distribute fuel and refuel aircraft. In August 1984, the 108th conducted a complete EDRE of all personnel and equipment. Following the EDRE, the company's second platoon with its equipment permanently deployed to Fort Irwin, California, as a PCS move. The platoon was to conduct water distribution for all maneuver forces at the National Training Center (NTC).

A Company FTX to Eglin AFB, Florida, completed the 108th's training for 1984. The unit reviewed basic soldiering skills, fuel distribution and initiated water distribution training. The 108th QM Company finished 1984 by operating "Operation Santa Claus," a project to provide needy children in the area toys, clothes, and food for Christmas. Over 90,000 toys were repaired and distributed to area children.

The 427th Medical Company provided medical support to Fort Rucker as well as other general support to training sites and activities. In 1984, one platoon of the medical company each quarter underwent technical medical training at Lyster Army Hospital. During the year, the 427th participated in REFORGER 84 where it obtained invaluable and realistic training. Prior to its deployment to Germany, the 427th underwent a complete EDRE and spent much of the summer training personnel on both technical and USAREUR subjects. REFORGER 84 was very successful for the 427th as it received many laudatory comments from commanders in Europe.

Summary

The 108th Quartermaster and 427th Medical Companies were two support units who served Fort Rucker and its activities well in 1984. The 108th supplied regular hot refuels for helicopters at stagefields serving Fort Rucker. One of its platoons permanently deployed to the National Training Center to provide support for maneuver units at the center.

The 427th provided medical and general support to Fort Rucker. It deployed to Germany where it took part in REFORGER 84. For its participation in the exercise, the 427th received accolades from USAREUR commanders.

1ST AVIATION BRIGADE FOOTNOTES

¹Hist (U), ATZQ-BDE, 1984, hereafter referred to as BDE History, materiel is extracted.

²Ibid.

³Hist (U), AFFR-BEB, 1984, materiel is extracted; SAR, 1984, materiel is extracted.

⁴BDE History, materiel is extracted; Executive Summary, D Company, 229th AHB, AFFR-BAH-DC, n.d. (Doc II-1); Permanent Order, ATZQ-AG to AFFR-BAH-DC, 6 July 84, (Doc II-2); OPLAN 11-84 (Quick Thrust), Nov 84 (Doc II-3); MOA, ATZQ-BDE and ATZQ-QT, n.d. (Doc II-4).

⁵BDE History, materiel is extracted.

⁶Ibid; Hist (U), ATZQ-BDE-A, n.d. (Doc II-5).

⁷BDE History, materiel is extracted; Gen Ord, Unit Activation, Company C (ABN) 509th Infantry, 3 Sep 75, (Doc II-6); ARTEP 7-500, (Doc II-7); DF, ATZQ-AB-PP-PF to ATCM-CS, Subj: Request for Reassessment and Restatement of Unit Mission, 27 Dec 84, (Doc II-8).

⁸Hist (U), ATZQ-AB-PP-FA, 1984, materiel is extracted.

⁹Hist (U), ATZQ-AB-PP-BD, 1984, materiel is extracted.

¹⁰Hist (U), ATZQ-BDE-E, 1984, materiel is extracted; "Rucker Construction Plan," The Southern Star, 9 May 84, materiel is extracted; "45th Co Activates for Advance Courses," Army Flyer, 8 Mar 84, materiel is extracted; "Terrorist Group Asks Ransom for Cozzalio," Army Flyer, 6 Sep 84, materiel is extracted; "First Aerial Observation Students Graduate From Rucker," Army Flyer, 13 Dec 84, materiel is extracted; Memo, ATZQ-AB-ES-E to ATZQ-AC, Subj: After Action Report, 29 Dec 84, (Doc II-9); Summary Sheet, ATZQ-AB-ES to ATZQ-AC, 25 Sep 84, (Doc II-10); Ltr (U), ATZQ-AB-ES-E to AC, Subj: LOI, (CALX), 25 Nov 84, (Doc II-11); List of Tasks, CAL-X, 8 Dec 84, (Doc II-12); Critique, CAL-X Student, n.d. (Doc II-13); Permanent Orders 161-6-10, 1 Oct 84, (Doc II-14); Statement of Nonconcurrency, n.d.

¹¹Hist (U), ATZQ-BDE-O, 1984, materiel is extracted.

¹²Hist (U), ATZQ-MPA, 1984, materiel is extracted.

¹³BDE History, materiel is extracted.

¹⁴Ibid.

DIRECTORATE OF PERSONNEL AND COMMUNITY ACTIVITIES

The Directorate of Personnel and Community Activities (DPCA) was one of the most important directorates at Fort Rucker. The reason for this was that it touched and/or influenced every soldier and his family in some way.

DPCA planned and directed Personnel Services and Activities, the US Army Aviation Museum, Alcohol Drug Abuse Prevention and Control Program (ADAPCP), the Equal Opportunity Program, and Installation Morale, Welfare and Recreation Activities. The directorate also exercised staff supervision over the Army and Air Force Exchange Systems and Dependent Schools. DPCA administered control over private organizations on post, and during 1984, served as program director for various functions at Fort Rucker.

Colonel Joel K. Mikuta was Director of DPCA from 1 January 1984 to 15 May 1984. Lieutenant Colonel Stephen M. Hill, the Deputy Director of DPCA at the time of Colonel Mikuta's retirement on 15 May 1984, assumed the position of director on 15 May 1984, and kept that position for the remainder of 1984. Mrs. Helen G. Rhodes served as Deputy Director from May 1984 to the end of the year. Captain Alfred D. Lott was Special Assistant to the DPCA Director for the entire year, and Mr. Hugh M. Weeks served as Chief, Administrative and Management Branch during CY84. Master Sergeant James H. Mahaney was the non-commissioned officer in charge (NCOIC) for DPCA in 1984.

Accomplishments

The administrative side of DPCA had wide exposure in 1984. An example of being in the limelight lay in the fact that Colonel Mikuta served as Chairman of the 1984 Fort Rucker "49er Party," which was a post-wide fund raiser for Morale, Welfare and Recreational Activities, Army Community Services, Boy Scouts, Girl Scouts, Officers' Wives Club and Non-Commissioned Officers' Wives Club. The "49er Party" was the cardinal means by which Fort Rucker raised money for the above groups. This fund raiser was a great success and source of merriment for all those taking part in it, and above all, raised a large amount of money for Fort Rucker.

Lieutenant Colonel Hill proved his mettle by serving as a member of the Executive Council and Secretary Treasurer of the Association of the United States Army (AUSA). He also served as a member of the Awards and Decorations Board, Alcohol and Drug Dependency Intervention Council, Installation Planning Board, Memorialization Committee, select committee for museum building, and Human Resources Council. As an aside, it could be said of LTC Hill, "that he was a man for all committees!" In all seriousness however, LTC Hill's presence on the above committees and boards, did much to coalesce divergent ideas and opinions, and from these came viable, yet spontaneous policies and programs, all of which benefited the Fort Rucker Community.

In 1984, DPCA supervised the ROTC Aviation Briefing Program. The program informed ROTC cadets about the Aviation Branch and Flight School. During 1984, an extra dimension was added to the program by specifically targeting 21 historically black colleges which had Army ROTC units. The Department of Army and USAAVNC believed there needed to be more opportunities accorded to black ROTC students to become members of the Army Aviation Branch. DPCA became the driving force in 1984 to bring about greater representation of black officers into the Aviation Community.

Problem Areas

There appeared to be no discernable problems affecting DPCA in 1984.

Summary

In 1984 DPCA had two directors. They were Colonel Joel J. Mikuta and Lieutenant Colonel Stephen M. Hill. DPCA participated actively in the annual "49er Party" which was a financial success; it also briefed 21 black college ROTC units on the Aviation Branch and Flight School.

The units within DPCA will be examined on an individual basis.

EDUCATION BRANCH

The Education Branch, referred to as the Army Education Center, was the operational unit for the Army Continuing Education System (ACES). On 5 November 1984, the Education Center realigned its functions and personnel from DPCA to the School Secretary. However, since it was under the aegis of DPCA for most of 1984, it will be chronicled in the DPCA unit.

Mr. Paul B. Rahenkamp was the Education Services Officer in 1984. Mr. George C. Arnold served as the Education Services Specialist in 1984. Ms. Doris C. Lacy was the second Education Services Specialist in the Education Branch, and she served in her position all of 1984.

The Army Education Center provided educational opportunities as an integral part of the military milieu through coordinated career and self-development education. This enabled service members to develop professionally and personally to their maximum potential, and to assist each military person in the development and implementation of a career educational plan relevant to the person's military career.

Accomplishments

In 1984, Enterprise State Junior College was awarded the contract for the Advanced Skills Education Program, (ASEP) and Basic Skills Education Program (BSEP) II. In the same year, George C. Wallace State Community College opened an office at Fort Rucker. It offered electronics, welding, and practical nursing.

During calendar year 84:

- 2,583 individuals were enrolled in 3,891 courses
- 2,711 tests were administered
- 5,461 individual counseling sessions were given
- 4,550 individuals were counseled in 56 groups
- 41 State High School Equivalency Certificates were awarded
- 15 Vocational Certificates were awarded
- 41 Associate Degrees were awarded
- 29 Baccalaureate Degrees were awarded
- 28 Masters Degrees were awarded

Problem Areas

None were discernable.

Summary

In November 1984, the Education Center was removed from the control of DPCA and placed within the command structure of the School Secretary. Its mission, however, did not change. George C. Wallace State Community College opened a facility on post and offered courses in electronics, welding, and practical nursing.

PERSONNEL SERVICES DIVISION

The Personnel Services Division was a major division under the supervision of DPCA. Major William F. Korfhage, the Division Chief since 1 May 1984, supervised Army Community Services Branch, Plans Branch, Personnel Services Section, and provided liaison with the Fort Rucker Army and Air Force Exchange Services, Dependent Schools, and private organizations.

Captain Kerry W. Bast was Plans Officer from 1 January 1984 to 15 May 1984. Captain Wayne L. Vanderwood assumed the position of Plans Officer on 10 August 1984 and held that position for the rest of 1984. First Lieutenant Diana Cleven was the Personnel Services Officer until 13 May 1984. There was no replacement for her position. Sergeant First Class David R. Trevathan was the NCOIC for Personnel Services Division from 1 January 1984 until 1 May 1984. There was ostensibly no replacement for his position.

Accomplishments

In 1984, the Army was invited to participate in the third annual Great American Family Awards Program which was sponsored by the American Family Society (AFS). This program was a good opportunity to recognize Army families at the local level who contributed to Army community life and emphasize the importance of the Army family in a total mission. Three Fort Rucker families were selected and nominated in December 1984 for consideration in TRADOC's Great American Family competition as TRADOC representatives in the Armywide selection process.

Personnel Services Division was actively involved in the Army Family Week of 18 to 24 November 1984, which was a noticeable accomplishment. This was a week which was devoted to focusing on the entire Army family. The division was tasked to supervise major program elements, such as clubs, Army Community Services, morale support, child development services, Alcohol and Drug Abuse Program, and other programs that demonstrated continued support and services to the military family. The week was highlighted by a family awareness program during which representatives from DA, TRADOC, and Fort Rucker presented the Family Action Plan of the respective commands which has been developed to enhance the partnership between the Army and its family members.

The Family Action Plan was developed and implemented. It contained 66 specific programs which were identified as areas of immediate concern. Some of these areas of concern were improved health care, child care, youth activities, and education for family members. Specific tasks were assigned to certain proponents Armywide and evaluations were being conducted to ensure implementation of these programs.

Personnel Services Division supervised two new councils at Fort Rucker in 1984. The first was the Human Resource Council, whose function was to advise/assist the Post Commander in the development of program policy for morale, health and welfare of service delivery systems.

The second new council was the Family Action Council. This council consisted of members from the Command Group, 1st Aviation Brigade, Aviation Training Brigade, and tenant activities. The Family Action Council's function was to provide an opportunity where local concerns could be discussed and recommendations made to the Human Resource Council which affected the quality of life of the service member and his family.

Another important accomplishment for the Personnel Services Division was the implementation of the Randolph-Sheppard Act, which was the vending facility program for the blind on federal property. In conjunction with this, there was a vending area manned by the blind at Lyster US Army Hospital.

Problem Areas

There appeared to be no discernable problem areas.

Summary

The Personnel Services Division was actively involved in the Great American Awards Program, Army Family Week, and the Family Action Plan in 1984. All of the above enhanced the quality of life for service members and their families at Fort Rucker. The division also supervised two new councils in 1984. They were the Human Resource Council and the Family Action Council. They dealt with program policy for the morale, health and welfare of service delivery systems, and the well-being and enhancement of the quality of life of the service member and his family. DPCA

also made certain that a vending area at Lyster US Army Hospital was manned by the blind.

ARMY COMMUNITY SERVICE BRANCH

The Army Community Service Branch provided the Installation Commander with staff assistance in solving problems of the military community. It was also tasked to improve the quality of life and the well-being of members of the command to include solving complex personal, family, and community social problems.

Mr. William R. Lane was the chief of the branch for all of 1984. Captain Rafael Linero was the Administrative Officer all of 1984. Staff Sergeant Thomas Hutchinson was the NCOIC in 1984.

Accomplishments

In 1984, the Army Community Service Branch worked hard to establish and develop a community based program for services which fostered growth and development of children of families assigned to the installation. One program, already established but constantly under revision was the Army Family Advocacy Program (AFAP).

Ms. Mildred Hightower was the social worker in charge of the AFAP in 1984. The Army Family Advocacy Program was a specialized program to prevent child or spouse maltreatment and its attendant problems. Ms. Hightower strove to expand public awareness of the above problem by seminars, workshops, and newspaper articles. Her efforts were effective because the incidence of reported child and spouse abuse at Fort Rucker was less in 1984 than it had been in 1983.

In September 1984, the Army Community Service Branch moved from Building 5704 to Building 3907. This was part of the post upgrading and renovation program, and was welcomed by the branch because of the paucity of space in the existing office.

Two areas in which the Army Community Service Branch showed its compassion and effectiveness were in the utilization of the branch cottages and the Family Assistance Council Food Box Program. The cottages provided temporary shelter for those in immediate need. Financial hardship was the determinant regarding the use of the cottages. Those in need found that emotional and temporary support were provided with a modicum of paperwork or embarrassing questions. The Family Assistance Council Food Box Program distributed 68 food boxes to families needing assistance in 1984.

The 1984 AER Fund Campaign was conducted during the period 14 May to 13 July 1984. The campaign's goal was \$50,000.00; however a total of \$75,272.98 was collected. This was an increase of fifty percent over the goal. As of November 1984, a total of \$97,227.68 in loans and grants were given to soldiers and families on Fort Rucker.

Problem Areas

There appeared to be no discernable problems in 1984.

Summary

The Army Community Service Branch was tasked to improve the quality of life and well-being of the military community at Fort Rucker. It worked hard to establish and develop a community based program which fostered growth and development of children assigned to the post, and also addressed at the same time assistance programs for needy members of Fort Rucker.

DEPENDENT SCHOOLS

The mission of the Fort Rucker School District was to provide free, public education to the dependent children in grades K-6. The school district consisted of a central office, a primary school and intermediate school. The schools included a total of 1,150 students, 91 professionals, and 36 support personnel.

Mr. John C. Breads was the Superintendent until his death in May 1984. Mr. C. R. Jones served as acting superintendent until July 1984. Dr. Linda C. Godsey became the Superintendent in July 1984 and remained in that position for the rest of the year.

Accomplishments

The Fort Rucker School District had a busy but highly productive year in 1984. The Alabama Department of Education and Southern Association of Colleges and Schools gave the Fort Rucker School District continued accreditation in 1984. The school district began the computerization of its communications and record keeping in 1984.

Scoliosis screening for grades 5 and 6 was instituted with the aid of Red Cross volunteers in 1984. The Elementary School had its exterior repainted and its roof replaced in November 1984. As required by the Department of Education, a local Plan of Excellence was initiated. The plan resulted in the implementation of an increased instructional day, a pupil-teacher ratio reduction, and instructional coordinators working with the faculty at each school. Effective October 1984, the DOD changed its manner of funding dependent schools. It went from the reimbursements to direct funding. This change ensured the rapid acquisition of federal monies for the school district.

Problem Areas

As the result of historical input from DPCA, there seems to be no discernable problems.

Summary

The Fort Rucker School District consisted of a central office, a primary school, and intermediate school. The school district had a

total of 1,150 students and 91 professionals. It provided free public education to the dependent children in grades K-6. The school district received continued accreditation from the Alabama Department of Education and Southern Association of Colleges and Schools in 1984. It also implemented a local Plan of Excellence as required by the Department of Education.

FORT RUCKER EXCHANGE

The Fort Rucker Exchange provided merchandise and services of necessity and convenience to authorized patrons at uniformly low prices. The exchange generated reasonable earnings to supplement appropriated funds for the support of Army and Air Force welfare and recreational programs.

Mr. Lonnie V. Pecor was the Exchange Manager in 1984 and was ably assisted by Mr. David A. Schloss, Operations Manager and Mr. LaVone Martin, Sales and Merchandise Manager.

Accomplishments

During 1984, the Fort Rucker Exchange underwent renovating and upgrading of some of its facilities. The PX Garage was repainted and had a new air compressor installed. The Fort Rucker Exchange Filling Station had now installed and replaced fuel lines. The Exchange Mall had Phase II completed in late 1984. This included the building of additional parking and access areas. The numerous snack bars on post and at the air fields also underwent upgrading in 1984.

Mr. Pecor made a concerted effort to improve employee morale and sales production in 1984. He did such things as initiating an employee association and an employee-of-the-month contest. As part of the stratagem for the enhancing of employee morale, Mr. Pecor and his staff organized the "Apache" softball team and cheerleaders and sponsored a softball tournament at Fort Rucker with six teams participating. For those employees conscious of their weight, the exchange organized an aerobics class for its employees.

There were some areas in which the AAFES shop established some noteworthy goals for the 1984-85 time frame. This was in the improvement of employee morale, productivity, and patron and command relations. Other goals established were improved stock assortment, facility appearances, and staff teamwork.

The improvement of the AAFES image was achieved by the conducting of an eight-hour customer appreciation day in March of 1984; the sponsoring of the Fort Rucker Childrens National Dental Week Clinic, and sponsoring the 4th Quarter Post Blood Drive. During the summer and fall carnival, the Fort Rucker Exchange had as its guest 280 special children who were given free rides, games, and food. To improve the aesthetic element of the areas adjoining the Exchange facilities, flowers and shrubs were planted in the spring and fall of 1984.

Problem Areas

The only problem area discerned was the AAFES protracted effort to accomplish all of its undertakings and objectives in 1984.

Summary

The Fort Rucker Exchange provided merchandise and services of necessity and convenience to authorized patrons at uniformly low prices. It generated reasonable earnings to supplement appropriated funds for the support of Army and Air Force welfare and recreational programs. Mr. Lonnie Pecor, the Fort Rucker Exchange Manager did much to improve employee morale and productivity by instituting an employee-of-the-month contest, an employee association, and an AAFES Retired Club. There was also a great deal of effort to improve the AAFES public image by special events for patrons and guests, and also by beautification programs.

ALCOHOL/DRUG ABUSE DIVISION

The Alcohol/Drug Abuse Division (ADAD) was responsible for the implementation and execution of the Army's Alcohol/Drug Abuse Prevention and Control Program (ADAPCP). The ADAPCP mission was to prevent alcohol/drug abuse, alcoholism/addiction; attempt to restore personnel to effective duty who have been rendered ineffective by reason of personal misuse of alcohol/drugs; to provide the commander/director report of personnel considered to be rehabilitative failures for the ultimate objective of separating those individuals from government service, and to educate the military and civilian community concerning the impact of the abuse of alcohol/drugs.

Mr. Ronald R. Sorrells was the Chief of ADAD for all of 1984. Mr. Jerome J. Lightel was Clinical Director from 1 January 1984 to 14 September 1984. His position remained vacant until 19 November 1984, at which time Mr. James H. Elmore, Jr., assumed the directorship and kept it for the remainder of the year. Ms. Marion Cornish was the Education Coordinator from 26 February 1984 to the end of the year.

Accomplishments

During 1984, the ADAD provided rehabilitative services for 104 personnel. During the same period, there were educational/preventive classes provided for 208 first offenders. There were 5,057 military and civilian personnel educated or trained concerning alcohol/drug abuse.

The ADAD conducted approximately 10,000 urinalysis tests with a post military population of 7,500 personnel (1.25 per person) penetration rate. The Commanding General's support for the urinalysis testing program culminated in a definite downward trend in drug abuse prevalence.

The ADAD conducted a 1984 campaign against DUI/DWI incidents and accidents. The program included DWI films on ETV, programs at service clubs, newspaper articles, and educational classes on DWI. The campaign was extremely successful and the rate of DWI decreased sharply from

preceding years. In 1984, the post installed permanent breathalyzer machines in four service areas which dispensed alcoholic beverages. The response to this initiative was a positive one by the Fort Rucker Community.

Problem Areas

There appeared to be no significant problems for the Alcohol/Drug Abuse Division in 1984.

Summary

Mr. Ronald R. Sorrells directed the Alcohol/Drug Abuse Division in 1984. During 1984 the ADAD provided rehabilitative services for 104 personnel. There were also educational/preventive classes for 208 first offender personnel. The ADAD conducted approximately 10,000 urinalysis tests with a post military population of 7,500 personnel. The urinalysis testing program brought about a decrease in drug abuse prevalence at Fort Rucker. Mr. Sorrells' organization also mounted a campaign against DUI/DWI incidents and accidents. The campaign was very successful and the DWI rate sharply decreased in 1984. Also, the post installed breathalyzer machines in four service areas that dispensed alcoholic beverages.

US ARMY AVIATION MUSEUM

The United States Army Aviation Museum collected, restored, preserved, and displayed significant items in operational condition in the field of aviation relating to the history of the US Army.

Mr. Thomas J. Sabiston was Curator and Mr. James G. Craig served as Assistant Curator in 1984. Harford (Tim) Edwards, Jr., was the Museum Specialist, and Sandra P. Casey was the Museum Technician.

Accomplishments

The Museum hosted 110,312 visitors during 1984. A total of 219 groups consisting of public school children, college students, high school and college ROTC, military and civilian VIPs, civic clubs, officer/warrant officer candidates and maintenance training classes visited the Museum on conducted tours.

Historical items donated or transferred to the Museum during 1984 totaled 450, ranging from small personal items to complete aircraft. The Museum had 13 aircraft repainted with polyurethane paint for preservation against the elements.

In 1984, the Museum added five aircraft to its collection. They were the T-34 and U-21 Beech aircraft, the L-2 by Taylorcraft, the T-39 by North American, and the R-5 by Sikorsky. The Museum collection was valued at approximately 100 million dollars and consisted of 65 fixed wing and 65 rotary wing aircraft, and three lighter-than-air vehicles, along with hundreds of Army Aviation historical items and memorabilia.

The Museum added four major exhibits in 1984. They were the UH-1B "Gunship" displayed at the Ozark entrance gate, the UH-1M at the Enterprise entrance gate, the Tactical Air Traffic Control Tower and the Support Air Traffic Control Van.

On 18 May 1984, the Museum presented a special exhibit of Leonardo da Vinci's models and inventions. The (traveling) exhibit built by IBM was shown for one month. Groups II and V have been shown in the past and were received enthusiastically.

Shortcomings

A shortage of assigned personnel at the Museum was still a problem of major concern. This issue had been addressed in the form of a recommended change to the staffing guide. With the shortage of assigned personnel, the restoration of artifacts was still at a standstill.

Efforts to accomplish some of the tasks by contract such as painting, ordering supplies, transporting and receiving artifacts, were hampered by the slow response to awarding of contracts.

Summary

In 1984, the US Army Aviation Museum hosted 110,312 visitors, and had on display 65 fixed wing aircraft and 65 rotary wing aircraft. In May 1984, the Museum presented a special exhibit of Leonardo da Vinci's models and inventions, and in 1984, the Museum received 450 historical items.

EQUAL OPPORTUNITY DIVISION

The Equal Opportunity Division (EO) assisted the Commanding General in achieving racial harmony and equal opportunity through education, affirmative action, and implementation of special activities.

Major William O. Gammill was Chief of the Equal Opportunity Division for all of 1984. Master Sergeant Dwight Riley was the NCOIC from 1 January 1984 until 30 November 1984. Sergeant First Class Robert E. Price then became the NCOIC on 1 December 1984 and remained in that position for the remainder of 1984. He also served as an EO Education/Training NCO during 1984, and was assisted by Sergeant First Class Jerry W. Barger.

Accomplishments

The EO Division staff conducted staff assistance to 26 units in 1984. The visits consisted primarily of discussions with unit commanders/first sergeants, and structured interviews with enlisted personnel. On these visits, approximately 350 soldiers were interviewed. Interviews encompassed the following subject areas: EO training, unit morale, promotions/awards, unit education and training programs, complaints of discrimination/sexual harassment, chain of command, commander's open door policy, billeting, MOS utilization, and judicial/non-judicial actions.

During 1984, the EO Division performed 36 installation facility checks, i.e., PX, clubs, snack bars, etc. The division also conducted 200 hours of personnel counseling and 100 hours of EO education/instruction classes. There were also 50 hours of EO training presented to new arrivals in the 6th Battalion.

On an individual basis, one EO staff member attended the National Association for the Advancement of Colored People Convention, Kansas City, Missouri, 1-7 July 1984. This was to keep EO Division abreast of policies, programs, and problems affecting minorities of the Uniform Military Service. Two other EO staff members attended the TRADOC Equal Opportunity Conference at Fort Monroe, Virginia, from 27 to 29 June 1984, to receive an update on changes in the method of operation for the conduct of the TRADOC Equal Opportunity Program. The EO Division provided assistance and major input in planning and conducting the various ethnic week activities during 1984. As a noteworthy aside, there were no formal EO complaints during CY 84.

Problem Areas

No problem areas were discernable.

Summary

The Equal Opportunity Division (EO) assisted the Commanding General in achieving racial harmony and equal opportunity through education, affirmative action, and implementation of special activities. In 1984, the division staff conducted staff assistance visits to 26 units and performed 36 installation checks. It also provided assistance and major input in planning and conducting of the various ethnic week activities during 1984. There were no formal EO complaints submitted during 1984.

INSTALLATION MORALE, WELFARE AND RECREATION FUND

The Installation Morale, Welfare and Recreation Fund (IMWRF) was basically a nonappropriated fund (NAF) supported business organization. Using business-like practices, it provided the Installation Commander the flexibility and management latitude to tailor morale, welfare and recreation (MWR) programs to best suit the particular needs of Fort Rucker. The fund was a means of ensuring the efficient use of resources in support of MWR programs. It also maximized the amount of nonappropriated 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 the IMWRF in 1984. Directly subordinate to him were three divisions. They were the Administration/Logistics Division, the Recreation and Community Program Division, and the Food, Beverage, Retail Division. (These subordinate divisions will be examined on an individual basis.)

Accomplishments

The single fund concept continued in a test mode throughout 1984, while TRADOC compiled information and statistics on areas of

accomplishments. On 10 July 1984, the IMWRF Consolidated Budget was submitted and approved by HQ TRADOC. All division chiefs, the Administration/Logistical Division, and the business manager were relocated in the same building, thus making possible a favorable working environment. Fort Rucker had the distinct honor of receiving the 1984 MWR Excellence Award for best installation.

Problem Areas

None were discernable.

Summary

Mr. Joseph C. Wissel was the acting Business Manager for the Installation Morale, Welfare and Recreation Fund in 1984. The post received the Morale, Welfare and Recreation (MWR) Excellence Award in 1984.

ADMINISTRATION/LOGISTICAL DIVISION

The Administration/Logistical Division was a consolidation of the Administrative Support Sections of the Club System and Morale Support Activities. It provided common support services to the Installation Morale, Welfare and Recreation Fund (IMWRF) and to all IMWRF operating divisions. Mr. Evan E. Smith, Jr., was Acting Chief Administration/Logistical Division for all of 1984. Mrs. Jane Andrews was Chief, Procurement Branch in 1984 and Mrs. Marsha Stading served as Chief Administration/Budget Branch.

Accomplishments

The Administration/Logistical Division began its second year of operation on 1 October 1984 as the primary support activity for the IMWRF. A new courier service was added to enable managers to spend necessary time at their activities with primary concentration on programs.

Problem Areas

None were discernable.

Summary

The Administration/Logistical Division was a consolidation of the Administrative Support Section of the Club System and provided common support services to the IMWRF operating divisions. Mr. Evan E. Smith, Jr., was the Acting Chief. The division added a new courier service in 1984.

RECREATION AND COMMUNITY PROGRAMS DIVISION

The Recreation and Community Programs Division 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.

Mr. Walter Jackson served as Recreation and Community Program Manager from 1 January 1984 to 14 July 1984. Mr. William Shinholster was the interim director from 15 July 1984 until 1 October 1984. Mr. Wade Henderson became the Recreation and Community Program Manager from 1 November 1984 to the end of the year.

The Recreation and Community Programs Division was comprised of four major program elements. They were the Community and Skills Development Activities (CSDA), Child Development Services (CDS) Branch, Physical Activities (PA) Branch, and the Post Library.

Mr. Leslie Waltman was the Library Director in 1984. The Physical Activities Coordinator was Mr. William Shinholster, and Ms. Evelyn Evans served as the Child Development Services Coordinator. Ms. Sarah Henderson was the Community Skills and Development Center Coordinator.

Accomplishments

In 1984 the Recreational and Community Programs Division had 18 tee markers valued at \$3,600 installed at no expense to the Golf Course. The Fifth Annual Golden Hawk Pro-Am was held 5 and 6 October 1984 and featured 45 pros with a total purse of \$17,500. Hole #10 was converted to a 5 par and #18 hole was converted to a 4 par to eliminate a safety hazard. Membership at the course increased from 550 to 750.

The Bowling Center continued its modernization program with the installation of 12 new pinsetters and foul detectors, two new 10-locker units, and concourse tables and chairs for snack bar patrons. Fifteen leagues competed as mixed doubles, men, women, and youth.

In reference to outdoor recreation, two fishing tournaments for children 4-15 years of age were held in 1984. Also in 1984, the Sports-fests were held in May and October and were successful. Participation in jazzercise and the ladies exercise classes were exceptional. A new two-mile running track was completed. Renovation was ongoing in 1984 and included new saunas, heat systems, and repainting. New lockers and scoreboards were also installed in 1984.

The Recreation Center once again, had a very busy year. The Little Theater Group gave four performances. They were "Vanities," "Barefoot in the Park," "Star Spangled Girl," and "Cheaper by the Dozen." Special interest classes included jazzercise, piano, cake decorating, and dog obedience. Community Activities included two flea markets, pet show, singing valentines, art auctions, a bicycle race for the Month of the Military Child, and the 2nd Annual Santa Claus home visit program. The ITT program sponsored the two Disney World tours, a tour to the New Orleans World Fair, weekly trips to Panama City Beach throughout the summer, and monthly deep-sea fishing and canoeing trips. Finally, a cash bingo program was initiated and has been very successful.

The Youth Activities served the needs of the children of the Fort Rucker Community. In 1984 it instituted a baby and toddler swimming program. The Youth Activities sponsored the Miss and Junior Miss Rucker Contest. The winners rode in the Annual Peanut Festival parade. Renovation at Singing Pines continued with the construction of new sea huts, renovation of existing buildings and a fire pit built.

Mr. Leslie Waltman and the Post Library staff had a very successful year in 1984. There was an increase in library patronage of 24 percent and a new and highly successful paperback checkout program. During 1984, the Post Library expanded its video checkout program and computer book selections.

The Child Development Services opened an annex to its Full Day Child Development Center in April 1984. This allowed the center to house hourly care children enabling the separation of full day and hourly programs. The Full Day Child Development Center underwent reorganization in May of 1984. The reorganization made the level of developmental work comparable to the Part Day Program. One extremely noteworthy accomplishment was the initiation of a new meal program which provided more nutritious meals for children. As important as the new meal program was, the fact Mrs. June Gavette, Full-Day CDC Director received the 1984 TRADOC MWR Manager of the Year Award. Huzzas and kudos were duly extended to Ms. Gavette by the Commanding General and the Fort Rucker Community.

Construction continued in 1984 on the new \$1.5M Skills Facility Center which was scheduled for completion in 1985. The new facility was to house the multicrafts, photolab, woodworking shops, and administrative office. The Auto Craft Shop car wash was approved and was undergoing design in 1984. Outdoor bays for the Auto Shop was funded by energy money, was approved for construction, and plans for an addition to the shop were undergoing design changes in 1984.

Problem Areas

There were no discernable problem areas.

Summary

The Recreation and Community Programs of DPCA did much to assist unit commanders at Fort Rucker to maintain morale, esprit, mental and physical fitness, as well as combat readiness. This was accomplished in 1984 by offering opportunities for self-fulfillment, skill development, social activity, and leisure time enjoyment. It installed additional tee markers on the Fort Rucker Golf Course. The Bowling Center was modernized and children programs were expanded upon. The Post Library had a 24 percent increase in library patronage and its video checkout was expanded. Also in 1984, the Child Development Services opened an annex to its Full Day Child Development Center and initiated a new meal program which provided more nutritious meals for children.

FOOD, BEVERAGE, RETAIL DIVISION

The Food, Beverage, Retail Division advised the command group on matters pertaining to club and package beverage activities. The division coordinated and implemented club procedures and policies for social and entertainment programs of club membership branches. DPCA operated snack bar activities at the Bowling Center, Golf Course, and Outdoor Recreation. It also provided daily operational management for the officer, NCO, package, beverage and snack bar branch activities.

Mr. Joseph C. Wissel was the Food, Beverage, Retail Program Manager in 1984. Master Sergeant Annabelle Costillo-Valez was the Acting Officers' Club Branch Manager from January 1984 to June 1984. Mr. James Harrelson became the permanent Officers' Club Branch Manager on 15 June 1984. Prior to that, Mr. Harrelson was acting NCO Club Branch Manager from January 1984 to May 1984. Mr. Stanley Filipiak served as the Package Beverage Branch Manager in 1984 and in the same time period, Mr. Robert S. Harrell held the position of Snack Bar Manager.

Accomplishments

Though it was business as usual in 1984 for the Food, Beverage, Retail Division, there were notable accomplishments for the division, such as its alcohol deglamorization program, the continued exceptional programs, and ironically, accomplished sales of 5.5 million dollars in food and beverage (alcoholic) sales.

In February 1984, the Package Beverage Branch moved into a new 900 thousand dollar facility on post. The new facility housed the Package Beverage Store and the new Consolidated Installation Morale, Welfare and Recreation Fund warehouse. The Officers' Club Branch completed a 1.2 million dollar renovation project which included enlarging and renovation of the cashier's cage and the administrative offices.

During 1984, the Noncommissioned Officers' Club began a 500 thousand dollar renovation project which included the dining room, ballroom, and administrative offices. The estimated completion date was 18 March 1985. Mr. Stanley Filipiak, the Package Beverage Branch Manager, received the TRADOC Morale, Welfare and Recreation Manager of the Year Award for his contributions and excellent management techniques in operating the Package Beverage Branch in 1984. This award was a singular honor for DPCA to say the least.

Problem Areas

None were discernable,

Summary

In 1984, the Food, Beverage, Retail Division achieved sales of 5.5 million dollars in food and beverage sales. In February 1984, the Package Beverage Branch moved into a new 900 thousand dollar facility on post. The Officers' Club completed its 1.2 million dollar renovation, and also in 1984, the NCO Club began a 500 thousand dollar renovation

project. One of the division employees, Mr. Stanley Filipiak, received the TRADOC Morale, Welfare and Recreation Manager Award.

DPCA FOOTNOTES

¹Hist (U), ATZQ-PA, 1984, materiel is extracted; Significant Activities Report, ATZQ-PA, 1984, materiel is extracted; Ltr (U), ATZQ-CS to OCP et al, Subj: Refinement of School Model 83 - Change No. 1, 11 Dec 84, (Doc II-15); Ltr (U), ATZQ-CS to OCP et al, Subj: Refinement of School Model 83 - Initial Guidance, 29 Oct 84, (Doc II-16).

OFFICE OF THE ADJUTANT GENERAL

The Office of the Adjutant General (AG) advised and assisted the Command Group on all personnel and administrative matters. In April 1984, the Office of the Adjutant General was reassigned from the Directorate of Personnel and Community Activities (DPCA) to the Chief of Staff.

The Adjutant General's Office was organized into the following four branches: the Consolidated Military Personnel Activities (COMPACT); Administrative Services; Officer Management; and Retirement Services.

Lieutenant Colonel Louis R. Bixler was the Adjutant General from 1 January 1984 to 13 June 1984 at which time he was succeeded by Lieutenant Colonel Leon Blackwell, Jr. LTC Blackwell served as the incumbent Adjutant General for the remainder of 1984. Major(P) Theodore J. Tlanda was the Chief of COMPACT for all of 1984 and Mr. Norman E. Powell was Chief of Administrative Services for all of 1984. The Officer Management Office had two chiefs in 1984. They were Major Wayne D. Davis, Jr., and Captain(P) Morris S. Smith. Major Davis was Chief from 1 January 1984 to 1 September 1984. Captain Smith then assumed the administrative reins on 10 September 1984 and was the chief for the rest of 1984. Mr. Robert L. Cooper was the Chief of Retirement Services for all of 1984.

Accomplishments

The Office of the Adjutant General was busy in 1984. The AG put into effect a wide expanse of services and functions at Fort Rucker in 1984.

An example of the above services and functions was the Permanent Party Records Section, COMPACT. In 1984, it received 2,391 Officer Record Briefs (ORB) with 94 percent being personally reviewed by the soldier. During 1984, the Permanent Party Records Section received 2,441 Officer Evaluation Reports (OER) with a late rate of 0.5 percent. DA selection boards screened the records of 725 Fort Rucker soldiers with 98 percent of them reviewing their packet prior to forwarding to Fort Benjamin Harrison. There were 5,184 annual audits for officer and enlisted personnel. Of this number, 94 percent audited their personnel records. The SIDPERS Interface Section, COMPACT, maintained a processing and timeliness rate in excess of 98.5 percent. It also consistently exceeded the DA standard of updating the DA data base not more than seven days after the event occurred.

During calendar year 1984, the Reenlistment Office met established objectives which called for staying within the 98-102 percent goals as established by TRADOC. The Reenlistment Office easily met the above goals and did much to assist DA in retaining good soldiers for Army Aviation.

On 26 March 1984, the operational control of Student Text Issue was transferred from the Publications Section, Administrative Services

Branch, to the Office of the School Secretary. This was a spinoff from School Model 83.

In May 1984, the Retirement Services Office held a Preretirement Orientation. It also conducted Officer and Enlisted Council Meetings in joint session in February, May, August, and November of 1984; and it also distributed the Retirement Services Bulletin in June and December to the installation's Army retirees and surviving widows in south Alabama, northwest Florida, and south Mississippi.

Headquarters, Department of the Army, restructured Career Management Field (CMF) 67 (Aviation Maintenance) in June 1984. This was done to provide for the 66 series MOS (Technical Inspector). As the result of the CMF 67² revision, approximately 58 personnel were reclassified into a new MOS.

In order to expedite the inprocessing time at Fort Rucker in 1984, the Centralized In/Out Processing Facility (CIOPF) was established in Building 120 at Fort Rucker in 1984. This provided one-step processing for student and permanent party personnel by combining major support services within one facility. The CIOPF reduced the inprocessing time from eight hours to two hours. In addition to routine AG actions during in/out processing, expanded services were also provided by DEH, DRM, DPCA, and DIO. Earlier in June 1984, the Records Management Section, and Administrative Services Branch, transferred the function, control, and management of word processing, along with one position to accomplish the mission, to the Directorate of Automation and Information Management (DAIM). It appeared there³ was plenty of activity taking place at AG during the summer of 1984.

Some of the activity included the establishment of a warrant officer data base by Officer Management Branch in July 1984. Also during July 1984, the Installation Officer Distribution Plan (IODP) for Fort Rucker was distributed. This was done after a series of briefings and final approval by the Commanding General.⁴

In September 1984 three significant activities took place. The first noteworthy activity was the AG taking part in Mobilization Exercise (MOBEX) 85 which was conducted from 24 September to 26 October 1984. The Personnel Operations Center was activated and was responsible for cross-leveling personnel assets and accessing reserve component units into active duty. Two mobilization cross-leveling (MLC) computers were used as information tools during the exercise. Throughout the course of the exercise, the AG's local standing operating procedure was tested and revised. During September 1984, the Officer Management Branch absorbed the installation responsibility for managing the Combined Arms Services Staff School (CAS⁵). AG was responsible for assigning non-resident to installation officers and assign class dates for the resident phase at Fort Leavenworth, Kansas. Finally, in September 1984, the Office of Adjutant General, at the direction of the Commanding General, initiated an ongoing requirement to monitor all TRADOC personnel for three-year tours at Fort Rucker. The office utilized rosters to determine dates available for personnel to move at the three-year mark,

submitted names to the appropriate MILPERCEN account manager, and briefed the Commanding General on a biweekly basis.

Problem Areas

At this time there seems to be no discernable problems.

Summary

In April 1984, the Office of the Adjutant General was removed from the suzerainty of DPCA and placed under the aegis of the Chief of Staff.

The Office of Adjutant General was comprised of the following four branches: the Consolidated Military Personnel Activities (COMPACT); Administrative Services; Officer Management; and Retirement Services. The two Adjutant Generals in 1984 were Lieutenant Colonel Louis R. Bixler and Lieutenant Colonel Leon B. Blackwell.

During 1984 the Adjutant General branches performed their usual functions, but were also involved in Mobilization Exercise 85 and the management of the Combined Arms Staff School at Fort Rucker. Also in 1984, the Directorate of Automation and Information Management assumed the function, control, and management of the AG word processing unit.

AG FOOTNOTES

¹Hist (U), ATZQ-AG, 1984, materiel is extracted; Memo, ATZQ-AGR to AG, 22 May 84, (Doc II-17).

²Msg (U), Cdr MILPERCEN to AIG 9175 et al., Subj: Reclassification of Soldiers in CMF 67, 131130Z Jun 84, (Doc II-18); Ltr, (U), ATZQ-AG to Distribution A and B, Subj: Reclassification of Soldiers in CMF 67, 20 Jun 84, (Doc II-19).

³Memo, ATZQ-AM to ATZQ-DRM, Subj: Installation Automation Management, 8 Jun 84, (Doc II-20).

⁴DF, ATZQ-AGO to DCS et al., Subj: End FY 85 Installation Officer Distribution Plan (IODP), 31 Jul 84, (Doc II-21).

⁵Ltr (U), DAPC-OPE-V to Cdr, USAAVNC, Subj: Combined Arms Service Support School, 14 Aug 84, (Doc II-22); Ltr (U), ATZQ-CS to Distribution A and B, Subj: Selection of Officers for Attendance at the Combined Armed Services and Staff School (CAS³), FY 85, (Doc II-23).



Colonel James Hansen, Center Chaplain, all of 1984.

CENTER CHAPLAIN

The Office of the Center Chaplain was essential to the mission and well-being of the soldiers and their families at Fort Rucker. The office provided the religious services, sacraments, ministrations, and pastoral care to all soldiers and families assigned to Fort Rucker, and to the retirees within the installation's designated support area of responsibility. The Office of the Chaplain also provided spiritual and family counselling to the Fort Rucker community. It advised the Commander on all matters of religion, morals, and morale as affected by religion in accordance with AR 165-20.

The Center Chaplain was Colonel James Hansen who served in his position for the entire year. The Family Life Chaplain was Major(P) Robert Lee until May 1984. Chaplain (Major) Gustaf Steinhilber completed the year of 1984. There were twelve command chaplains and fifteen chaplain assistants. SSG Joyce Hill was the Chaplain Assistant Supervisor from January 1984 until August 1984, at which time she was replaced by SFC James Richardson. Sergeant Richardson supervised the Chaplain Assistants for the rest of 1984. Sister Mary Kavanaugh was the Catholic Religious Education Director for all of 1984 and Mr. Louie Reynolds was the Protestant Religious Director in 1984. Chaplain (Lieutenant Colonel) Ernest Chance was the Pastoral Coordinator for all of 1984. Chaplain (Major) Kenneth Ruppap was the 1st Aviation Training Brigade (AA) Chaplain and Chaplain (Captain) Mitchell Morton served as the Aviation Training Brigade Chaplain.

Accomplishments

The Office of the Chaplain undertook numerous, but rewarding projects in 1984. These projects were in conjunction with the regular functions that were performed by the Post Chaplains.

One noteworthy project was the ongoing training by the Family Life Chaplain of two other Fort Rucker chaplains in Marriage and Family Ministries. These ministries were a coterminous part of the outreach ministry of the Family Life Center. The Family Life Center ministry was as important as it was unique. Its primary tenant was serving the emotional needs of families and single parent families. Its uniqueness was in its multi-functional capabilities to serve as a primary support resource, as adjunct support, and/or finally as a backup to other support resources. Chaplain Gustaf Steinhilber, the Family Life Chaplain, did much to integrate the spiritual elements of his office with emotional support and therapy for those whom he counselled during 1984.

On 15 January 1984, the Office of the Center Chaplain sponsored the Doctor Martin Luther King commemorative service at the Headquarters Place Chapel. A capacity crowd listened to the Director of Recruitment of Fort Valley State College/LTC Tyrone Fletcher (Ret) exhort the audience to follow the injunctions of love, charity, compassion, and tolerance as espoused by Dr. King.

Youth and religious activities for the children of Fort Rucker soldiers were important elements of the Office of the Center Chaplain. The Catholic and Protestant Youth Organizations did interesting things in 1984 such as youth gatherings in Dothan and Ozark and retreats to Camp Victory and Jekyll Island.

Religious education was emphasized at Fort Rucker in 1984. New and Old Testament classes held by the Director of Protestant Religious Education and his staff were well attended. They were approached from the theme "Walk Thru the Bible." This approach made the Bible "real" to most of the class participants. Catholic Religious Education prepared Catholic children for such sacraments as First Communion, Confirmation, and the Eucharist.

Catholic married couples were accorded the opportunity in 1984 to enhance their communication with one another by Marriage Encounters. These were weekly retreats where Catholic couples met to discuss and develop their communication skills and to reassess and redress their perceptions of their marriage. During 1984, the Family Life Chaplain presented workshops for warrant officer candidate spouses dealing with communication in reference to emotions and conflict resolution. All of the above encounter groups and workshops were well received and well attended. Chaplain (Colonel) Leroy Johnson conducted a revival 3-5 November 1984 at the Chapel of the Flags.

Problem Areas

There appeared to be no discernable problems.

Summary

Colonel James Hansen was the Center Chaplain for all of 1984. There were a total of eighteen chaplains serving the pastoral needs of Fort Rucker soldiers, their families, and retirees in 1984. In turn, the chaplains were ably supported by Sister Mary Charlotte Kavanaugh, the Catholic Religious Education Director, and Mr. Louie Reynolds, the Protestant Religious Education Director.

In 1984, the Office of the Center Chaplain coordinated activities, such as the Martin Luther King commemorative service, the Family Life Chaplain's Program which was a support element for Fort Rucker families, and various denominational and nondenominational programs. The Center Chaplain supervised the religious education programs on post, and served as an advisor to the Commander on matters pertaining to religion, morals, and morale.



Lieutenant Colonel Troy E. Burrow, Deputy Chief of Staff, January 1984 to August 1984; President, US Army Aviation Board, August 1984 to the present.

UNITED STATES ARMY AVIATION BOARD

The United States Army Aviation Board (USAAVNBD) was an extremely important organization at Fort Rucker in 1984. It consisted of the President's Office and six primary divisions. They were the Administrative Division; Resource Management Division; Test Operations Division; Technical Division; Aircraft Test Division; and Systems Test Division.

The Aviation Board planned, conducted, and reported on Operational Test I, Test II, Test III, and other user type tests of aviation materiel. Another function was the Board's participation in Development Test I, II, and III, conducted by the Aviation Development Test Activity. It also provided advice and guidance on test and evaluation matters to materiel developers, producers, other services, and private industry. The Aviation Board took part in flying development test missions to support colocation of testing organizations. It also conducted other tests and evaluations as directed by the Commanding General of TRADOC.

Colonel Robert A. Waggs, Jr., was the first of three Board Presidents. His tenure of office was from January to April 1984. Lieutenant Colonel Robert E. Houseley replaced Colonel Wagg and was Board President from April 1984 to August 1984 at which time he was replaced by Lieutenant Colonel Troy E. Burrow. LTC Burrow served as Board President for the remainder of the year. Lieutenant Colonels Robert J. Joles and John W. May were Board Executive Officers in 1984. LTC Joles was the Executive Officer from January to May 1984 and LTC May for the remainder of the year. Sergeant Major Nicholas K. Smythe was the unit Sergeant Major in 1984.

Accomplishments

In 1983, thirty-five test players from the Aviation Board, United States Army Aviation Development Test Activity (USAAVNDA), and the Aviation Center were tasked to assess the operational suitability of the Modified SPH-4 Flyers Helmet, Product Improvement Proposal (PIP) No. 1-82-08-0203. These helmets were fitted to aviators to wear while performing flight crew duties in a wide variety of aircraft to include the UH-1H, UH-60, CH-47, OH-58, AH-1, OV-1, and U-21. The aircraft were flown through typical missions and randomly varied flight modes throughout 1984. The helmet was used in its normal configuration as supplied, and with auxiliary pieces of equipment, such as Night Vision Goggles, Protective Mask, and Oxygen Mask. Maintainability and operational effectiveness evaluations were completed in 1984 and the subsequent test report was completed and distributed 21 February 1984. The test results brought out the fact there were some needs for change in the helmet and attendant equipment.

One important mission undertaken and supervised by the Aviation Board in 1984 was the identification of qualities, attributes, and skills required to perform the aerial scout observer mission in the left seat of an OH-58C helicopter. The evaluation dates were from 13 January 1984 to 1 May 1984. Ten enlisted aerial observers were chosen after the

test cycle was completed by late April 1984. The test results were noteworthy in that they showed the feasibility of using enlisted personnel as aerial observers.¹

During 1984, the Army Aviation Board was involved in the testing and evaluation of the Intergrated Inertial Navigation System (IINS) which had been endemic to the US Army Special Electronic Mission Aircraft (SEMA) dating back to the Vietnam War. When in use, the IINS had at times been adversely affected by noise, altitude, and position changes. The Army, in order to ameliorate the SEMA problems, incorporated the AN/ASN self-contained All Altitude Navigation System.

YEH-60B and YEH-60A Blackhawk aircraft were used as test aircraft during the June to September 1984 time phase. There was a total of 23.5 flight hours flown which included power fluctuations during runup and shutdown procedures and some noticeable deviation of the pilot and copilot Horizontal Situation Indicators. However, by the time the test and evaluations were completed in September 1984, most of the significant problems had been addressed² and resolved and the IINS was given the green light for continued usage.

Nap-of-the-earth tactics, because of their integration into Army 86 and Airland Battle 2000, were constantly undergoing refinement and enhancement, especially in regard to communications.

Vietnam brought out the fact that low-flying helicopters had difficulty maintaining air-to-ground, and ground-to-air VHF-FM communications. The inability to communicate on a long-range basis reduced the responsiveness of Army aircraft and limited the ground commander's flexibility in the commitment of his forces. Though the ground commander utilized skillful maneuvering, superior firepower and close air support, and effective leadership to search out and destroy the enemy in Vietnam, helicopter-to-ground communication was a problem.

From the end of the Vietnam War to the present, the Department of Defense and the Army have been working hard to mitigate the above problem. In 1984, the Aviation Board did tests with high frequency radios to see if problems concerning helicopter-to-ground communications could be rectified. Test radios were positioned and repositioned throughout the Army aircraft; power supply sources were improved upon; and whenever and wherever necessary changed to adapt to the aircraft's circuitry. Though the above actions brought about an improvement in the aircraft's communications system--particularly in the nap-of-the-earth mode, there still tended to be some high intensity noise emanating from headsets, and current shock mounts used on radio installation kits allowed lateral movement which caused the AN/ARC-199 radio to detune itself. This meant that it would be back to the drawing board, but at the same time, it was hoped the necessary changes would be eventually forthcoming, no doubt with the talents of the Army DOD, and the Aviation Board.³

The final important test undertaken by the Test Board in 1984 dealt with the operational testing of the Helicopter Oxygen System (HOS). The purpose of the Operational Test was to provide information to assess the operational capability and compatibility of the oxygen system.

It was found that extended flight above 10,000 feet pressure altitude (PA) could not be performed without the use of oxygen. Aircrews were to use oxygen on flights above 10,000 feet when flying for more than one hour. On flights above 14,000 feet pressure altitude, the aircrew and all other occupants were to utilize the HOS.

Prior to 1979, initial helicopter oxygen systems were locally fabricated from off-the-shelf Department of Defense (DOD) components and commercially purchased items. These original prototypes were not approved and were considered to be unacceptable for medical and flight safety reasons. Prototype oxygen systems were developed by Carleton Control Corporation for the OH-58, UH-1, UH-60, and CH-47. These prototype systems ironically used some DOD off-the-shelf items.

The Army Aviation Board wrote the Test Design Plan (TDP) for TRADOC in June of 1982. On 9 July 1982, TRADOC approved the TDP. After the TRADOC approval, the United States Army Aviation Development Test Activity (USAAVNDTA) conducted a Developmental Test II (DT II) on the new system from June 1983 to January 1984. During the test period, the Test Activity utilized 500 flight hours on the system.

The Operation Test II (OT II) was scheduled to begin in January 1984. However, it was delayed until July 1984 because of support and maintenance problems. Rectification of these problems was achieved, and the test commenced at Fort Carson, Colorado, on 16 July 1984. Six helicopters were utilized for the tests. They were one CH-47C, two UH-1Hs, one OH-58A, one OH-58C, and one UH-60A.

The aircraft flew from a minimum of 10,000 feet to an altitude of 15,000 feet. Aircraft, such as the UH-1s were not tested at 15,000 feet because of the difficulty for them to maintain sufficient engine power at that altitude. The tests were completed on 2 August 1984 and a Subsequent Test Report issued on 16 October 1984.⁴

Problem Areas

The Aviation Board dealt with equipment problems relative to testing. An example of this was found in the above HOS test in which the oxygen equipment was cumbersome and lacking quick disconnect between the mask and diluter-demand regulator. Also, there was no uniform mounting system for HOS and servicing of the system was questionable.

Tests done on nap-of-the-earth communications brought out the need for noise suppression and a better radio communications system for the ground commander. The Integrated Inertial Navigation System also had problems relative to aircraft altitude and attitude.

Summary

The United States Army Aviation Board was an important entity at Fort Rucker in 1984. It planned, conducted, and reported on Operational Test I, Test II, Test III, and other user type tests of Aviation materiel. It also provided advice and guidance on test and evaluation matters to materiel developers, producers, other services, and private industry.

Notable tests undertaken in 1984 included nap-of-the-earth communications; the Helicopter Oxygen System; the Aerial Scout Observer mission, and the Integrated Inertial Navigation Systems. All these tests were done by Aviation Board personnel, and though some of them had problems, they all basically were successful to both Army Aviation and the Department of Defense.

USAAVNBD FOOTNOTES

¹Hist (U), ATZQ-OT, 1984, hereafter cited as Aviation Board 1984 History, materiel is extracted; Executive Summary, Scout Observer Unit Test I (Scout 1), n.d., materiel is extracted.

²Aviation Board 1984 History, materiel is extracted; Ltr (U), ATZQ-OT-YE to ATZQ-D-T, Subj: Final Report of Operational Test, Integrated Inertial Navigation System (IINS), 2 Aug 84, (Doc II-24); Executive Summary, AN/ASN-132 Integrated Inertial Navigation System (IINS), n.d., materiel is extracted.

³Aviation Board 1984 History, materiel is extracted; Report, ATZQ-OT-YE, Subj: Interim Letter Report of Follow-On Evaluation of Nap-of-the-Earth Communications, 30 Nov 84, materiel is extracted.

⁴Aviation Board 1984 History, materiel is extracted; Executive Summary, Operational Test II of the Helicopter Oxygen System, n.d., materiel is extracted.



Colonel Bruce H. Gibbons, Director, Directorate of Plans and Training, 1 January 1984 to 30 January 1984.

DIRECTORATE OF PLANS AND TRAINING

In 1984, the Directorate of Plans and Training (DPT) was the most widely diversified directorate under the aegis of the USAAVNC. The 227 civilian and military personnel comprising DPT carried a big load while working for three directors in 1984.

Colonel Bruce H. Gibbons was the first director of DPT, serving from the first of January 1984 until 30 January 1984. At that time his replacement was Lieutenant Colonel(P) Jacob B. Couch, Jr. LTC Couch served from 30 January 1984 until 18 December 1984. Lieutenant Colonel Garnett E. Crask then became the third director of DPT and served in that capacity for the remainder of the year. Sergeant Major Charles F. Barnes was the DPT Sergeant Major for all of 1984.

DPT advised the Commanding General on planning, estimating, coordinating, integrating, and supervision in areas such as Army aviation operations, and airspace use. It also dealt with future and contingency mission planning, range control, chemical and biological operations, and overall command security. Formal schools, training aids, support to Reserve Components, and staff supervision of Detachment 9, 5th Weather Squadron (United States Air Force) also came under DPT's command in 1984.

Since DPT had several divisions under its supervision, its 1984 accomplishments were covered historically on the individual division level, and will be written in such a fashion.

RESIDENT TRAINING DIVISION

Under the command of Major William D. Weber in 1984, the Resident Training Division (RTD) was busily involved in the implementation of resident programs of instruction (POI) and plans for implementing changes and future courses. It also dealt with coordination, and monitoring of resident and non-resident aviation training courses, and provided aviation training to TRADOC and United States Army Forces Command (FORSCOM).

DPT was also responsible for operation, maintenance, and safety of airspace, basefields, stagefields, and selected civil facilities. The Resident Training Division also provided staff planning for aircraft tactical landing areas, aircraft navigation and communication facilities, air traffic control (ATC), and aviation safety matters. Prior to 5 November 1984, the RTD monitored the Aviation Management Information System (AVMIS). On the above date, the AVMIS function was transferred to the School Secretary.

Accomplishments

Major Weber's division had an interesting year. As Charles Dickens so aptly put it, "It was the best of times; it was the worst of times."

In May 1984, AH-64 Instructor and Key Personnel Training (IKPT) commenced at Yuma and Mesa, Arizona. So far so good. However, many delays were encountered with aircraft availability and only one class was completed prior to the end of the year. Also, major delays in the procurement of training devices forced postponement of resident training until April 1985.

Setbacks however did not daunt the men and women of the RTD. They spearheaded the "Think, Look, and Act Like a Soldier" campaign at USAAVNC, which was initiated by Colonel Andrew J. Miller, Jr., the Deputy Assistant Commandant (DAC).^{*} Along the same line, RTD established the Fort Rucker Officer Professional Development Program which utilized biweekly classes and also the ongoing scrutiny of the DAC.

The Resident Training Division established special airspace for Air Assault School--which literally had gotten well off the ground by mid 1984. Airspace for USAAVNC was realigned in 1984 as were the basefields and stagefields. Concerning basefields, DPT coordinated and implemented the plan for reopening Shell AHP for the TH-55 fleet. DPT and DIO were the significant players in the preparation of Shell Field for its reopening.

In 1984, RTD developed, coordinated, and monitored the establishment of a special Spanish-speaking flight training program at Fort Rucker for Latin American pilots. It also coordinated special airspace corridors and procedures for implementation of Joint Air Attack Team (JAAT) training along with training airspace by the US Air Force, US Navy, and United States Marine Corps (USMC).

RTD was able to maintain the USAAVNC flying program and course shortfall rate below two percent. DPT had to meet DA manpower requirements for helicopter pilots in 1984. This was not easy because of variables such as attrition, transfers, and setbacks, all of which affected class size and graduation. However, in spite of the above encumbrances, DPT managed intensively its IERW program and met most of DA's manpower needs. Additionally, DPT in 1984 showed its² clout by assisting in obtaining additional CH-47D assets for USAAVNC.

Summary

The Resident Training Division (RTD) under the command of Major William D. Weber was responsible for the implementation of resident and non-resident aviation training programs. It also provided staff handling, operations, and safety of airspace, basefields, stagefields, and selected civil facilities. The division also monitored the Aviation Management Information System (AVMIS) until 5 November 1984 at which time it was transferred to the School Secretary. In 1984, RTD had to deal with delays in the AH-64 Instructor and Key Personnel Training (IKPT) at Yuma and Mesa, Arizona which set the AH-64 program back.

* Concomitant reference to Colonel Miller and the "Think, Look, and Act Like a Soldier" theme can be found in the section on the Command Group.

Major Weber's organization however succeeded with the "Think, Look, and Act Like a Soldier" campaign and the implementation of a flight program for Latin American pilots.

TRAINING DIVISION

The DPT Training Division supervised the overall coordination of training activities for the directorate. It was a relatively large division in regard to its functions. The division came under the command of Majors Michael L. Radwick and Herbert B. Long in 1984. Major Radwick served from 10 January 1984 to 7 May 1984. Major Long then guided the Training Division for the remainder of the year.

In 1984, the Training Division handled all elements of training and training resources for the Aviation Center. It provided resources such as classrooms, ranges, equipment, ammunition, aircraft, transportation, and troop support in conjunction with programs of instruction. It also was responsible for the identification, development, and processing of all aviation training requirements.

Accomplishments

The year nineteen eighty four was the year of the numbers for the division. Numbers played an important role in the division's accomplishments.

The division scheduled transportation, classrooms, stagefields, and stagefield support for approximately 9,200 flight and non-flight students during the year. It also scheduled in excess of 294,000 training flights which accumulated over 435,703 flight hours. The Training Division in 1984 coordinated the use of over 25,000,000 gallons of fuel for its many missions.

With the need for training exercises for Reserve and National Guard components, DPT was tasked to provide support for 350 of the above training exercises at Fort Rucker. The Training Division provided ongoing support for the Reserve and National Guard components throughout all of 1984. Training at Fort Rucker did much to enhance the state of readiness of USAR and NG units.

The proclivity for hurricanes in the southeastern part of the United States has brought about a need for Fort Rucker to be able to stack or moor its over 630 aircraft in case of severe weather. DPT revised its stacking and mooring plan in 1984 to make it amenable to the USAAVNC Hurricane Alert and Evacuation Plan. (The section on the Plans Branch will cover in more detail the role of DPT in regard to emergency operations.) The USAAVNC Hurricane Plan called for the expeditious placing of aircraft in preassigned hangers or revetments at the first warning notice. Consistent with the move towards revision, DPT changed its Search and Rescue Plan by expanding its coordination with local rescue and law enforcement agencies, thus ensuring better utilization of search and rescue assets.

The Training Division in 1984 coordinated USAAVNC support for over 120 special missions for organizations such as the Public Affairs Office (PAO), Army Recruiting Command, and joint services requests. The Army and Fort Rucker, no doubt, were well served by these missions.

The Training Division was responsible for the maintenance and use of the Fort Rucker Range Complex, which consisted of three aerial gunnery ranges (one active, two inactive), 42 training areas and numerous other small arms ranges and firing points. DPT also provided range support for all active Army units, the Officer Basic Course and Reserve Components. In 1984, DPT upgraded Zero, Record, and M-60 Range to support the Aviation Basic Course. Concerning the Aviation Officer Basic Course, the Training Division developed and coordinated construction for the Squad Live Fire Range to be used by the course personnel. Also coordinated and supervised was the nascent AH-64 Interim Range development. The AH-64 Interim Range development was part of the Range Development Plan (RDP) instituted by Fort Rucker. This was a five-year program which was to bring about range improvement and expansion.

Fort Rucker and the Aviation Center were imbued with determination to upgrade and expand the range which heretofore had somewhat fallen on hard times due to the obsolescence of the range. No ranges had been built since the 1960s and the range was having a difficult time supporting new and ongoing weapon systems. However, in 1984, DPT was able to provide enough maintenance and upgrading on the ranges to make them usable until the RDP could be initiated. A positive note was the fact the USAAVNC aerial gunnery program did not have a single accident in 1984--though an extensive amount of training and firing were undertaken that year.

DPT had the responsibility of determining Fort Rucker civilian and military quota requirements and along with DRM, it constantly fought the "battle of the budget." It also controlled the quota management for Fort Rucker's Air Assault School, and advised service members and civilians on eligibility requirements, availability of funds, and related information on all DOD and Army service schools. The Air Assault School quota was firmed up in May of 1984. Classes were scheduled once every month with a student capacity of 110.

The Training Division implemented guidance and regulations pertaining to skill qualification tests (SQT) and common task tests (CTT) at Fort Rucker in 1984. During the year the division administered the SQT to over 4,000 soldiers, and in the same period of time, it administered the CTT to over 2,700 soldiers. DPT had a one percent error rate on the Marksense form which was one of the lowest in TRADOC for quality control.

Summary

The Training Division supervised overall coordination of training activities for the Aviation Center. During 1984 the division scheduled transportation, classrooms, stagefields, and stagefield support for approximately 9,200 flight and non-flight students. DPT revamped its Hurricane Alert and Evacuation Plan to make it more amenable to its

needs. The Training Division upgraded its firing ranges; provided quota management for both civilian and military in regard to schools and employment; and was responsible for the administering of skill qualification and common task tests.

INSTALLATION SECURITY, PLANS AND OPERATIONS DIVISION

The Installation Security, Plans and Operations Division (ISPO) monitored and coordinated all installation level activity in operational security, emergency and contingency plannings and execution, nuclear, biological, and chemical (NBC) defense activities, and operational activities involving two or more installation organizations. ISPO also monitored operational activities involving Fort Rucker and other installations.

The ISPO Division had four supervising chiefs in 1984. Lieutenant Colonel Robert S. Jones served as Chief of ISPO from 1 January 1984 to 18 March 1984. Major James S. Young then became Chief on 19 March 1984 and remained in his position until 27 May 1984. His replacement was Major Michael J. Radwick who guided ISPO from 28 May 1984 until 31 October 1984. On 1 November 1984, Lieutenant Colonel Wallace J. Bowen became the fourth Chief and guided the division for the rest of the year.

Accomplishments

The division units in 1984 had a variety of missions and accomplishments. As the result of this divergence, the division units will be examined on an individual basis, but will be collectively summarized.

The Nuclear, Biological and Chemical (NBC) Branch provided support to USAAVNC, tenant activities, and USAR units in Alabama and Mississippi during 1984. The NBC Branch took part in a North American Air Defense Command (NORAD) exercise in 1984 which strengthened its reporting capabilities. On a different note, the NBC Branch became the USAAVNC coordinator for two civilian law enforcement functions. These functions were the loan of military equipment to civilian law enforcement agencies and support in the civilian marijuana eradication program in Alabama and northern Florida.

In 1984 the Plans Branch was operations unit for the Emergency Operations Center (EOC), which responded to 65 instances of severe weather. Twelve of these instances of severe weather required non-duty hour activation of the EOC. The EOC was further activated for Emergency Deployment Readiness Exercises (EDRE), and worked extended hours for Post Support Activity operations and movement reporting for REFORGER. Throughout the year, the Plans Branch conducted tests of the installation emergency warning systems.

From the latter part of February to early March 1984, the Plans Branch through the Fort Rucker Port Support Activity (PSA) assisted in off-loading military equipment returning from Honduras through the Port of Mobile, Alabama. The PSA off-loaded 1,312 items from three ships and on-loaded 156 items onto one ship. The Post Support Activity also

off-loaded 1,312 items shipped via rail and commercial trucks to 10 installations.

The Operations Branch augmented the Plans Branch's EOC by providing staff during the activation of the EOC in 1984. It also coordinated and formulated conferences such as, the National Security Industrial Association Conference; Central Intelligence Agency Conference; U.S. Army Science Board Conference at the EURO-NATO Conference; and American Defense Preparedness Association Conference. The branch dealt with all post level parades; seven Emergency Deployment Readiness Exercises; and maintained the Installation Operational Security.

The Installation Security, Plans and Operations Division (ISPO) monitored and coordinated all installation level activity in operation security, Emergency and Contingency Planning and Execution, and NBC activities. The division had four chiefs in 1984.

The ISPO's Emergency Operation Center (EOC) responded to 65 instances of severe weather and was activated for Emergency Deployment Readiness Exercises.

ISPO also through the Fort Rucker Port Support Activity assisted in off-loading military equipment returning from Honduras through the Port of Mobile, Alabama. The division also coordinated a number of conferences held at Fort Rucker in 1984.

INTELLIGENCE DIVISION

Mr. Marion Hill was Division Chief of the DPT Intelligence Division in 1984. The Intelligence Division planned, executed, and administered the Intelligence, Counter-Intelligence, and Security programs of the US Army Aviation Center and its tenant activities.

Accomplishments

During the calendar year, the Intelligence Division processed 285 requests for personnel security investigations, conducted 3,531 local records checks; validated or issued 4,585 security clearances; suspended/denied/or revoked the security clearances of 68 military and civilian personnel; conducted 42 security inspections; cleared 82 classified and unclassified documents for release to U.S. industrial firms; submitted 26 classified reports for Foreign Officer Contact Program requirements, and prepared replies to 85 foreign visit requests in clearing 276 foreign military and civilian representatives to visit Fort Rucker during 1984.

On 17 August 1984, the Intelligence Division was relocated from Building 116 to Building 110 on post. (The dearth of historical input precludes the necessity of doing a summary on this unit.)

Problem Areas

While all mission essential goals were met, the division continued to suffer from a lack of necessary staff, and the division's labor was

inappropriate to personnel grade structure. It was hoped the above shortcomings would be ameliorated in 1985.

RESERVE COMPONENT DIVISION

Lieutenant Colonel Geary W. Hancock was the United States Army Reserve Coordinator/Chief in 1984. The Reserve Component Division provided a single point of contact at Fort Rucker for coordination of training, administrative, and logistics support to authorized reserve claimants. The Reserve Component Division's geographical area of responsibility for United States Army Reserve and Army National Guard units included 29 counties in Alabama and 41 counties in Mississippi. It also provided support to five Senior and 43 Junior Reserve Officer Training Corps units.

Accomplishments

In 1984 the installation hosted a total of 15 units for annual training with an aggregate strength of 1,216 personnel. Units included aviation, engineer, medical, signal, finance, a United States Army Reserve School conducting instruction for 84 warrant officers and smaller units. LTC Hancock's organization coordinated the Individual Mobilization Augmentee (IMA) program, which was assigned 24 mobilization designees.

The division also provided logistical support and billeting to 61 units and activities for annual training and special events. Over 3,605 personnel were involved in some mode of training during the year. In 1984, the Reserve Component Division also inspected 94 units/activities.

TRAINING AND AUDIOVISUAL SUPPORT DIVISION

Jimmy L. Goodson was the Chief of the Training and Audiovisual Support Division (TASD). The division was the single point of contact for coordination of training aids requirements and was responsible for a centralized multimedia consultation service. TASD provided services such as slides, transparencies, graphic training aids, videotapes, and associated educational television.

Accomplishments

TASD processed audiovisual supply requests from all areas within the Fort Rucker geographic area, and during 1984, provided many pieces of audiovisual hardware of various designs for use in presenting training messages.

TASD provided requesters with software, such as sixteen millimeter films, cassette tapes, and DA-approved overhead transparencies. The TASD also provided concomitant hardware, such as sixteen and thirty-five millimeter projectors, and overhead projectors, audiotape cassette players, sound reinforcement equipment, and Sony television trainers. Concerning audiovisual support, the division processed a total of 102,056 audiovisual support items. (The structure of TASD, along with no

apparent problems, preclude the necessity of having to summarize the unit.)

DPT FOOTNOTES

¹Hist (U), ATZQ-PT, 1984, hereafter cited as DPT 1984 History, materiel is extracted; SAR, ATZQ-PT, 1984, hereafter cited as DPT 1984 SAR, materiel is extracted.

²DPT 1984 History; Ltr (U), ATZQ-PT-R&P to Distribution, Subj: Letter of Instruction (LOI) for Standardized Briefing Format, 2 Apr 84, (Doc II-25).

³Ltr (U), ATZQ-CG to ATIC-RT-R, Subj: Range Development Plan (RDP) - Fort Rucker Alabama, n.d., (Doc II-26).

⁴Fact Sheet, ATZQ-PT, Purpose: Fort Rucker Air Assault School, 26 Mar 84, (Doc II-27); DPT History, materiel is extracted; After-Action Report 1984, 1984 Common Task Test, 12 Sep 84, materiel is extracted.

⁵DF, ATZQ-PT-P-EOC to Distribution, Subject: SITREP-1: Port Support Activity (PSA) Operations, Port of Mobile, AL, 23 Feb 84, (Doc II-28); DF, ATZQ-PT-P-EOC to Distribution, Subj: SITREP 2: Port Support Activity (PSA) Operations, Port of Mobile, AL, 24 Feb 84, (Doc II-29); DF, ATZQ-PT-P-EOC, to Distribution, Subj: SITREP 3: Port Support Activity (PSA) Operations, Port of Mobile, AL, 29 Feb 84, (Doc II-30); DF, ATZQ-PT-P-EOC, to Distribution, Subj: SITREP 4: Port Support Activity (PSA) Operations, Port of Mobile, AL, 2 Mar 84, (Doc II-31); DF, ATZQ-PT-P-EOC to Distribution, Subj: SITREP 5: Port Support Activity (PSA) Operations, Port of Mobile, AL, 5 Mar 84, (Doc II-32); Msg (U), Update on PSA Activities, 5 Mar 84, (Doc II-33).

⁶Minutes of 10th EURO-NATO Conference, 30 Oct to 2 Nov 84, materiel is extracted; Msg (U), ATZQ-CS, Itinerary for Visit, Army Science Board, 181030 Oct 84, (Doc II-34).

⁷DPT 1984 History, materiel is extracted; DPT SAR 1984, materiel is extracted.



Colonel Erchie J. Leach, Director, Directorate of
Industrial Operations, 1 January 1984 to 16 January 1984.

DIRECTORATE OF INDUSTRIAL OPERATIONS

The Directorate of Industrial Operations (DIO) planned and directed the installation logistics support, including procurement, supply, transportation, equipment maintenance, aircraft maintenance quality assurance, laundry and dry cleaning, food services, and mortuary services. DIO also planned and provided installation logistics support for mobilization and other contingency planning.

Colonel Erchie J. Leach was the first of three directors of Industrial Operations in 1984. His tenure of office however was brief, serving only from the first of January 1984 until 16 January 1984. At that time, Colonel Donald J. Marnon became the second Director of Industrial Operations. He served as Director until 30 September 1984. Lieutenant Colonel Louis A. McAdams became the third director on 1 October 1984 and remained in that capacity for the rest of the year. Mr. Perry S. Grantham was Deputy Director of DIO all of 1984 and Master Sergeant Roy D. Humphreys was the NCOIC all of 1984.

The Directorate of Industrial Operations was divided into seven branches and divisions. Their significance was such that they will be examined on an individual basis.

ADMINISTRATION AND MANAGEMENT BRANCH

Mr. Archie Fondren was Chief of the Administration and Management Branch all of 1984. The Branch managed all resources allocated to DIO by the Directorate of Resource Management (DRM). It also developed the Fort Rucker flying hour cost by type of aircraft based on the flying hour program. The Administration and Management Branch was also responsible for developing and monitoring the Stock Fund Program and negotiated and maintained inter- and intra-service support agreements.

Accomplishments

In 1984, DIO was allocated a total of \$119,420,541 in operation maintenance dollars to perform the assigned mission. Actual expenditures totaled \$119,420,300 for a 99.9 percent utilization rate. These funds provided salaries for 428 civilian personnel plus all TDY training, rental of equipment, contractual services, and supplies/equipment required in order to accomplish the mission.

Relative to the Stock Fund Program, the allotted amount was \$67,637 while actual expenditures were \$66,660 for a 98.5 percent accomplishment. There appeared to be no difficulty in spending of allotted funds by the Administration and Management Branch in 1984. The Branch monitored 57 active support agreements in 1984. (No summary is needed because of the united historical input.)¹

PLANS BRANCH

Captain William D. Phelps was Chief, Plans Branch from 1 April 1984 to the end of the calendar year. The Plans Branch performed a wide variety of functions in 1984. It prepared the DIO mobilization, emergency, disaster, contingency, and other special plans. The branch also provided logistical support for conferences hosted by Fort Rucker and tenant activities and operated a Departure/Arrival Airfield Control Group to support units participating in mobilization exercises. The Plans Branch collected, processed, submitted, and analyzed materiel readiness data which was to be transmitted to US Army Materiel Readiness Support Activity and appropriate headquarters.

Accomplishments

In October 1984, the Plans Branch showed its logistical muscle by providing indepth logistical support for mobilizing units involved in the Mobilization Exercise (MOBEX) POWDER RIVER 85. Where unit shortages occurred, major end items were cross-leveled via Continental Army Management Information System (CAMIS). Supplies and other equipment needed for the MOBEX were requisitioned from other facilities via Automatic Digital Network (AUTODIN).

In May 1984, two TOE units left Fort Rucker in a Permanent Change of Station (PCS) move. They were the 426th Transportation Company which moved to Fort Stewart, Georgia, and the 1st Platoon, 108th Quartermaster Company, which left for Fort Irwin, California. DIO provided the necessary logistical support for these two units. The logistical support was such as to be outstanding.

Emergency Deployment Readiness Exercises (EDRE) were an important part of the Plans Branch training mode in 1984. The branch participated in and evaluated ten of these exercises during the year and gained valuable experience.

DIO even took time out from its busy schedule to help support the Army Aviation Museum Building Fund by conducting a Volksmarch in April 1984. The Volksmarch raised \$5,611.58, which was donated to the Army Aviation Museum. Plans₂ Branch appeared not to be beset by any significant problems in 1984.

Summary

In 1984, the Plans Branch was busy with mobilization exercises such as POWDER RIVER 85 and ten Emergency Deployment Readiness Exercises. It also provided logistical support to two Fort Rucker TOE units leaving the post on PCS, and conducted a Volksmarch in support of the Army Aviation Museum Building Fund.

SUPPLY AND SERVICES DIVISION

The Supply and Services Division exercised staff supervision for the DIO over all the supply and services functions of the USAAVNC. The Chief of the Supply and Services Division in 1984 was Mr. James L.

Brackin. His organization performed a wide variety of functions for DIO such as interpreting supply and services directives and regulations, developed guidance, and implementing instructions.

Relative to its mission, the Supply and Services Division also planned, developed, and coordinated Automatic Data Processing (ADP) applications with the supply system. The division advised the DIO and managed the Army Food Program, Mortuary Services, Laundry and Dry Cleaning Services, Army Oil Analysis Program, and Consolidated Property Book System. If the above functions were not enough, the Supply and Services Division was also the installation POL manager.

Accomplishments

The Supply and Services Division received many kudos for providing outstanding support in 1984. An example of this was the Self-Service Supply Center which maintained the highest item availability rate in TRADOC.

The division displayed its ability to locate and obtain needed equipment on short notice when it did the above to support the Aviation Officer Basic Course (AOBC). Although more than fifty types of items of DA controlled equipment were involved, suspense dates were met, with a modicum of inconvenience, and no delays in courses of instruction associated with equipment shortages.

In 1984, the equipment in the Army Oil Analysis Laboratory was replaced. New equipment included the Atomic Emission Spectrometer and a computer. The equipment update programs allowed the Army Oil Analysis Laboratory to operate the Army Oil Analysis Program (AOAP) without dependency on the computer at Lexington Blue Grass Depot, thereby eliminating delays caused by downtime at Lexington.

VIALE on-line interactivity Data Entry and File Inquiry (DEFI) for the Standard Army Intermediate Level Supply Subsystem (SAILS) was implemented in late 1984. This allowed functional personnel to enter update transactions directly into the computer and to retrieve information from the system files using terminals which were located in the functional areas. Managers were now able to retrieve information in seconds rather than waiting overnight.

Summary

The year 1984 was a "Show and Tell" year for the Supply and Services Division. It provided the highest item availability rate in TRADOC, and obtained much needed equipment on short notice for the Aviation Officer Basic Course and for the Army Oil Analysis Laboratory. The division implemented the VIALE on-line interactivity for the SAILS in 1984, thereby bringing about rapid retrieval of information.

PROCUREMENT DIVISION

Mr. Peter C. Polivka was Chief of the Procurement Division in 1984. The Procurement Division was responsible for planning, directing, and

executing the procurement and contracting mission. It also provided procurement support to USAAVNC, tenant organizations, and USAR installations.

Accomplishments

Despite the usual heavy fourth quarter influx of purchase requests, the Procurement Division was successful in servicing the installation procurement needs. Total awards during the fiscal year were \$131,000,000.

In 1984, the Procurement Division awarded a new aircraft maintenance contract for fiscal year 1985. The recipient of the contract was Sikorsky Support Services, Inc., for an estimated amount of \$61,289,000. The cost reimbursement contract had provisions for a possible four option years. Northrop Worldwide Aircraft Services, Inc., had previously held the maintenance contract.

An area in which the Procurement Division exceeded the TRADOC goal of 36.1 percent, was in the area contracts awarded to small businesses. The division had a success rate of 38 percent, and also in 1984, exceeded their goal for contracts placed with small disadvantaged business firms. (The amount of historical data submitted by the Procurement Division does not necessitate the use of a summary.)

MAINTENANCE DIVISION

In 1984, Lieutenant Colonel John S. Patterson was Commander of the Maintenance Division which served as installation support maintenance manager.

The Maintenance Division advised the DIO on matters pertaining to its operation and performed long- and short-range planning of assigned work loads. It was Contracting Officer Representative (COR) for the purpose of inspecting and accepting services. The Maintenance Division exercised supervision of direct/general support maintenance of all materiel in satellited activities to include USAR, ROTC, and active Army units in southern Mississippi, south Alabama, and northwest Florida. The division also determined the effectiveness and adequacy of organizational maintenance performed on equipment utilized by support units.

Accomplishments

During calendar year 84, construction of the rustproofing facility was completed and operational. The rustproofing was expected to extend the useful life of vehicles by approximately ten years.

In October 1984, the Quality Assurance Section of Simulator Maintenance was tasked with providing quality assurance and Contracting Officer Representative training for the AH-1S flight simulator as it was being fielded. A subject matter expert (SME) from the Maintenance Division developed the POI, wrote the lessons, and instructed at the various worldwide sites with 40 hours of classroom study and 80 hours of hands-

on-training. The mission will continue until all AH-1S flight simulators are fielded--which is tentatively scheduled for 1988.

The Maintenance Division also became involved with the ATC Division in 1984. It assisted with initial checkout and alignment of a AN/TSQ71B Landing Control Central unit that had come onboard in late December 1983. By April 1984, all systems were "go" and training begun.⁵

Summary

The Maintenance Division advised DIO on matters pertaining to the maintenance side of the house and provided satellite support for USAR, ROTC, and active Army units in the Mississippi, northwest Florida, and southern Alabama regions. The division provided Quality Assurance and Contracting Officer Representative training for the AH-1S flight simulator. It also installed a much-needed ATC landing control instrument.

TRANSPORTATION DIVISION

Mr. Ronald V. Claussen was Chief of the Transportation Division in 1984. The division provided transportation support for the movement of personnel, personal property, and freight to include operation of the Central Receiving Point, and at the same time, provide and maintain a fleet of non-tactical vehicles (NTV) for the support of the installation, 25 Army Reserve units, 12 Senior ROTC units, and 3 Junior units in the tri-state area.

Accomplishments

As other TRADOC and CONUS posts, Fort Rucker's Transportation Motor Pool fleet continued to age with 136 overage/over mileage vehicles. Replacement vehicles were far and few between. For FY 84, five sedans, one 12-passenger bus, one 25-passenger bus, three ambulances, two pickup trucks, two 5-ton trucks, and two 44-passenger buses were turned in for replacement. However, the division received only three ambulances and one S & P 1-ton truck. The disparity of turned in vehicles to replacement vehicles can be noted. The problem evidently was a lack of money to buy all the necessary replacement vehicles. As an aside, the 404 vehicles assigned to the Transportation Division, were driven a total of 4,403,296 miles for an average of 10,899 miles per vehicle.

In 1984, the Transportation Division was involved in a number of audits and investigations. The Justice Department became involved in an investigation regarding local moving companies participating in non-temporary storage contracts at Fort Rucker. The crux of the investigation was to determine if the moving companies had colluded and fixed prices. Records were subpoenaed from the division Personal Property Section for the years 1977 to the present.

In conjunction with local moving companies, the Antitrust Division of the Justice Department conducted an investigation of a local moving company regarding weight bumping charges. Seven nontemporary storage lots were reweighed. However, the difference in the weight was negligible.

The Internal Review Audit and Compliance Division, an in-house organization, conducted an investigation concerning the advance allowance for mobile home movements, to determine if there was any criminal activity involved. The investigation found no evidence of malfeasance on the part of Transportation Division employees.

The DIO Traffic Manager, Mrs. Dorothy B. Cotton, monitored and audited the Scheduled Airline Traffic Office's (SATO) reservations for the month of October 1984. There was a large number of discrepancies found in non-use of contract carriers and suspected bias towards Delta Airlines. Due to an ostensible impasse between the SATO Manager and the Installation Transportation Officer (ITO), concerning these discrepancies, and some differences of opinions concerning the managerial performance of the SATO Manager, a recommendation was staffed through channels to Department of the Army requesting new SATO management. However, nothing had been resolved at year's end.

The Transportation Division did not spend all its time in 1984 undergoing audits or investigations. It processed approximately 10,727 shipments; arranged for 739 do-it-yourself (DITY) moves, which saved the government \$114,495.00 and arranged for movement of 5,514 tons of personal property through Government Bill of Ladings (GBL).

Noteworthy was the coordination and arrangement for return transportation of 46th Engineer Battalion personnel by commercial bus from Lawson Army Airfield, Fort Benning, Georgia, on the final leg home from Honduras. Twenty-eight truck loads of retro-grade cargo was returned to Fort Rucker by the 46th Engineer Battalion from Honduras.

The division moved a variety of other equipment for both TDA and TOE units both to and from Fort Rucker in 1984 with vehicular and rail traffic, and in general, did much to meet the transportation needs of the Center.

Summary

The Transportation Division was busy in 1984. It found, as with its fellow Armywide posts in 1984, it had to deal with overage vehicles, and a diversity of functions to perform. The division also underwent a couple of investigations, but came out well concerning them. Overall, the Transportation Division served the needs of the school and center in a thoroughly professional manner.

AIRCRAFT LOGISTICS MANAGEMENT DIVISION

The Aircraft Logistics Management Division (ALMD) was under the command of Lieutenant Colonel Joseph F. DeVito in 1984. It monitored the aircraft maintenance contractor's and aviation refuel/defuel contractor's operation to insure quality of services performed and accountability of government supplies and equipment. ALMD, through the DIO, advised the Commanding General on aviation supply and maintenance activities.

Accomplishments

In 1984, the Aircraft Logistics Management Division was reorganized in order to realign and consolidate functional areas and improve efficiency of the division.

Work projects were an important part of the ALMD job description in 1984. An example of this was the extensive preparation, plans, military construction, Army (MCA), and force Modernization Construction projects initiated to receive the first AH-64 during the first half of calendar year 84. These projects undertaken at Hanchey, Cairns, Lowe, and Shell fields were accomplished at a cost of approximately \$850,000.

On 15 June 1984, DIO directed Northrop Worldwide Aircraft Services, Inc. (NWASI) to develop a renovation and reopening plan for Shell Army Heliport. This was accomplished and approved by DEH on 13 July 1984. Invitations for bid (IFB) were prepared by NWASI and sent to prospective contractors with an early August response date. Contracts were let and work began in late August 1984. All of the buildings at Shell underwent interior renovation with the exception of the fire station. Extensive paving and concrete work was done on sidewalks, loading ramps, steps, and other areas, and by the end of the year, Shell Army Heliport was ready for the official reopening. In fact, from the 17th to the 21st of December, 1984, the TH-55 trainers were moved from Hanchey to Shell.

As the result of integration of the AH-64 into the training fleet in 1984, ALMD was tasked to move other USAAVNC aircraft to make room for the AH-64. The UH-60s were moved from Cairns to Lowe Field; the CH-47s moved from Hanchey to Cairns; and as previously mentioned, the TH-55s were moved from Hanchey to Shell Field.

The Aircraft Logistics Management Division coordinated the transfer of 111 aircraft onto and away from Fort Rucker during 1984. These transfers included aircraft reassignment to depots and other installations. They also included aircraft gains from depot and other installations. The total aircraft at Fort Rucker at the end of the calendar year numbered 599, which was an increase of eleven aircraft over 1983.

With the awarding of the new aircraft maintenance contract to Sikorsky Support Services, Inc., in 1984, ALMD conducted a complete inventory of the incumbent contractor, Northrop Worldwide Aircraft Services, Inc., so as to discern what, if any, shortages existed. The result of the inventory was highly satisfactory; the amount of the shortages totalled eighteen thousand dollars out of an inventory valued at seventeen million dollars. Ironically, most of the shortages appeared to be on paper as opposed to being actual missing on-line items. DIO also monitored the accomplishment of two million maintenance manhours on a flying program in excess of 400,000 hours.

Summary

The Aircraft Logistics Management Division monitored aircraft maintenance and refueling contracts in 1984. It was the catalyst in the renovation and reopening of Shell Army Heliport in late 1984, and also

became involved in the relocation of USAAVNC aircraft at Fort Rucker due to the reopening of Shell Field and the insertion of the AH-64 into the Aviation Center aircraft inventory.

DIO FOOTNOTES

¹Hist (U), ATZQ-DI, 1984, hereafter cited as DIO 1984 History, materiel is extracted; SAR, DIO, 1984, hereafter cited as DIO, 1984 SAR, materiel is extracted.

²DIO, 1984 SAR, materiel is extracted; DIO 1984 History, materiel is extracted; Msg (U), ATZQ-CG to ATDC-CG, Subj: DIO's Accomplishment of Excellence, 1513900Z Oct 84, (Doc II-35).

³DIO 1984 History, materiel is extracted; Msg (U), ATZQ-DI-S/S/ to ATPL-MS, Subj: Request for Assistance Aviation Branch Training Equipment, 231615Z Mar 84, (DOC II-36); Msg (U), ATZQ-DI-S/S/ to ATTG-MPS, Subj: Request for Assistance Aviation Branch Training Equipment, 061800Z Apr 84, (Doc II-37); Position Paper, "DA Controlled Items of Equipment," n.d., materiel is extracted.

⁴DIO 1984 History, materiel is extracted; DIO, 1984 SAR, materiel is extracted; Msg (U), ATZQ-CG to ATZL-CG, Subj: Accomplishments of Excellence - Second Most Significance, 152030Z Nov 84, hereafter cited as Accomplishments of Excellence Message, (Doc II-38).

⁵DIO 1984 History, materiel is extracted; DIO, 1984 SAR, materiel is extracted; Accomplishments of Excellence Message, see above f.n. ⁴.

⁶DIO 1984 History, materiel is extracted.

⁷Ibid; Msg (U), ATZQ-DI to ATDC-C, Subj: DIO's Accomplishments of Excellence, 151300Z Oct 84, (Doc II-39).

⁸DIO 1984 SAR, materiel is extracted; DIO 1984 History, materiel is extracted.



Colonel Frank S. Reece, Director, Directorate of Resource Management, 1 January 1984 to May 1984.



Lieutenant Colonel Lavern D. Rovig, Director, Directorate of Resource Management, 2 July 1984 to the present.

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. It also planned, directed, and controlled the programming and budgeting, force management and manpower, management analysis and improvements, review and analysis, accounting policy, and accounting and disbursing responsibilities of USAAVNC. Internal review responsibilities were released from DRM when the Internal Review Division became a separate activity entitled Internal Review and Audit Compliance Activities (IRAC) on 1 July 1984.

Colonel Frank S. Reece was DRM's Director from 1 January 1984 through May 1984. Lieutenant Colonel Lavern D. Rovig was assigned as DRM's Director on 2 July 1984. Mr. Danny L. Wright, the Deputy Director, served in his position all of 1984. The staff strength at the end of 1984 was: Officers, 2; Enlisted, 33; DA Civilians, 177; NAF Civilians, 11; for a total of 223 positions.

The complexity of the directorate dictates that each DRM division be examined definitively and individually with a summary at the end of the unit.

COST ANALYSIS DIVISION

Mr. Walter E. Aldridge was Chief of the Cost Analysis Division until June 1984. Mr. James H. Woodard then became Acting Chief in July 1984 and remained so for the rest of 1984.

The Cost Analysis Division had a dual mission in 1984. The first part of the mission involved the planning and developing methods, systems, and actions to produce training cost estimates to the USAAVNC Command Group, TRADOC, and HQDA. The second segment of the mission involved the management of the Commercial Activities (CA) for the Aviation Center. On 15 March 1984, the Commercial Activities Program Mission was realigned from the Cost Analysis Division to the DRM Force Development Division.

Accomplishments

The Cost Analysis Division prepared and submitted annual reports to applicable headquarters in accordance with current guidance and regulations. The division provided the ARTM-54 and 159 to TRADOC respectively on 21 November and 24 December 1984. These reports provided necessary data for developing course costs, and cost and manpower estimating relationships for the USAAVNC. Feeder data for the FY 86 Department of Defense Base Structure Annex (BSA) was provided TRADOC on 20 November 1984.²

The FY 84 FORSCOM Analysis of Operational Costs (AFCO-54) was prepared and submitted to FORSCOM in accordance with its Regulation 11-12 on 5 December 1984. Force Modernization resource requirements for

USAAVNC for FY 87-91³ were submitted to TRADOC and FORSCOM on 26 October and 2 November 1984.

FORCE MANAGEMENT DIVISION

The Force Management Division evolved from the Force Development Division and the Commercial Activities (CA) portion of the Cost Analysis Division, DRM. Its establishment was part of the realignment plan which affected DRM in 1984.

Mr. Howell L. Flowers served as Chief, Force Management Division during 1984. Ms. Edith W. Stark was appointed Chief of the Commercial Activities Branch effective August 1984. She replaced Mr. Eugene R. Walton who retired on 31 March 1984. As of 31 December 1984, the Chief, Manpower/Equipment Branch remained unfilled. The Force Management Division had 16 civilians assigned to it in 1984.

The Force Management Division exercised function responsibility for manpower, organization, equipment, force structure, and commercial activities. The division was responsible for the development and execution of policies, plans, procedures, and directives affecting commercial activities and the allocation, control, and utilization of manpower and equipment resources.

Accomplishments

In March 1984, the Directorate of Engineering and Housing (DEH) was announced for a Commercial Activities (CA) study with a cost completion date of March 1988.

During the period 3 to 28 December 1984 a Manpower and Equipment Survey of the USAAVNC and Fort Rucker was conducted by the TRADOC Manpower and Equipment Survey Team, Office of the Deputy Chief of Staff for Resource Management (ODCSRM), Fort Monroe, Virginia. The survey team validated a need for 2,834 civilians and 2,000 military personnel for TRADOC activities located at Fort Rucker.

Mr. Flowers' organization participated in a study effort to refine functional alignments of School Model 83. Change became the order of the day, when in October 1984, the Center implemented organizational and structural changes required to refine the model. The existing Department of Aviation Subjects underwent major change and became the Department of Gunnery and Flight Systems with subsequent inclusion of weapons-related functions. The role of the School Secretary was expanded to increase the effectiveness of administrative support to the schoolhouse. Functional responsibilities related to training development was studied, refined, and implemented. The Directorate of Evaluation and Standardization was scheduled to have flight instructor training consolidated under its hegemony. The approved structural changes were to be effective in October 1985.

In October 1984, the Department of Flight Training (DOFT) was redesignated as the Aviation Training Brigade (ATB). The director of DOFT billet was redesignated a Brigade Commander position. Lowe,

Hanchey, and Cairns Army Airfield activities were redesignated as battalions and the existing branches reconfigured to lettered companies.*

MANAGEMENT ANALYSIS DIVISION

Mr. Harry G. Howell served as Chief of the Management Analysis Division until November 1984, at which time he was replaced by Mr. Joel White for the remainder of the year. The division was responsible for the analysis surveys and studies of USAAVNC organizations and systems. It also administered the DOD, DA, and TRADOC productivity improvement programs. The Management Analysis Division also published the Review and Analysis packets and compiled actual and projected installation economic impact data. The division performed other functions, such as the Command Committee Management Program, the Model Installation Program, the Internal Control Program, and the coordination of analytical support.

Accomplishments

In 1984, the Management Analysis Division took part in a major study which consumed most of the productive hours in the management analysis area. This was the division's participation in conducting the commercial activities management study of DIO (less Procurement Division and Aircraft Logistics Management Division).

Capital investment was emphasized by the Management Analysis Division in 1984 - through its Productivity Capital Investment Programs. Four projects were funded under these programs in 1984. Two of these were Quick Return on Investment Programs (QRIP) for a mechanized travel system costing \$44,197 and an automated check writing system costing \$47,316. Both QRIP projects were for Finance and Accounting Division. The third project was funded under the Office of the Secretary of Defense Productivity Investment Funding (OSDPIF) for four AH-1S Armament Procedures trainers which cost \$1,711,000 for the Directorate of Training and Doctrine (DOTD). The fourth project was for Xerox 2080 Printer for DEH estimated to cost \$89,934.

The division received administrative approval for Productivity Enhancement Capital Investment Program (PECIP) funding of \$130,390 for an automated graphics production system for the Training and Audiovisual Support Division. Two other QRIP projects were submitted for approval.

In 1984, Headquarters, TRADOC assigned its activities and school savings goals under the Systematic Productivity Improvement Review in TRADOC (SPIRIT) Program. Fort Rucker was assigned a goal of \$5,524,300 in 1984. Fort Rucker went the extra mile, or extra dollar by submitting validated savings of \$11,880,400 or 210 percent of goal. TRADOC gave DRM well deserved kudos for the implementation of the savings program.

* See historical units on specific organizations to obtain further information in reference to realignment.

The Management Analysis Division published four Review and Analysis packages in 1984. DRM and activity directors briefed Major General Maddox on their management indicators.

The Management Analysis Division dealt with limited and changing commercial activities policy guidance and inexperienced personnel, but was able to work through these problems and accomplish its assigned functions.

PROGRAM AND BUDGET DIVISION

The Program and Budget Division was headed by Mr. George H. Broxson, Jr., in 1984. The division exercised staff supervision over the formulation, presentation, execution, and policy phases of the portion of the Army budget for which the Aviation Center received funding authorization from TRADOC/FORSCOM. The division was also the focal point for the consolidation of fund requirements, justification for base operations, and mission accounts.

Accomplishments

On 16 January 1984, the Commanding General, Major General Bobby J. Maddox, signed the Installation FY 84 Contract. The contract was a mutual agreement between General William R. Richardson, TRADOC Commander and Major General Maddox, and called for a total Operation and Maintenance, Army (OMA) obligation authority of \$223,675,200. As an aside, the Installation Contract summarized both funding and manpower resources to be used by General Maddox to accomplish his workload for FY 84.

The Program and Budget Division submitted its FY 84 Budget Execution Review (BER) to TRADOC on 31 March 1984. The FY 84 BER depicted an OMA funding guidance of \$225,333,900; the funding requirement for FY 84 was \$229,502,200, which included \$4,168,300 in essential unfinanced requirements. The unfinanced amount did not include the FY 84 civilian pay raise requirement, the POL withdrawal, training load withheld, and utilities in accordance with TRADOC BER instructions. The BER accounted for the USAAVNC execution experience for the first five months, plus a program for the remainder of the year. The FY 84 BER was the vehicle by which the mid-year requirements were determined. The Installation Mid-Year Budget Contract was received from TRADOC on 4 May 1984, bereft of any formal signing.

In April and May 1984, the Program and Budget Division developed and sent to major commands the installation Command Operating Budget (COB) for FY 85. The COB, which was comprehensive in nature, contained Fort Rucker's detailed operating program, provided data to support the Army's apportionment request, and established the basis for developing annual funding programs.

Once again, in November 1984, DRM submitted a budget contract to TRADOC; this time it was the FY 85 budget. TRADOC, in turn, issued an OMA obligation authority of \$224,322,500. This amount was \$28,000,000 less than the Aviation Center stated requirements. It appeared there was an element of incongruity between USAAVNC's needs and what TRADOC

wanted to give to it for FY 85. As of 31 December 1984, the TRADOC Installation FY 85 Contract had not been signed. However, it was expected that the difference between DRM's expectation and TRADOC's allocation would be worked out in a manner beneficial to all concerned.

FINANCE AND ACCOUNTING DIVISION

Major Oscar A. Faulkenberry was the Finance Officer of Finance and Accounting Division (FAD) in 1984. The division exercised supervision and administrative control over fund disbursements and appropriated and nonappropriated fund accounting.

As an adjunct function, the Finance and Accounting 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 Component Annual Field Training.

Accomplishments

Numbers stand out as one takes a retrospective look at what the Finance and Accounting Division did in 1984. The division's accomplished monthly workload was noteworthy. It processed 6,052 travel vouchers; 8,102 Personal Finance Records maintained; 6,688 commercial invoices paid; 14,165 military pay changes input; and 3,199 civilian personnel were paid. To accomplish the above, the FAD personnel worked many hours overtime--including weekends. Net disbursements in CY 84 were \$288,645,074.75.

In reference to payments or disbursements, the Finance and Accounting Division made disbursements to 24,899 Army Reserve and National Guard at its Camp Shelby, Mississippi, Class B Agent pay office from April to August 1984. These disbursements totalled \$17,000,000.

DRM had its fiscal year-end closeout in September and October 1984 with no difficulties encountered. During the year, Finance and Accounting Division implemented an automated travel voucher computation system, an automated check writing system, and the JUMPS teleprocessing Inquiry System. At the end of the year, the Finance and Accounting Division could proudly say it had worked long and hard, but had met its objectives.

Summary

The Directorate of Resource Management under the command of Colonel Frank S. Reece and Lieutenant Colonel Lavern D. Rovig in 1984 served as the Commanding General's principal staff unit for overall financial management, manpower management, United States Army Aviation Center (USAAVNC) organization, approved management program. Its five divisions had a wide diversity of functions.

The Cost Analysis Division planned and developed methods, systems, and actions to produce cost estimates used in USAAVNC training. Force Management Division's primary function was to provide administrative and technical means of selecting, procuring, distributing, assigning, and

controlling manpower. As opposed to the Force Management Division, DRM's Management Analysis Division performed management analysis, surveys and studies of USAAVNC organizations; implementation of DOD, DA, and TRADOC Productivity Programs, and coordinated the installation review and analysis.

The Program and Budget Division worked hard in 1984 to bring into function the Installation Initial FY 84 Budget Contract of \$223,675,200. The FY 85 Command Operating Budget was developed and submitted to TRADOC in May 1984. Finally, the Finance and Accounting Division exercised direct supervision and administrative control over public fund disbursements and appropriated and nonappropriated fund functions. The division had six branches manned by 184 civilian and military personnel. Its net disbursements in CY 84 totalled \$288,645,074.75.

DRM FOOTNOTES

¹Hist (U), ATZQ-RM, 1984, hereafter cited as DRM 1984 History, materiel is extracted.

²SAR, ATZQ-RM, 1984, hereafter cited as DRM 1984 SAR, materiel is extracted; DRM 1984 History, materiel is extracted.

³Ibid.

⁴Summary Sheet, ATZQ-RM to ATZQ-EH, Subj: Management Analysis Study of Performance of DEH Equipment in a Commercial Activities Review Environment, 10 Oct 84, (Doc II-40); Fact Sheet, ATZQ-EH, Nonconcurrency, 16 Nov 84, (Doc II-41); Fact Sheet, ATZQ-DI, 27 Nov 84, (Doc II-42).

⁵Ltr (U), ATZQ-RM to ATRM-MP, Subj: Post Investment, Project 84-013, 13 Mar 84, (Doc II-43); Document, Document for Productivity, Capital Investment Program, n.d., (Doc II-44); ATZQ-RM-MA to ATRM-MP, Subj: Quick Returns on Investment Program (QRIP) Funding Proposal for DEH 2080 Xerox Printer, n.d., (Doc II-45).

⁶DRM 1984 History, materiel is extracted.

⁷Ibid; Item of Interest, Finance and Accounting Division, n.d., (Doc II-46).



Major Steve A. Baber, Director, Directorate of Automation and Information Management, all of 1984.

DIRECTORATE OF AUTOMATION AND INFORMATION MANAGEMENT

The Directorate of Automation and Information Management (DAIM) was established effective 1 October 1984 by a reorganization of the then incumbent Automation Management Office (AMO). The purpose of the reorganization was to provide better management and control of automation and information resources and to effect organizational alignment compatible with that existing at higher echelons within the Army structure.¹

The Directorate of Automation and Information Management was responsible for all non-battlefield automation, word processing, office automation, maintenance support of all Automatic Data Processing Equipment (ADPE) and Word Processing Equipment (WPE) and training related to automation. Training responsibility involved Computer Based Instruction (CBI), Computer Managed Instruction (CMI), and Computer Assisted Instruction (CAI). As an additional function, the Director served as the Commander's principal advisor on all non-battlefield automation matters.²

Major Steve A. Baber was Director of DAIM all of 1984. He was assisted by the Deputy Director, Mr. Rex Thompson, who as Major Baber, maintained his position for all of 1984. Major Evelyn Morrison was the Deputy Director of VIABLE from July 1984 until the end of the year. Messrs. Terry N. Bowden and Joseph R. Danford were chiefs of the Software and Operations Divisions respectively in 1984.

Accomplishments

It could be said of DAIM that its accomplishments were done with a great deal of vivacity. DAIM succeeded in its efforts to establish an installation-wide communications network to support automation needs. This was by the installation of a broadband coaxial system known as the Aviation Local Area Network (A/LAN), which was to provide a communications media for the transmission and sharing of various data by Fort Rucker activities. Access to the system will begin in March 1985 with the initial phase of extensions.

Back in 1983, higher headquarters approved the procurement of Professional Office Systems (PROFS), an IBM software package providing electronic mail, calendaring, scheduling, message and document transfer, and other conventions. PROFS was to be the initial system implemented on A/LAN.

In 1984, an excess IBM 4331 computer configuration was installed and brought to operational status. Local unique automated systems were transformed to this configuration to support A/LAN. Automation support for Aircraft₃ Maintenance Contractors continued to be provided by an IBM 4341 system.

As mentioned in the unit on the Adjutant General; office automation and word processing functions were transferred to DAIM from the AG Office. One manpower authorization was transferred with the function.⁴

Proponency for a Worldwide Aviation Management System (WAMS) was vested at Fort Rucker. The proponent, Directorate of Evaluation and Standardization (DES), was supported by DAIM in the study, design, development, and implementation of WAMS.

Fort Rucker was also designated as the TRADOC prototype site for a Multiple Virtual Systems environment. When implemented, this action will bring about the redesignment of existing batch software to an interactive processing mode compatible with Vertical Installation Automation Baseline (VIABLE).

ADMINISTRATIVE AND MANAGEMENT BRANCH

Several fragmented administrative and management functions were consolidated during reorganization of the DAIM into the branch. In addition to administrative needs, and supply and budgeting for DAIM, the branch provided word processing/office automation, VIABLE Point of Contact, ADP System Security, and long range planning to the total installation. Several key positions in the branch remained vacant at the end of the year. These included Branch Chief, Word Processing/Office Automation Administrator, and VIABLE POC.

SOFTWARE DIVISION

In 1984, DAIM's Software Division provided software support for local unique and higher headquarters standard ADP applications. This included the generation and maintenance of operating systems and other executive software.

With designation of Fort Rucker as the proponent of WAMS, much effort was devoted to study and preliminary design of a stand-alone version of software for use by field aviation units. In this endeavor much input was provided by the training departments at the Aviation Center, such as POI development, resource scheduling, etc.

Proliferation of a large number of Personal Computers (PCs) at Fort Rucker presented an urgent need for training and assistance to the users in the areas of application, identification, and development. Two personnel were dedicated to supporting this need, and a third analyst to be utilized in this area was slated to be chosen by early 1985.

The software support mission was severely impacted by the loss of six of a total of eight BASOPS programmers. Loss of these personnel occurred during a three to four month period. In spite of loss of these personnel, responsive support was continued for BASOPS ADP systems. Comments by Regional Data Center 2 (RDC2) indicated the Fort Rucker operation under VIABLE was far superior to other TRADOC installations supported by the RDC.

In 1984, DAIM continued its efforts to improve/enhance automation technology availability for Fort Rucker users. Regarding the DAIM efforts, there were five different operating systems maintained in support of installation and aircraft maintenance contractor needs. In addition, such software packages as graphics, document composition

facilities, remote communications,⁵ and word processing were slated to be available via A/LAN in early 1985.

OPERATIONS DIVISION

An additional IBM 4331 computer system was installed and brought to operational status during 1984. This was the third computer operated on a three shift, seven days per week basis supporting Fort Rucker automation requirements. The additional configuration supported all local processing to include an office automation application to be implemented in early 1985.

The first increment of the VIABLE add-on terminals were installed in April 1984. This increment was comprised of approximately fifty-eight terminals with approximately 263 devices, such as Visual Display Units, Cluster Controllers, Modems, and Printers, and was accomplished concurrently with ongoing support of automated applications. The second and final increment was scheduled to be installed in January 1985.

An Information Center Branch was organized to establish a single, one-stop point for resolution of ADP customer problems. When the above branch was fully staffed, improved efficiency and ease of problem reporting was expected to occur.⁶

DAIM obtained approval from higher headquarters to procure a Card Access Security System for the management and control of restricted areas in the data processing facility. In addition, monitoring devices were installed in buildings housing software functions to detect entry during periods when the facility was unoccupied. DAIM anticipated that the total system would be fully operational early in 1985.

Specifications were developed for several modifications to the data processing facility to effect operational efficiencies and physical security. Modifications would involve relocation of the distribution point to a more suitable location for added customer convenience and control. Modifications were expected to be accomplished during the first quarter of 1985.⁷

Summary

On 1 October 1984, the Directorate of Automation and Information Management (DAIM) replaced the incumbent Automation Management Office. The purpose of the reorganization was to provide better management and control of automation and information resources and to affect organizational alignment compatible with existing higher echelons within the Army structure. Office automation and word processing functions were transferred from the Adjutant General's Office to DAIM in 1984 along with one manpower authorization. In 1984, DAIM expanded its automation systems at Fort Rucker making the computer and word processing systems one of the best in TRADOC.

DAIM FOOTNOTES

¹Hist (U), ATZQ-AM, 1984, hereafter cited as ATZQ-AM-84 History, materiel is extracted; Msg (U), DA, Wash, DC to DA AVSCOM, Subj: Aviator Flight Record Form 759, 251806Z Jul 84, materiel is extracted; Memo, ATZQ-CG to ATZQ-AM, 30 Aug 84, (Doc II-47).

²Ibid.

³SS, ATZQ-TD to ATZQ-T, Subj: Mission Element Needs (MENS) for the Aviation Management Information System (AVMIS), 14 Jun 83, (Doc II-48); Ltr, ATZQ-AM to ATCS-ATAM, Subj: TRADOC Installation Architecture Plan, 15 Oct 84, (Doc II-49).

⁴SS, ATZQ-AG to ATZQ-CS, Subj: Transfer of Proponency for Word Processing and Micrographics Management, n.d., (Doc II-50).

⁵ATZQ-AM-84 History, materiel is extracted.

⁶Ibid.

⁷Ibid.



Lieutenant Colonel(P) James A. Ward, Jr., Director,
Directorate of Engineering and Housing, all of 1984.

DIRECTORATE OF ENGINEERING AND HOUSING

The Directorate of Engineering and Housing (DEH) was under the command of Lieutenant Colonel(P) James A. Ward, Jr., in 1984. Mr. Frank O. White was the Deputy Director.

DEH was responsible for the planning and directing of installation projects and services; master planning, construction, execution, inspection, supervision, acceptance of engineering contracts, operation and maintenance of utility plants and systems, fire protection and prevention.

The DEH was also facilitator for the Energy Conservation Program, which exceeded TRADOC goals for the fourth consecutive year.

DEH ADMINISTRATIVE OFFICE

Mrs. Kathryn W. Cooper was the Administrative Officer for DEH in 1984. Her office and staff exercised supervision in matters pertaining to manpower control, organizational structure, civilian personnel actions, and administrative functions. The Administrative Office also provided technical assistance in accumulation of man-hours, workload, and work measurement data and preparation of related reports.

The DEH Administrative Office proved its mettle in being able to maintain effective liaison with other directorates and units. It linked up successfully with the Force Development Division, Directorate of Resource Management (DRM) and Civilian Personnel in matters pertaining to manpower control, organization structure functions, and civilian personnel actions. The Administrative Office also indicated its diversity of functions by reviewing and interpreting correspondence and directives; developed, formulated, and issued implementing policies and procedures, and in general, provided extensive administrative support for DEH. Its functions were many; however, its accomplishments and contributions to DEH in 1984 were as noteworthy.

ENVIRONMENTAL PROTECTION OFFICE

Mr. Henry L. Dowling was Chief of the Environmental Protection Office. Its primary function was to promote the enhancement and protection of the quality of the human environment at Fort Rucker without impairment to the Army's mission, and as important, served as the focal point for environmental affairs at the installation.

The office coordinated environmental affairs between federal or state agencies and Fort Rucker, and consisted of an engineer, an environmentalist, a biologist, and a worker trainee.

Accomplishments

The directorate, working in concert with the Alabama Environmental Agency, identified six environmental pollution abatement projects necessary to attain legal compliance with Alabama state regulations

concerning wastewater discharges, drinking water supply, and stored fuel/ oil spill prevention. Special trenches were dug by DEH personnel for friable asbestos disposal as required by the State of Alabama. This was achieved by a new policy implemented for inspection and control of disposal of the asbestos.

Wastewater was an issue which was addressed by DEH in 1984. It submitted a National Pollution Discharge Elimination System (NPDES) application to be used in conjunction with removal of wastewater at the Knox Field Lagoon and the simultaneous wastewater effluent analyses at the lagoon. The Main Sewage Treatment Plant and its industrial inputs also underwent a coordinated US Army Environmental Hygiene Agency (USAEHA), Civil Engineering Research Laboratory (CERL), and Facilities Engineering Support Agency (FESA) wastewater survey in 1984 to determine causes and solutions of unstable wastewater treatment processes on post.

The Department of Defense had an Installation Compatible Use Zone (ICUZ) policy which called for the strict adherence of a noise abatement/control and regional land use compatibility at all Army posts. Fort Rucker, through the DEH, initiated the DOD ICUZ program.

Summary

The Environmental Protection Office was under the direction of Mr. Henry L. Dowling in 1984. It was responsible for the enhancement and protection of the quality of the human environment at Fort Rucker. In 1984, the office worked with the State of Alabama and the Federal government in dealing with environmental problems.

ENGINEER PLANS AND SERVICE DIVISION

Mr. Julian F. Botts served as the Chief, Engineering Plans and Service Division of DEH in 1984. The mission of the Engineering Plans and Service Division was to accomplish Master Planning and Military Construction, Army (MCA) programming. The division also designed and contracted minor construction on post, along with maintenance and repair projects. The Engineer Plans and Service Division supervised contractors accomplishing contracts on the installation and United States Army Reserve (USAR) centers in Mississippi and Alabama.

Accomplishments

The name of the game for the division in 1984 was contracts and categories:

<u>Category</u>	<u>Number of Contracts</u>	<u>Total Amounts</u>
OMA	90	\$11,574,690
Class II	14	907,619
USAR	12	119,555
NAF	2	423,495
MCAR	1	180,038
MCA	14	37,913,000
FN	14	1,004,632
Services Rendered	32	37,499
TOTAL		\$52,160,528

Summary

The above construction was either underway or completed in 1984 which attested to the impact that construction had on the development of Fort Rucker and the economic impact on the surrounding communities.

ENGINEERING RESOURCES MANAGEMENT DIVISION

The DEH Engineering Resources Management Division under its Division Chief, Mr. Bobby H. Skipper, had a wide range of functions in 1984. It planned, programmed, coordinated, estimated, scheduled, and evaluated requests for accomplishment or work. The division also integrated the work management program with other engineering and installation programs and ensured overall compliance with basic policies. All real estate actions for the installation came under the suzerainty of the Engineering Resources Management Division.

The division also managed the facilities assignment and space utilization program and maintained and operated the Integrated Facilities System. Supervision of the engineering data processing support was also undertaken by DEH.

Accomplishments

The automated Facility Engineer Job Estimating system (FEJE) was implemented in August 1984. This system allowed instant access to Engineered Performance Standards, which were used to determine how many man-hours should be allowed in the accomplishment of a task.

By effective prior planning and preparatory work, DEH was able to take advantage of migratory year-end funds to accomplish work by contract which could not be done within its funding program. The funded maintenance and repair program was \$10,676,600; however, the amount expended for actual accomplishment of the programs was \$13,546,090.

Summary

The Engineering Resources Management Division planned, programmed, coordinated, estimated, scheduled and evaluated requests for accomplishments for work. It also implemented the automated Facility Engineer Job

Estimating system (FEJE), and took advantage of year-end funds to accomplish much needed projects.

SUPPLY AND STORAGE DIVISION

Mr. William P. Treadaway was Chief of the DEH Supply and Storage Division in 1984. The division planned, programmed, and accomplished the Facilities Engineering Supply and Storage functions including the facilities engineering portion of the stock fund.

The Supply and Storage Division also did extensive in-house coordination with the Engineer Resources Management Division to ensure the smooth execution of functions such as document control of engineer supply items, processing equipment, initiating action to maintain authorized stockage levels, and the retention of supply lists for issuance of the installation Tables of Distribution and Allowances (TDA).

Accomplishments

The Supply and Storage Division had a busy but successful year in 1984. Some of this success was brought about by the division's ability to decrease its facility engineering supply system zero balances from approximately nine percent to an average of 6.2 percent. This meant that nine percent of the supply bins had no stock in them, and if this happened, it would have caused some problems as far as the stocking and supplying of much-needed items. DEH could accept 6.2 percent because 6.2 percent was within federal guidelines.

The division also conducted the facilities engineering storage and warehouse operations in an expeditious fashion by reducing the time necessary to perform stocking, supply, and delivery functions. During the year, DEH carefully inspected and classified front-end items, and selected, tallied and loaded supplies and equipment to be used on post.

Summary

The Supply and Storage Division planned, programmed, and accomplished the Facilities Engineering Supply and Storage Functions. It also coordinated with in-house and external units in bringing about the smooth supply operations necessary for the functioning of DEH units.

BUILDINGS AND GROUNDS DIVISION

Mr. T. K. Brantley was the Division Chief of the Buildings and Grounds Division in 1984. The division planned and did the maintenance and repair of buildings, structures, roads, airfields, railroads, hardstands, grounds, and drainage systems. The Building and Grounds Division also performed first and second echelon maintenance on DEH mobile and special equipment. It also managed land, forest, fish and wildlife, entomology, self help, and preventive maintenance programs. The division assisted in preparation of contracts and supervised contract work pertaining to its mission.

Accomplishments

Soil erosion, particularly within the Lake Tholocco watershed, had been a serious problem which enervated the recreational area's capabilities. In the summer of 1984, DEH and the US Department of Agriculture (USDA) Soil Conservation Services, coordinated plans to reduce the soil erosion problem contiguous to the lake. Results of the joint endeavors were not to be known however until 1985.

Earlier in the year, the Grounds Maintenance Section procured a Vermeer 1600 limb and brush chipper using the Quick Return Investment Program (QRIP). The acquisition of the piece of equipment reflected a substantial savings in labor and transportation costs for limb trimming and brush removal operations. During the same time period, USDA and Army representatives from Fort Benning, Fort Stewart, Fort McClellan, and TRADOC did a review of the Fort Rucker Forest Management Program. The Alabama Department of Conservation and Natural Resources and a consultant forester from private industry also took part in the review. After extended consultation among the above representatives, the following recommendations were suggested.

- a. Continue harvesting the same volume of timber products.
- b. Harvest additional understocked storm-damaged pine stands to utilize a \$50,000 annual allocation for reforestation that will require approximately eight years to complete.
- c. Correct existing problems in Hunting Area 20B.

Recommendations a and b were approved and were implemented. Plan c was to be developed later in CY 85 and submitted to HQ TRADOC for approval and funding.

During the summer of 1984, DEH began work to renovate several abandoned sewage treatment aeration tanks. Renovation of these tanks was scheduled to be completed in 1985, and used as an intensive catfish growing facility. The fish grown in the facility were to be used to stock Beaver Lake with catchable size channel catfish. In previous years Beaver Lake was stocked annually with catfish fingerlings (fish too small to keep) which caused the lake to be closed six to eight months while fish grew to catchable size. The new facility would allow the lake to be opened all year. In addition, the facility was expected to produce enough fish to support the stocking of channel catfish in the remainder of the managed installation lakes.

In June 1984, the DEH Roads Section received four new motorgraders. The new motorgraders greatly enhanced the section's ability to maintain the installation's dirt roads. Two additional motorgraders were scheduled to come into the inventory in 1985.

DEH decided to examine and test the structural integrity of the Fort Rucker installation bridges. The Facilities Engineering Support Agency (FESA) conducted an analysis of all the bridges for load carrying

capacity in the summer of 1984. Preliminary indications from the FESA were that the installation's bridges were in sound condition.

The Buildings and Grounds Division's Entomology Section spent the spring of 1984 conducting inspections of all installation structures and utility poles. Insect infestations were endemic to southeastern Alabama in the late spring and early summer months, so the Entomology Section had to move with great alacrity to attenuate any possible epidemics of insects. This was accomplished by the utilization of remedial or corrective actions. Whenever feasible, nonpesticidal means of pest control were used in the housing and work areas on post.

The DEH Preventive Maintenance (PM) Section conducted inspections in both the family housing and cantonment areas in 1984. However during the summer of 1984, DEH attempted to expedite the inspection procedure of the above areas. It assigned an inspector to the inspection teams which heretofore had to inspect the areas and compile a deficiency list. The assigned inspector now made the inspection of the area, and when the inspection teams arrived at the area the next day, handed them his deficiency lists ready for immediate action. This new technique precluded the inspection team having to spend an inordinate amount of time inspecting areas.

Relative to the inspections, thirty-three built-up roofs were identified for repair/replacement as the result of the infrared aerial survey and visual inspections conducted in CY83. After making a large number of repairs to roofs on post, DEH was tasked to renovate Building 116 so it could temporarily house the Post Headquarters while the original Headquarters Building was being renovated by contract.

Summary

In 1984, the Buildings and Grounds Division made an effort to improve soil erosion conditions, and to enhance the Forest Management Program on post. The division also examined all installation bridges, bought new motorgraders, and inspected and repaired roofs and buildings on post. It also contracted out the renovation of the original Headquarters Building.

FIRE PREVENTION AND PROTECTION DIVISION

In 1984, the Fire Prevention and Protection Division under Fire Chief Jerry B. Grammont was extremely busy. It was responsible for the planning, directing, and coordinating of an active fire prevention and protection program. This was done in conjunction with the around-the-clock technical, administrative, and operational supervision of the division.

Accomplishments

The Fort Rucker Fire Department conducted 6,935 on-post fire inspections, inspected 672 sprinklers and alarms, and serviced 9,780 fire extinguishers in 1984. The department responded to 16 mutual aid

responses at the request of Ozark, Wicksburg, Newton, Daleville, Enterprise, and New Brockton. This was two less responses than in 1983.

During 1984, there were 8,340 personnel who attended 182 classes and demonstrations emphasizing what action to take in the event of a fire, including preventive measures and use of fire extinguishers. Major emphasis was placed on fire prevention during Spring and Fall Clean-Up Weeks, National Fire Prevention Week, and during the holiday season.

Thirty fires occurred during 1984, of which three were classified as reportable. Three fires (all structural) were reported to higher headquarters. The Fire Prevention and Protection Division also completed construction on four new fire truck parking sheds at stagefields. These stagefields were Longstreet, Wolfpit, Louisville, and Tabernacle. As an aside, the completion of these new sheds eliminated frozen fire trucks as experienced in the past.

Problem Areas

There were eight twenty-one hour stagefields which did not have shower facilities. Problems were experienced concerning personal hygiene, which in turn affected morale and performance. DEH however requested Occupational Safety and Health Administration (OSHA) funding be utilized to construct at least one shower at each stagefield in 1985. At the end of 1984, no final disposition had been rendered as to the above request.

Summary

The Fire Prevention and Protection Division served the needs of Fort Rucker and the adjoining communities well in 1984. It responded to 16 mutual aid responses in neighboring communities, responded to 30 fires on post, and also had four new fire truck parking sheds completed at four stagefields.

UTILITIES DIVISION

The Utilities Division directed the operation, maintenance, and repair of real property electrical and mechanical systems. The division also dealt with the production, treatment, and distribution of water, collection and treatment of sewage, refuse collection, operation of landfills, and the management of the post utilities energy conservation program. Mr. Joseph B. Hayes was the Division Chief for all of 1984.

Accomplishments

The overall facilities energy conservation program of DEH was, again, successful in meeting the TRADOC goal. After final adjustments were made to the goal for Energy Conservation Investment Program (ECIP) slippage, new construction, and weather, figures indicated that Fort Rucker was 4 percent below the target. This meant that Fort Rucker was the only TRADOC installation to have exceeded its energy goals all four years that the current goal system has been in effect. For its FY 84

performance, Fort Rucker was awarded \$50,000 to be used at the Commander's discretion to fund highly visible projects which improve the quality of life for those living and working on post.*

The Utilities Division implemented the repair and/or replacement of utilities equipment and systems during 1984. These projects included such items as major repairs to the sewage treatment plant and replacement of boilers, air conditioning units and other heating, ventilation, and air conditioning (HVAC) equipment in over 150 facilities resulting in more efficient operation. Through use of the energy management system and in conjunction with ongoing energy management techniques, a new lower peak was established for electrical kilovolt amperes (KVA) demand. The new demand was set at 23,000 KVA as opposed to the all-time maximum of almost 28,000 KVA established before the Energy Management Branch and EMCS existed. Over \$300,000 per year was saved as the result of the reduction in KVA usage.

The Lowe Army Heliport underwent construction of a pretreatment facility in 1984. The new facility had a forced main back to the primary sewage treatment unit. The pretreatment facility was designed to reduce pollution by reduction of chromates in wastewater generated during paint stripping of aircraft.

Summary

The Utilities Division headed by Mr. Joseph B. Hayes directed all aspects of real property electrical and mechanical systems for Fort Rucker. The DEH was instrumental in bringing about a substantial reduction in the use of energy at Fort Rucker in 1984. In order to bring about further savings, DEH replaced and repaired sewage and air conditioning equipment, and reduced the peak electrical demand.

HOUSING DIVISION

Ms. Patricia A. Sales was the Division Chief of the Housing Division in 1984. The division was comprised of the Family Housing, Billeting, and Furnishings Management Branches, and performed the daily functions relating to on-post family housing and billeting, to off-post sales of homes/rental property, and the entire installation furnishings program.

Accomplishments

In 1984, the Housing Division dealt with a large number of families occupying and terminating on-post quarters. The average occupancy rate for all on-post family housing units for the year was 99.02 percent. However, during 1984, there was a turnover rate of 65 percent.

Fort Rucker took great pride in keeping all the family housing areas maintained. Contracts were issued for services such as the mowing

*See Appendix I-3 for energy goals and consumption.

and fertilizing of lawns, replacing shrubbery, exterior and interior painting, grading lawns and replacing sod, and constructing of parking pads in the Post Trailer Park. Contracts were also awarded to reroof 41 carports, to reroof 398 DU's, and to paint playground equipment. The Housing Division also supervised the replacement of all picture windows in the housing areas with thermal pane glass windows.

In 1984, DEH undertook a Furnishings Condition Survey throughout the installation to identify and replace unserviceable assets (particularly washers and dryers). The survey revealed that overall the furnishings in use were basically sound in structure and required only minor refinishing and repair. Conversely, however, the condition of many washers and dryers needed replacement. By the end of the year, DEH had replaced about a third of the above appliances.

Unaccompanied Personnel Housing (UPH) facilities throughout Fort Rucker underwent renovation during the year with the acquisition of 800 pairs of draperies and the reconditioning of mattresses.

The Enlisted Members Barracks Complex was begun in early 1984 and scheduled for occupancy in April 1985. All furnishings and equipment required to support billeting spaces, lounges, and day rooms were identified and forwarded to TRADOC for funding. Furnishings were tentatively scheduled to arrive at Fort Rucker by March 1985.

Fort Rucker's transient quarters were well utilized in 1984. The DA established rate for transient quarters was 75 percent. The Fort Rucker transient rate was almost ninety percent. Utilization by category was as follows:

Visiting Officers Quarters/Visiting Enlisted Quarters	90%
Distinguished Visiting Quarters	59%
Officers Quarters	92%
Senior Enlisted Quarters	99% ¹¹

Summary

The Housing Division worked with great dispatch and determination in 1984 to maintain the housing and billeting on post. The Division Chief, Ms. Patricia A. Sales, and her staff, dealt with problems such as the occupancy of family quarters and billeting areas, and transient quarters, and the maintenance and repair of these units.

DEH FOOTNOTES

¹Hist (U), ATZQ-DEH, 1984, hereafter cited as DEH 1984 History, materiel is extracted.

²Ibid.

³DEH 1984 History; SAR, DEH 1984, hereafter cited as DEH 1984 SAR, materiel is extracted.

⁴DEH 1984 History; DEH 1984 SAR.

⁵DEH 1984 History; DEH 1984 SAR.

⁶DEH 1984 History; DEH 1984 SAR.

⁷DEH 1984 History; DEH 1984 SAR.

⁸Staff Agreement, USDA and Alabama Department of Environmental Management, Subj: Cooperative Agreement for Providing Water Quality Monitoring for Lake Tholocco Rural Clean Water Project, n.d., (Doc II-51); Ltr (U), USDA to Local Coordinating Committee, Ozark, AL, 17 Oct 84, (Doc II-52); Annual Progress Report, 1984 Lake Tholocco Rural Clean Water Program, n.d., materiel is extracted; Msg (U), ATZQ-RM-MA to ATRM-MP, Subj: Quick Return on Investment Program for DEH Brush Chipper, 25 May 83, (Doc II-53); Staff Summary, ATZQ-RM-MA, Subj: Funding Proposal for Brush Chipper, 24 May 83, (Doc II-54); Msg (U), ATZQ-DRM to ATZQ-DEH et al., Subj: Fund Citation on QRIP TRADOC Project Number 83-164, 30 Dec 83, (Doc II-55); DEH 1984 History; DEH 1984 SAR.

⁹DEH 1984 History; DEH 1984 SAR.

¹⁰Msg (U), ATEN-FE to ATZQ-DEH/DIO, Subj: FY 85 Quarterly Facilities Energy Targets, 21 Nov 84, (Doc II-56); DEH 1984 History.

¹¹DEH 1984 History; DEH 1984 SAR.



Colonel James W. Lloyd, Director, Directorate of Evaluation and Standardization, 1 January 1984 to 5 April 1984.



Lieutenant Colonel(P) Turner E. Grimsley, Director,
Directorate of Evaluation and Standardization, July 1984
to the present.

DIRECTORATE OF EVALUATION AND STANDARDIZATION

The Directorate of Evaluation and Standardization (DES) represented the USAAVNC as proponent agent for the United States Army Aviation Standardization Program and also served as an extension of the Office of the Deputy Chief of Staff for Operations and Plans, Department of the Army. DES monitored and evaluated Armywide implementation of the Aviation Standardization Program. The directorate also collected and analyzed training effectiveness data as related to unit, resident, and nonresident training programs. One important function of DES was the management of the Aviation Standardization and Training Seminar (ASTS) for the purpose of maintaining productive dialogue between USAAVNC and aviation/air traffic control units in the field.

DES was one of the few directorates which had three directors guiding it in 1984. Colonel James W. Lloyd was Director of DES from 1 January 1984 until 5 April 1984. He was replaced by Lieutenant Colonel Garnett E. Crask who served from 6 April 1984 until 8 July 1984. Lieutenant Colonel(P) Turner E. Grimsley then became the Director of DES on 9 July 1984 and served in that capacity for the remainder of the year.

During 1984, there were two Deputy Directors for DES. They were LTC Garnett E. Crask (mentioned in the above paragraph) and Lieutenant Colonel Jerome W. Tastad. LTC Crask was Deputy Director from 1 January 1984 until 5 April 1984, at which time he became interim Director of DES. LTC Tastad became Deputy Director on 6 August 1984 and remained as such for the rest of the year.

To properly gauge the importance of the Directorate of Evaluation and Standardization, one has to examine the specific functions of the respective divisions within the directorate. Therefore, each division or branch will be examined individually.

OPERATIONS/RESOURCE MANAGEMENT DIVISION

The DES Operations/Resource Management Division managed and controlled organizational resources for four (4) Army Management Structure (AMS) accounts. The division was also responsible for the disbursement of TDY funds. Another function was the development and management of career development and/or enhancement programs.

Major David A. Herald was the Division Commander from 1 January 1984 until 5 August 1984. His replacement, Major Bryan C. Fluke, assumed the reins of leadership on 6 August 1984 and guided the division for the remainder of the year.

Accomplishments

The resource side of the division was quite busy in 1984. It managed and controlled dispersal of organizational resources to Undergraduate Pilot Training, Evaluation and Standardization; Training Support to Units; and Training Development, Directorate of Evaluation and

Standardization. The Resource Branch in 1984 managed and dispersed \$576,000 in support of the more than 700 trips DES conducted worldwide. It developed and managed the directorate's individual training program for career development. Under the aegis of the above program, 53 people completed professionally enhancing training relative to their job position.

The operations element, in conjunction with the resource people, coordinated over 810 TDY trips for the directorate in 1984. This was no easy chore to say the least. It entailed many hours of planning itineraries, flight schedules, housing, etc. Though at times there appeared to be problems concerning the logistics of these TDY trips, eventually, the Operations Section corrected the shortcomings and the trips were successfully accomplished. In reference to numbers, the Operations/Resource Management Division completed over 1,400 separate staffings in 1984, and published six aviation² training manuals (ATM) dealing with aircraft and night vision goggles.

Summary

The Operations/Resource Management Division had two commanders in 1984. It managed and controlled organizational resources for four (4) Army Management Structure (AMS) accounts in 1984, and was responsible for the dispersal of TDY funds and the management of the career development program for DES.

FLIGHT STANDARDIZATION DIVISION

The Flight Standardization Division advised the director on all matters pertaining to the United States Army Flight Standardization Program. It also evaluated the effectiveness of individual aviator proficiency for resident and nonresident flight training programs. The division also provided flight standardization input to DA aviation-related publications. The development and evaluation of the Synthetic Flight Training Systems (SFTS) came under the control of the Flight Standardization Division. The division also provided subject matter experts (SME) to directorates at Fort Rucker concerning the Flight Standardization Program.

Major David T. Sale was the Commander of the Flight Standardization Division from 1 January 1984 until 25 December 1984. Major Joe T. Hatfield assumed command of the division on 26 December 1984 and was the incumbent for the remainder of the year.

Accomplishments

In the execution of the Army's Aviation Standardization Program, the Flight Standardization Division became the point-of-contact for the Armywide Night Vision Goggle (NVG) Program. This was the result of a DES hosted NVG Conference at Fort Rucker from 6-9 February 1984. All of the MACOMs had representatives in attendance, and several aviation commanders were also present. Major Sale explained to the conferees the necessity of emphasizing an Armywide NVG program for Army aviators. Noted was the fact that a wartime scenario would in all likelihood bring

about the need for a nighttime fighting capability, and therefore, it was imperative Army aviators be able to fly and fight at night.

The conferees agreed upon the need for NVG training and employment, and recommendations were sent to DA, who after careful deliberation, gave DES guidance concerning the NVG program. DES was tasked by HQDA, ODCSOPS to write a definitive manual on night vision goggle training. Reacting with a sense of urgency, yet with clarity of purpose, DES wrote FC 1-219, THE NIGHT VISION GOGGLE AIRCREW TRAINING MANUAL. It was scheduled to be fielded in January 1985.

In 1984, the Flight Standardization Division completed over 2,874 individual flight evaluations and visited more than 130 major Army units worldwide. Relative to evaluations, the division administered 791 IP end-of-course evaluations and 747 quality control evaluations of aviators in formal courses of instruction at Fort Rucker.

DES was one of the key units involved with the development of Air-to-Air Combat for rotary wing aircraft throughout the Army. In turn, DES developed and refined the base document to establish the training and standardization for Air Combat Maneuvers (ACM) Aircrew Training Manual (ATM). The directorate also qualified the first Headquarters, Department of the Army, Standardization Instructor Pilot (SIP) in these maneuvers. DES functioned as a member of the Joint Working Group at USAAVNC to develop the Exportable Program for Air Combat maneuvers. The significance of these exportable programs lay in the fact that because not all Army aviators could return to USAAVNC for ongoing training on ACM, nor would it be feasible to have them do so, the ACM program had to be implemented in the field. In essence, Army aviators in the MACOMs were going to have to fight "by the book."

With the advent of the AH-64 Apache into the Army aircraft inventory, Flight Standardization Division personnel participated in Instructor Key Personnel Training (IKPT) classes I and II of AH-64 qualification and training. The division also provided the senior SIP for monitoring training, and in 1984, established and implemented combat skills training for the AH-64 aircraft.

The Flight Standardization Division also participated in ten IP/SIP training seminars conducted for the Reserve Component in 1984. DES also provided the subject matter expertise (SME) for these seminars in 1984.

Summary

In 1984 the Flight Standardization Division became actively involved in developing and refining Air-to-Air Combat Maneuvers for exportation to MACOMs. It also became one of the primary players in reference to the Armywide Night Vision Goggle Program. The division provided and participated in Instructor Key Personnel Training for the AH-64, and also became involved in training seminars for the Reserve Component.

EVALUATION DIVISION

Lieutenant Colonel Jerome W. Tastad commanded the Evaluation Division from 1 January 1984 to 5 August 1984. His replacement was Major Leland N. Yonkers who came onboard on 6 August 1984 and remained as Commander for the rest of 1984.

The Evaluation Division of DES implemented and conducted the Aviation Center internal and external evaluations in accordance with USAAVNC Regulation 350-7. It also provided staff supervision of Fort Rucker's Army Standardization Program.

Accomplishments

During 1984, Evaluation Division conducted Aviation Standardization and Training Seminars (ASTS) visits to aviation units in USAREUR, Korea, Fort Hood, Fort Bliss, Fort Huachuca, Fort Ord, Fort Stewart, Fort Bragg, and Fort Campbell. The ASTS visits incorporated training assistance and external evaluations, and were well received by the field units. The division also developed a graduate questionnaire program for USAAVNC and conducted an IERW instrument study.

The Evaluation Division also provided methodological and analytical support to all internal and external projects for the Army Aviation Center. Relative to the selection of students for Aeroscout and Advanced Qualification Course Training, DES collected and computed algorithm and revalidated its effectiveness. This insured the validity of the algorithm in regards to the selection of students.

The Evaluation Division utilized questionnaires to obtain training effectiveness data from graduates of all USAAVNC programs of instruction. It was therefore incumbent upon the division to constantly revise and revalidate its questionnaires so as to maintain their effectiveness. This revision and revalidation was done on a regular basis throughout 1984.

The division also did check ride analysis so as to establish an ongoing data base to be used to determine variables affecting the success and failure rates of check rides. This was computed on a quarterly basis with final computations done annually.

In 1984, the division developed and completed the following evaluations and surveys: Scout II Test Evaluations; Air-to-Air Combat Maneuvers Evaluation; Laser Safety Survey; and Pre-Command Course Survey. It also worked closely with the Army Research Institute (ARI) in developing the Aviation Officer Basic Course (AVNOBC) and Aviation Officer Advanced Course (AVNOAC) graduate surveys. These surveys were used as a means of follow-up of the course graduates.

Summary

The Evaluation Division implemented and conducted the USAAVNC internal and external product evaluations. In 1984, it visited a number of aviation units in USAREUR, Korea, and CONUS during ASTS assistance

visits. The division also provided methodological and analytical support to all internal and external aviation projects and developed and completed a number of evaluations relative to Army Aviation.

UNITED STATES ARMY AVIATION DIGEST

Mr. Richard K. Tierney was the Editor of the United States Army Aviation Digest in 1984. The Aviation Digest staff coordinated with USAAVNC activities; Department of Army (DA); other governmental agencies; civilian organizations; and individuals worldwide on matters concerning preparation of materials for publication. The staff had also the responsibility of researching, analyzing, writing, editing, and preparation of the Aviation Digest on a monthly basis.

Accomplishments

On 5 November 1984, the Aviation Digest was transferred from DES to the operational control of the School Secretary. However, the transfer had no impact on the mission of the Aviation Digest staff.

On 6 January 1984, Mr. Tierney received approval from the Department of the Army Adjutant General (DAAG) for continued publication of the Aviation Digest in accordance with the requirements of AR 310-1. However, for the third year in a row, the Aviation Digest had to undergo a measure of austerity in regard to its production expenses. DAAG tasked the Aviation Digest to operate within a budget of \$318,374. DAAG further directed that Mr. Tierney's organization reduce the publication by 32 pages. DAAG did, however, attenuate the above injury by leaving to the editor on how to make the necessary cuts to stay within the directed budget figure. In 1984, the Aviation Digest staff made the 32 page reduction. Austerity was maintained when Mr. Tierney's shop was able to operate with a budget of \$317,883, which was \$491 under the ceiling. The reduction was made by reducing TDY and supply expenses and also by cutting various combinations of pages and color in the selected issues.

Looking at numbers in 1984, the Aviation Digest averaged 34,303 copies printed each month under pinpoint distribution handled at DA level. In July 1984, 35,294 copies of the magazine were printed; this constituted the highest number of copies printed in a single month for the year.

The Aviation Digest printed articles covering all aspects of Army Aviation in 1984. The topics ranged from a recapitulation of the 1983 Aviation Employment Conference all the way through aerial combat to Army Aviation and AirLand Doctrine. The variety of topics discussed in the Aviation Digest did much to ignite and enhance the reader's interest in Army Aviation and its future.

The men and women of the Army Aviation Digest did much in 1984 to keep the magazine a first class piece of journalism. Nerve, ingenuity, professionalism, and patience were the denominators which comprised the mission statement of the Army Aviation Digest in 1984. In essence, from

few assets, much hard work, and many sacrifices, came a finely tuned, highly informative look at Army aviation on a monthly basis.⁴

Problem Areas

The primary problem besetting the Army Aviation Digest in 1984 was the limitation of funds in 1984, and the subsequent reduction of the number of pages and the amount of color on the pages.

Summary

The Aviation Digest was removed from under the control of DES on 5 November 1984, and placed under the control of the School Secretary. It worked with limited funds in 1984 but still produced a high quality magazine on a monthly basis.

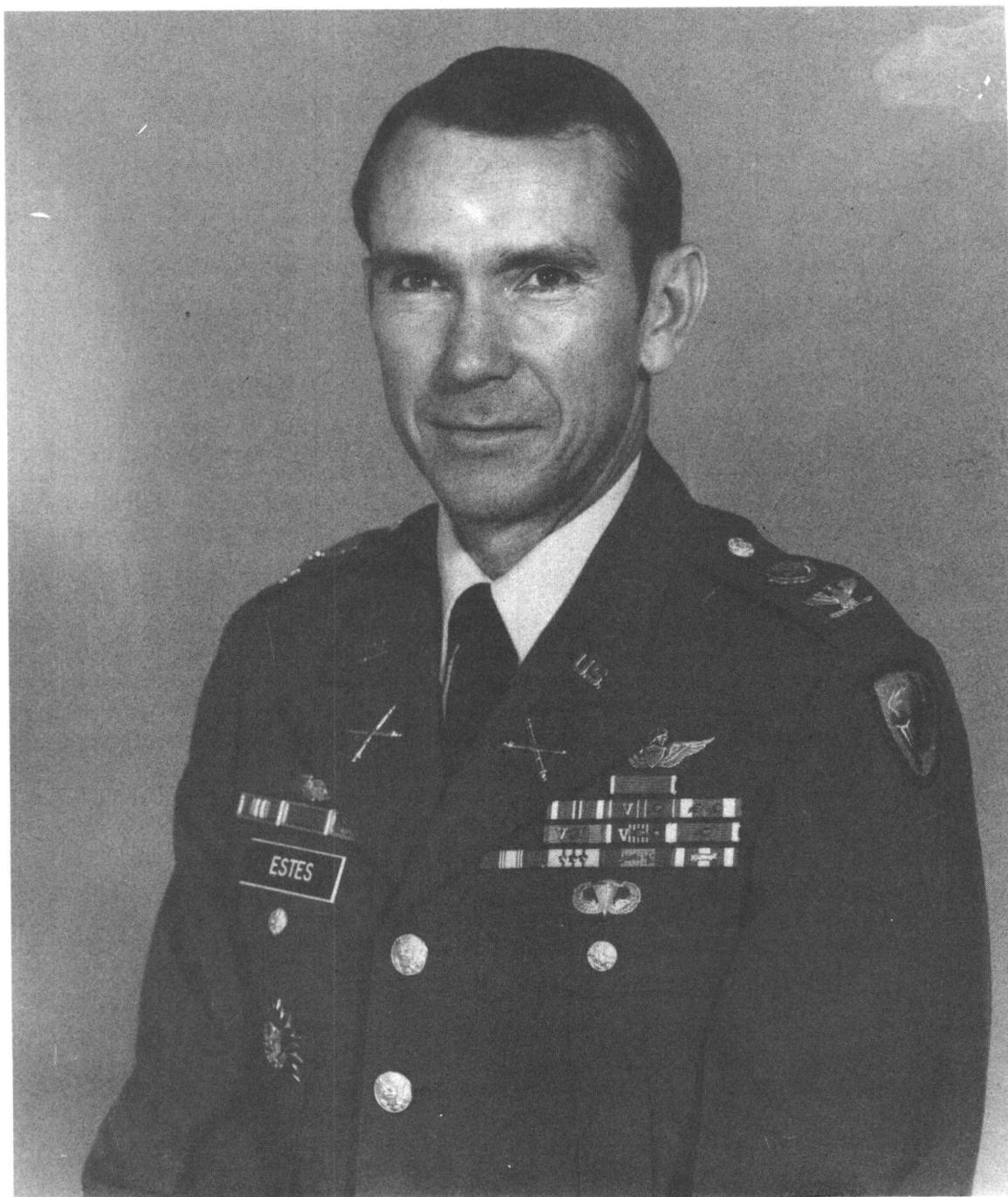
DES FOOTNOTES

¹Hist (U), ATZQ-ES, 1984, hereafter cited as DES 1984 History, materiel is extracted; SAR, ATZQ-ES, 1984, hereafter cited as DES SAR 1984, materiel is extracted.

²DES 1984 History, materiel is extracted; DES SAR 1984, materiel is extracted; DF, ATZQ-ES-0, Subj: TDY Travel, 26 Nov 84; (Doc II-57); DF, ATZQ-ES-0, Subj: TDY Travel, 3 Dec 84, (Doc II-58).

³DES 1984 History, materiel is extracted; Pam 350-2, Aviation Branch Assistance Teams, May 1984, materiel is extracted.

⁴DES 1984 History, materiel is extracted; DES SAR 1984, materiel is extracted.



Colonel Ernest F. Estes, Chief, Aviation Proponency Office,
1 January 1984 to May 1984.



Lieutenant Colonel Thomas D. Harmon, Chief, Aviation Proponency Office, May 1984 to the present.

AVIATION PROPONENCY OFFICE

The Aviation Proponency Office (APO) was established on 1 September 1983 in conjunction with TRADOC Regulation 10-X.*

Colonel Ernest F. Estes was Chief of APO from 1 January 1984 to May 1984. He was then replaced by Lieutenant Colonel Thomas D. Harmon who remained as Chief for the rest of 1984. Major Robert S. Christensen was the Deputy Chief from the first of the year until December 1984 at which time Major Paul B. Desjardins became the Deputy Chief.¹

Mission wise, the APO had a great number of functions which it performed relative to aviation proponency and the branch implementation--which was begun in 1983. It advised the Commanding General on matters of proponency and also served as a liaison and referral between personnel and organizations of the branch in the field (active and reserve, TO&E and TDA) and the functional staff in the school. APO was also responsible for coordination with integrating centers, HQ TRADOC, MILPERCEN or HQDA in matters affecting the branch. Continuing with its functions, APO monitored matters pertaining to doctrine,² equipment, organizations, training and personnel relative to the branch.

Accomplishments

Charged with the responsibility of monitoring the progress of the Aviation Branch Implementation Plan (ABIP), APO assumed an active role in insuring the plan was fully implemented by 1 October 1984.

A few of the noteworthy achievements of the plan were the establishment of the Aviation Officer Basic and Advanced Courses in July 1984, and the U.S. Army Aviation Logistics Schools (USAALS) at Fort Eustis, Virginia. During 1984, all active duty commissioned officers were transferred from their career branches to the nascent Aviation Branch. Also, in 1984, APO guided the transfer of proponency of aviation doctrine and publications to USAAVNC.³

In 1984 the Aviation Proponency Office was instrumental in programs such as the development of aviation commissioned and warrant officer career pattern initiatives and the TRADOC Officer Personnel Management Systems Review. These programs were high priority and required the constant attention and follow-up by APO, which at times was frustrating.

The far-reaching influence of the APO was even felt in areas such as the aeroscout observer program. APO affected the transfers of the aeroscout program from the suzerainty of the Armor Branch. This was not easy because Armor was understandably reluctant, to say the least, to

* For an indepth look at the nascence, dynamics, and functions of APO, particularly in regard to the implementation of the Army Aviation Branch refer to the opening chapter of the 1983 Army Aviation Center Annual Historical Review.

relinquish a "plum" such as the aeroscout program. However, the transfer took place with a modicum of controversy or discomfort for either branch.⁴

The ubiquitous APO found itself also representing Aviation Branch interests with respect to the Army Education Requirements Board (AERB), and during 1984, providing representation to Aviation Branch Information Teams (CONUS and OCONUS) for the purpose of updating soldiers on Army Aviation.⁵

In furtherance of its talents, Colonels Estes and Harmon's staff directed the establishment of Career Management Field (CMF) 93--Aviation Operations. This CMF was comprised of the Air Traffic Control and Airfield Operations MOS'. Relative to the Aviation MOS', APO prepared the aviation warrant officer MOS restructure and provided USAAVNC representation to the HQDA Total Warrant Officer Study Initiative. All force modernization initiatives were monitored in 1984 as well as their subsequent impact on aviation personnel systems.⁶

Summary

The Aviation Proponency Office had two chiefs in 1984. They were Colonel Ernest F. Estes and Lieutenant Colonel Thomas D. Harmon. It advised the Commanding General on matters of proponency and acted as liaison and referral between personnel and organizations involved in Army Aviation. The APO was responsible for insuring that the Aviation Branch Implementation Plan was fully implemented by 1 October 1984. A noteworthy accomplishment by the Aviation Proponency Office was establishment of the Aviation Officers Basic and Advanced Courses and establishment of the Army Aviation Logistics School. All force modernization initiatives were monitored by APO in 1984 and the aeroscout observer program was transferred from the Armor Branch to the Aviation Branch.

APO FOOTNOTES

¹Hist (U), ATZQ-P, 1984, hereafter cited as 1984 APO History, materiel is extracted; Intv, Colonel E. F. Estes with H. P. LePore, 13 Apr 84, hereafter cited as Estes Intvw; SAR, ATZQ-P, 1984, hereafter cited as APO 1984 SAR, materiel is extracted.

²APO 1984 SAR; 1984 APO History.

³Estes Intvw; 1984 APO History; APO 1984 SAR; DF, ATZQ-P to ATZQ-AT et al, Subj: 31 October 1984 ASPC Meeting, 26 Oct 84, (Doc II-59).

⁴APO 1984 SAR; Msg (U), DAPE-ZA to AIG 7405/7406, Subj: Department of the Army Total Warrant Officer Study (TWOS), 311953Z Dec 84, (Doc II-60); Staff Sheet ATZQ-P to ATZQ-CG, Subj: Restructure of the Aviation Warrant Officer (AWO) MOS System, 22 Nov 83, (Doc II-61); ATZQ-P to ATZI-NCR-MO, Subj: Suggested Change to Warrant Officer MOS System (AR 611-112), (Doc II-62).

⁵APO 1984 SAR; Brfg (U), Aviation Branch Information Team, n.d., materiel is extracted.

⁶Ltr (U), ATZQ-NCO-SB to Distribution, Subj: Letter of Notification E-2-10, Establishment of New CMF 93, Aviation Operations, (Doc II-63); Ltr (U), DAPC-OPA-E to Distribution, Subj: Preparation for the 1985 Army Educational Requirements Board (AERB), 16 Sep 84, (Doc II-64).

CHAPTER III

TRAINING

The departments and directorates discussed in this chapter dealt with all facets of training at the School and Center level to include flight training, academic subjects, enlisted training, and the TRADOC System Manager (TSM) for 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 1984.



Colonel Norman M. Bissell, Commander, Department of Flight Training, 1 January 1984 to 26 July 1984.

AVIATION TRAINING BRIGADE

Effective 15 September 1984 with formal implementation on 3 October of the same year, the Department of Flight Training (DOFT) became the Aviation Training Brigade (ATB). The organizational structure changed from the School Model 83 structure which included the Director, Headquarters, and three divisions, to a separate training brigade replete with three training battalions. The nascent Brigade Headquarters had staff functions, such as S-1, S-2, S-3, and S-4. The new structure paralleled a Modified Table of Organization and Equipment (MTOE).¹

As in 1984, the mission of the ATB did not change. The Aviation Training Brigade conducted all formal flight instructions at USAAVNC, and served as Contracting Officer Representative (COR) for all flight instruction undertaken by the civilian contractor.

Lieutenant Colonel(P) Haspard R. Murphy was the Commander of the Aviation Training Brigade from 27 July 1984 to the end of the year. He was the incumbent when DOFT became the ATB. His predecessor, Colonel Norman M. Bissell, served as the Commander of DOFT from 1 January 1984 to 26 July 1984. Lieutenant Colonel L. Dean Gould was Deputy Commander from 1 January 1984 until 28 May, at which time he moved to Cairns Division (later the 8th Aviation Training Battalion). Lieutenant Colonel(P) Rodney D. Bither, the Commander of the Hanchey Division (later the 7th Training Battalion) became the Deputy Commander of the ATB on 29 May 1984, and served in his position for the remainder of the year. Sergeant Major Richard L. Thomas was the Aviation Training Brigade Command Sergeant Major for all of 1984. Lieutenant Colonel Clarence S. Ivie, Jr., was the Commander of the Hanchey Division (later to be the 7th Training Battalion) from 23 May 1984 to the end of the year. He replaced Lieutenant Colonel(P) Rodney D. Bither who became the ATB Deputy Commander. Lieutenant Colonel Peter H. Carr was Commander of Lowe Division (later to be the 9th Aviation Training Battalion) from the first of January 1984 to 12 July 1984. At that time he was replaced by Lieutenant Colonel John C. Shaw, Jr. LTC Shaw commanded the battalion for the remainder of the year.

In reference to the training battalions, the following took place. The 7th Aviation Training Battalion (formerly Hanchey Division) directed and coordinated the activities of the battalion heliport as well as flight training in DA transition. Also coordinated and directed were aviation qualifications (AQC), instructor pilots (IPC), and local methods of instruction (MOI) courses. These MOI courses included AH-1S (FM), IPC/AQC/MOI, OH-58A and C IPC, OH-58 Aeroscout MOI, Initial Entry Rotary Wing (IERW) contact, Combat Skills and Night/Night Vision Goggles and AH-64 PNVS/AQC/IPC/MOI.

The 8th Aviation Training Battalion (formerly Cairns Division) directed and coordinated the battalion airfield activities as well as flight training in Rotary Wing Instrument Flight Examiners' Course (RWIFEC), Rotary Wing Instrument Instructor Pilot Method of Instruction Course (RWIIPMOI), Rotary Wing Aviator Refresher Training Course (RWART), Initial Entry Rotary Wing Instrument Phase (IERWIP), and the

Rotary Wing Qualification Course (RWQC). The 8th Aviation Training Battalion was also responsible for the Fixed Wing Multi-Engine Qualification Course (FWMEQC), U-21 Instructor Pilot Course (U-21 IPC), OV-1 Aircraft Qualification Course (OV-1 AQC), OV-1 Instructor Pilot Course (OV-1 IPC), and CH-47B, C, and D (IPC/MOI and AQC).

The 9th Aviation Training Battalion (formerly Lowe Division) directed and coordinated the activities of the battalion airfield as well as flight training in UH-1 Initial Entry Rotary Wing (IERW) transition, Night/Night Vision Goggle Qualification and Combat Skills, UH-60 Aviation Qualification Course (UH-60 AQC), UH-60 Instructor Pilot Course (UH-60 IPC), UH-1² Contact and Night Vision Goggle IPC and UH-1 Contact, CBS, and NVG MOI.

Accomplishments:

Collectively, the ATB units were busy in 1984. A total of 1,662 Initial Entry Rotary Wing (IERW) students graduated and received military aviator wings. This total included 908 officers, 716 warrant officer candidates, and 38 EURO/NATO students. Additionally, the brigade graduated 2,581 aviators from Advanced and Refresher Programs of Instruction, and trained 161 Cadet Military Students (CMST). Records of the flight training students were maintained between Office of the School Secretary (Mrs. Betty Webb) and Aviation Training Brigade (Mrs. Martha Welcher).

Ms. Vicki Parker, Clerk Typist, 8th Battalion was chosen as Fort Rucker's Handicapped Employee of the Year. Ms. Parker demonstrated a high degree of skill and competency in her work, and had overcome numerous obstacles in her battle to achieve normalcy after a bout with polio as a child.

Two Pilot Night Vision Sensors (PNVS) Production Surrogate Trainers were delivered to the 7th Battalion in the fall of 1984. These aircraft increased significantly the unit's training capacity.

The brigade became involved in the preparation for student training in the AH-64 which was ostensibly to begin in midyear 1985. In line with this training, individuals were sent to Mesa and Yuma, Arizona, in March 1984 to undergo Instructor Key Personnel Training.

During 1984, several movements of aircraft and training caused major realignment of air corridors, stagefields, and tactical areas. The UH-60s were moved from 8th to 9th Battalion, effective 29 August 1984. Cargo (CH-47) was moved from the 7th to the 8th Battalion on 14 September 1984. In December 1984, the IERW Primary Phase conducted by ACE was moved from the 7th Battalion to Shell Detachment.

The 9th Battalion initiated the Aviation Tactical Exercise (AVTAC); this was part of the Advanced Combat Skills phase of training by the battalion. The Combat Skills Branch I received the "Daedalian Award" for flight safety on an Armywide basis. The 9th Battalion conducted 16 VIP missions to include Israeli Brigadier General Yistah Spector, and Chief of General Staff, Pakistan, Lieutenant General Mirza Aslam Beg,

and General Thurman, Vice Chief of Staff, US Army. Eight missions were accomplished in support of the Infantry Center, Fort Benning, Georgia, and the Ranger School, Eglin Air Force Base, Florida.

Turnover rates for the ATB in 1984 tended to be high at 70 percent. The authorized strength for the brigade for 1984 was a total of 1,121 men and women. This was broken down into the following categories: 200 officers; 556 warrants; 198 enlisted personnel, and 167 civilians.

The Aviation Support Company was officially designated as of 4 June 1984. This company was formed from the support platoons of Hanchey and Lowe divisions and incorporated the Instrument and Aviator Qualification Section previously under Department of Plans and Training. This consolidation resulted in the following support for USAAVNC:

Contact Evaluations	300
Instrument Renewals	250
Special Missions	100
Refresher Training Students	180
Hours of Support Mission	12,000
Annual Writs	2,200 ³
Flight Records	3,600 ³

During the year the brigade became involved in approximately thirty static displays throughout the southeastern part of the United States and the local area for Armed Forces Day, Aviation Committee Emeritus (ACE), and civic affairs such as the Dothan Air Fair.

When Colonel Murphy became the Commander of DOFT in July 1984, two events were forthcoming which would affect him and DOFT. First on 28 September, Colonel Murphy relinquished his leaf insignia of a Lieutenant Colonel to the eagle insignia of a full colonel. As an aside, on the same day, Colonel Murphy passed his rank insignia to newly promoted Lieutenant Colonel Clarence S. Ivie, Jr., of the Hanchey Division. The second event was the very next day when the Department of Flight Training was redesignated the Aviation Training Brigade (ATB) during the Aviation Training Brigade Activation Ceremony. Colonel Murphy smartly led his men and women on and around the Post Parade Field that day. Who says Army aviators cannot march, let alone keep in step? On that hallowed day--at least for the new ATB--Colonel Murphy's soldiers marched with precision and vigor. An esprit de corps was apparent to all who observed the ceremony--particularly to the Center Historian, who duly chronicled the event.⁴

The brigade men and women assembled once again to honor a distinguished Army aviator and Medal of Honor recipient on 30 November 1984. They marched proudly as an element of the Post Farewell Parade and Retirement Ceremony for CW4 Michael J. Novosel.

The ATB showed its versatility by providing ongoing support for the day and Air Assault missions in 1984. It also lent support to the Ranger School training at Eglin Air Force Base, Florida, and Fort Benning, Georgia. The Lowe Division coordinated and conducted the last IERW graduation "Fly-by" ceremony at Fort Rucker in March 1984. In

1984, the Aviation Training Brigade expanded its Night/Night Vision Goggle program to include the NVG Terrain Flight Operations. The expansion of the NVG program did much to refine and sharpen the nighttime flying skills of Army aviators.

Relative to the ATB and flying, two Class A mishaps took place in 1984. On 16 April 1984, a UH-1H assigned to Lowe Army Heliport was involved in a Class A mishap resulting in three fatalities, and on 9 May 1984, a solo student in primary training lost control of his TH-55 aircraft which impacted in a wooded area on Fort Rucker. The result was one fatality. Other than the above two mishaps, the brigade had an exemplary safety flying record.

The Aviation Training Brigade closed out an extremely successful year with its Christmas Formal on 15 December 1984. The ATB took pride in its many accomplishments in 1984, but planned not to rest on its laurels in 1985. In fact, the men and women of ATB believed 1985 would even be a better year.⁵

Problem Areas

No problems were discernable.

Summary

In 1984, the Department of Flight Training (DOFT) was redesignated the Aviation Training Brigade (ATB). Its three divisions became training battalions. The ATB also underwent a change in commanders. On 27 July 1984, when LTC(P) Haspard R. Murphy assumed command of the brigade, he replaced Colonel Norman M. Bissell.

Other than the above changes, the mission of the ATB remained unchanged. Its primary mission was the conducting of all formal flight instruction at USAAVNC. The brigade graduated 1,662 Initial Entry Rotary Wing (IERW) students in 1984 and 2,531 aviators from Advanced and Refresher Programs of Instruction. During 1984, several movements of aircraft and training brought about major realignment of air corridors, stagefields, and tactical areas. The Aviation Support Company--formed from the support platoons of the various divisions--was officially designated on 4 June 1984. On 3 October 1984, the DOFT became the ATB.

ATB FOOTNOTES

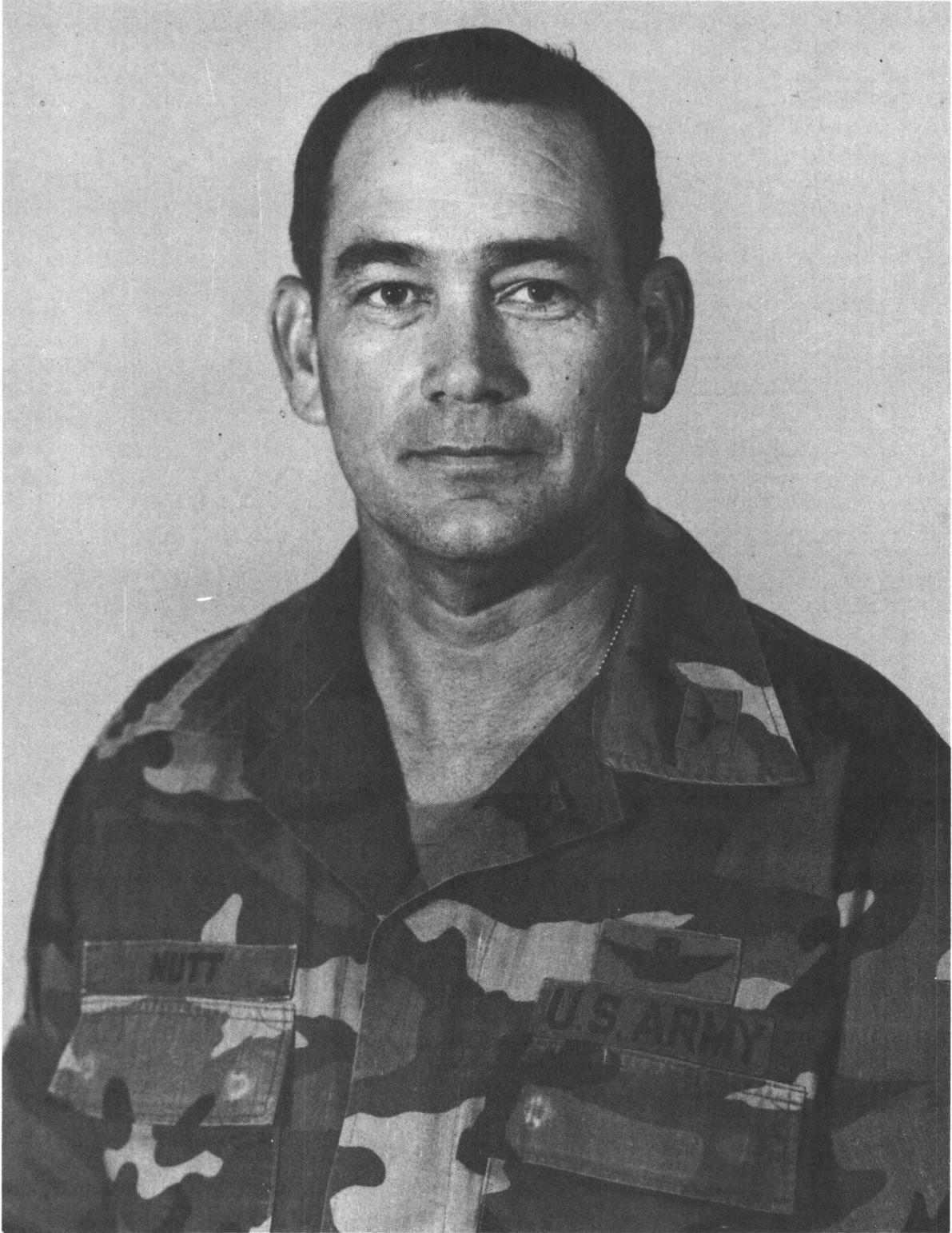
¹Hist (U), ATZQ-FT, 1984, hereafter cited as FT History 1984, materiel is extracted; Memo, ATZW-CS to ATZQ-RM et al, Subj: DOFT Reorganization to a Training Brigade, 6 Sep 84, (Doc III-1); Draft, PERMANENT ORDER 155-8, 19 Sep 84, (Doc III-2); Draft, PERMANENT ORDER 189-46, 19 Nov 84, (Doc III-3).

²FT History, 1984, materiel is extracted; Significant Activities Report, ATZQ-FT, 1984, hereafter cited as ATZQ-FT SAR, 1984, materiel is extracted.

³FT History, 1984; ATZQ-FT, SAR, 1984.

⁴Ibid.

⁵Ibid.



Colonel Merwyn L. Nutt, Director, Department of Gunnery and Flight Systems, 1 September 1984 to the present.

DEPARTMENT OF GUNNERY AND FLIGHT SYSTEMS

The Department of Aviation Subjects (DOAS) was reorganized on 17 December 1984 as a result of School Model '83 to become the Department of Gunnery and Flight Systems (DGFS). This reorganization answered a post-wide staff study dealing with School Model '83 which identified a void and certain fragmented efforts dealing with aviation weapons, gunnery, and range issues.

The Department of Gunnery and Flight Systems was composed of Headquarters, Administrative Branch, Supply Branch, Operations Branch, and three training divisions: Aviation; Flight Simulator; and Weapons and Gunnery. DGFS provided aviation academic and systems training, cockpit procedural training, and flight simulator training for students, staff, faculty, and other Army aviators. It was also the proponent for aerial gunnery.

Colonel Norman N. Ferguson was the first director of DOAS, serving from 1 October 1983 until 31 August 1984. His successor, Colonel Merwyn L. Nutt, assumed directorship of the department on 1 September 1984, and remained in this position for the rest of 1984. Lieutenant Colonel David H. Crawford was Deputy Director from 28 June 1983 until 17 December 1984. Lieutenant Colonel Robert E. Harry replaced Lieutenant Colonel Crawford on 17 December 1984. Sergeant Major Frederick D. Haney was the unit SGM for all of 1984.

Accomplishments

During CY 84, DGFS provided academic training in support of 35 programs of instruction (POI). It also had the proponency for twelve of the thirty-five POIs and gained proponency for aviation weapons and gunnery doctrine and affected support to Mobile Training Teams (MTT) and New Equipment Training Teams (NETT).

The Department of Gunnery and Flight Systems Operations Branch served as the coordinating agency for DGFS. The branch accomplished two major projects in 1984. They were the implementation of an Initial Entry Rotary Wing (IERW) Review Committee and the movement of departmental elements from one office to another with no loss of work. In 1984, the Operations Branch continued to coordinate external and internal academic training, while refining DGFS Standing Operating Procedures (SOP).

The Supply Branch supervised a smooth transition into the new organization. The branch revised and reorganized its hand receipts of installation property to reflect gains and losses of such property which occurred as the result of the move.

The Administrative Branch developed an operating budget, insured the TDA provided for department manpower needs, and provided administrative support to 240 officer, enlisted, and civilian personnel.

Problem Areas

There appeared to be no discernable problem areas.

Summary

The Department of Gunnery and Flight Systems evolved from the Department of Aviation Subjects on 17 December 1984. Its Headquarters, Administrative, Supply, and Operations branches made a smooth transition from one department to another. The three training divisions of DGFS were the Aviation, Flight Simulator, and Weapons and Gunnery Division.

AVIATION DIVISION

The DGFS Aviation Division was responsible for the design, development, and instruction of aviation subjects and aircraft systems. This training was provided for students in initial entry and advanced flight, and for professional development.

Seventy-seven trainers were assigned to the Aviation Division in 1984. They provided subject matter support for center requirements, reviewed new doctrine and technical publications for content accuracy, wrote correspondence courses, participated in special training projects, and supported command programs.

Lieutenant Colonel Frederick S. Travis was Chief of the Aviation Division and had been since 1 October 1983.

Accomplishments

The Aviation Division conducted 32,151 hours of academic training in 1984. The division taught a wide range of subjects, such as instrument flight procedures, weather, doppler navigation, aerodynamics, accident prevention, regulations, air traffic control, and weight and balance. A team concept was employed by the division in regard to the design of new courses and the revision of existing materiel; this was in accordance with the Army's Systems Approach to training.

Problem Areas

None were discernable.

Summary

The Aviation Division was responsible for the design, development, and training modes concerning academic subjects and aircraft systems for IERW and advanced flight students. There were 77 trainers assigned to the division and they conducted 32,151 hours of academic training. The team concept was used in training.

FLIGHT SIMULATOR DIVISION

The Flight Simulator Division (FSD) provided the Synthetic Flight Training System (SFTS) support for all fixed and rotary wing training at the Aviation Center. The division also provided SFTS configuration management and software support for all flight simulators worldwide.

FSD was responsible for obtaining personnel for New Equipment Training teams and Directorate of Evaluations/Standardization assistance visits. Cockpit procedural training and performance planning for all UH-1 courses at the Aviation Center emanated from this division. The Flight Simulator Division was composed of a headquarters and three branches. The branches were the Flight Simulator Training Branch, Procedural Training Branch, and Worldwide Software Support Branch.

Lieutenant Colonel Carl R. Bierbaum was Chief, Flight Simulator Division during the entire year of 1984. Captain Randal A. Almeter was the Operations Officer from 1 October 1983 until 21 April 1984. At that time he was replaced by Captain Richard Klatt. Master Sergeant James R. Pile was the Sergeant Major from 1 October 1983 to 1 June 1984. His replacement was Master Sergeant(P) Eston S. Bowles, who became the unit Sergeant Major on 1 June 1984.

Accomplishments

Flight Simulator Division briefed over 6,000 visitors during CY 84. Visitors included foreign dignitaries, Congressional leaders, military personnel from all branches of the service, and local and national civic groups from throughout the nation.

Over 119,600 hours were logged in the simulators by flight students during CY 84. During a department reorganization in June of 1984, Procedural Training Branch was placed back in the Flight Simulator Division. AH-1 Flight and Weapon Simulators were fielded in 1984. Devices were installed at Fort Hood, TX, Hanau, FRG, and Fort Campbell, Kentucky. During 1984, Fort Rucker's AH-1 was upgraded from a "Q" model to a "S" model.

The Worldwide Software Support Branch (WSSB) conducted software support visits to four UH-1 and two CH-47 flight simulator sites in CONUS, plus a visit to the CH-47 site in Germany. The branch assisted DES on six inspection tours to sites in CONUS, USAREUR, Hawaii, and Korea. WSSB personnel provided AVSCOM with information needed to conduct upgrade of UH-1 flight simulator computers. Software representatives were sent to all AH-64 Combat Mission Simulator (CMS) data base conferences, and general software modifications were incorporated in all simulators during 1984. With the tentative arrival date of the first AH-64 Apache slated for March of 1985, FSD worked hard to be ready for its arrival.

Problem areas

There appeared to be no discernable problem areas.

Summary

The Flight Simulator Division briefed over 6,000 visitors and over 119,600 hours were logged in its flight simulators at Fort Rucker during CY 84. It fielded its AH-1 Flight and Weapons Simulators in CONUS and USAREUR and its Worldwide Software Support Branch conducted visits to UH-1 and CH-47 sites in CONUS and USAREUR.

WEAPONS AND GUNNERY DIVISION

The Weapons and Gunnery Division developed, conducted, and evaluated performance oriented instruction on aircraft and weapons systems for the AH-1 attack helicopter and PNVS Surrogate Trainer. The division began exercising proponency for Standards in Training Commission (STRAC).

Captain Dennis R. Sundell was Chief of the division in 1984. The Weapons and Gunnery Division was organized into three branches: the Range Design and Operations Branch, the Aviation Weapons and Gunnery Systems Branch, and the Weapons Simulator Training Branch.

Accomplishments

The division coordinated with the Flight Simulator Division to prepare for the arrival of the AH-64 Apache Helicopter in 1985. It expanded its training and evaluation in 1984, and on 7 November, became part of a plan to become a weapons and gunnery division. The implementation of a new division was the result of the Special Advisory Study Group brought about by the revision of School Model '83. On 17 December, the Weapons and Gunnery Division moved into Yano Hall as part of the activation of DGFS.

Problem Areas

No problems were discernable.

Summary

The Weapons and Gunnery Division was a new division implemented as a result of the revision of School Model '83. During 1984, it was responsible for the evaluation of aircraft and weapons systems for the AH-1 attack helicopter. The division became the proponent for aerial gunnery and related activities.

DGFS FOOTNOTES

¹History (U), ATZQ-GFS, 1984, materiel is extracted; Msg (U), ATZQ-AS to ATZQ-DRM, Subj: Organization Structure Change, (no enclosure cited), 20 Dec 84, (Doc III-4).



Lieutenant Colonel Gilbert H. Frederick, Director,
Department of Enlisted Training, 1 January 1984 to
1 July 1984.



Sergeant Major William R. Dunn, Director, Department of Enlisted Training, 1 October 1984 to the present.

DEPARTMENT OF ENLISTED TRAINING

The Department of Enlisted Training (DOET) conducted academic training and development (less medical) for the Army Aviation Center. This entailed flight maintenance, flight operations, air traffic controller, the Noncommissioned Officer Education System, and officer/warrant officer air traffic control instruction. DOET also provided administrative and logistical support of assigned elements along with classroom support for all standard existing instructional purposes during duty hours.

DOET's Operations Branch planned, coordinated, and scheduled academic instruction for the department. The branch also coordinated mobile training teams and instructional support; assisted in curriculum development, evaluation/standardization, and combat development of training programs and policies. The Department of Enlisted Training also prepared statistical data and staff studies, and attended conferences relative to mission support.

Beside the Operations Branch, DOET also had a Headquarters, Administrative Branch, Supply Branch, and training divisions. These divisions were the Air Traffic Control Division and the Maintenance Training Division.

Lieutenant Colonel Gilbert H. Frederick was Director of the Department of Enlisted Training from 1 January 1984 to 1 July 1984. Lieutenant Colonel Louis A. McAdams was the intermediate DOET director from 1 July 1984 to 30 September 1984. Sergeant Major William R. Dunn became the third director on 1 October 1984. SGM Dunn was the only director level SGM at Fort Rucker.

Accomplishments

The first noteworthy accomplishment was the fact that as of 1 October 1984, DOET changed hands from all officers to all enlisted management/key personnel by order of the Commanding General, Major General Bobby J. Maddox. As a result of the above reorganization, NCOs were placed in key positions within the division formerly held by officers. However, the high quality of leadership and esprit was maintained throughout the Department of Enlisted Training.

MAINTENANCE TRAINING DIVISION

The Maintenance Training Division (MTD) conducted Advanced Individual Training (AIT) for Military Occupational Specialties (MOS) 67N and 67V in 1984. It also designed, developed, and implemented all associated technical materiel.

Lieutenant Colonel Wallace J. Bowen was Chief of MTD from 1 January 1984 to 30 September 1984, at which time Sergeant Major Jack R. Scott assumed the reins of command. SGM Scott had previously been the MTD Sergeant Major until his assuming the position as chief of the unit.

The Maintenance Training Division was composed of three branches in 1984. They were the Utility Helicopter Mechanical Skills Branch (UH-1 MSB); Observation Helicopter Mechanical Skills Branch (OH-58 MSB); and Enabling Skills Branch (ESB).

During March 1984, the UH-1 Course was changed from a self-paced to a group-paced Program of Instruction (POI). This was done to facilitate the training of more soldiers at one time and to better utilize the training staff. The entire POI was revamped, but with a modicum of disruption and complications.

UH-1 MSB completed Phase II of the Armed Services Vocational Aptitude Battery (ASVAB) in July 1984. The 67N MOS was the only aviation MOS of the nineteen MOS' selected by the Department of the Army to be validated. In conjunction with the above events, the UH-1 MSB continued to train and produce students. The total trained was 1,063 UH-1 mechanics. Of this number trained, 221 were National Guard, 76 were Reserves, one civilian, and 20 were allied students.

Throughout 1984, the Maintenance Training Division provided support (67N and 67V instructors) to the Recruiting Command to go to various high schools for recruitment of graduates into the Army and into aviation.

Problem Areas

There were no discernable problems.

Summary

The Maintenance Training Division (MTD) was responsible for Advanced Individual Training (AIT) for MOS' 67N and 67V. MTD designed, developed, and implemented all associate technical materiel. Sergeant Major Jack R. Scott was the first enlisted Chief of MTD in 1984. In 1984 the division completed Phase II of the Armed Services Vocational Aptitude Battery. The 67N MOS was the only aviation MOS of the 19 MOS' selected by the Department of the Army to be validated. Also, in March 1984, the UH-1 Course was changed from a self-paced to a group-paced Program of Instruction.

AIR TRAFFIC CONTROL DIVISION

The Air Traffic Control Division of DOET conducted AIT and the Advanced Noncommissioned Officer Course (ANCOC) for MOS' 93P, 93H, and 93J. In addition, ATC training was provided to officers in the Officer ATC Course, and EURO/NATO Voice Procedures Course. The ATC Division safeguarded and administered the Federal Aviation Administration (FAA) Control Tower Operator (CTO) examination. It also designed, developed, and implemented training materiels required for resident and nonresident technical courses related to MOS' 93P, 93H, and 93J. The ATC Division provided Mobile Training Team Support to National Guard ATC units and New Equipment Training Teams (NETT) as requested.

Prior to 1 October 1984, there were two branches of the ATC Division. They were Fixed Base Training Branch (FBTB) and the Combat Support Training Branch (CSTB). After 1 October 1984, beside the Combat Support Training Branch, there were the Academic Training Branch and the Advanced Training Branch.

Major William E. Coleman was Chief of the ATC Division from 1 January 1984 to August 1984. Captain Paul R. Wilson was the interim chief from September 1984 to October 1984. Master Sergeant Charles L. Jones was Chief from October 1984 to the end of the year. Sergeant Major Frank H. Dennis was the ATC Sergeant Major from 1 January to July 1984. Sergeant Major Kenneth L. McElroy took over as the division chief on 19 December 1984.

Accomplishments

The ATC Division phased out three of its MOS self-paced instruction in 1984. They were the 93H/J AIT and 93P AIT courses, which were primarily replaced by group-paced instruction on 1 April 1984. Live traffic and tactical operation training were terminated for all MOS' however, on 29 October 1984, Major General Maddox sent a message to DOET reference a visit to Fort Rucker by the Vice-Chief of Staff, U.S. Army, General Thurman. In his message, MG Maddox addressed the Vice-Chief of Staff's order that live traffic training be reinstated, and simultaneously, tactical training for the enlisted soldier be expanded. As a result of this message, ATC Division coordinated, developed, and submitted a USAAVNC Form 1810 for staffing and the approbation by the Commanding General for relocation of the Tactical Air Traffic Control Equipment and Live Training Site to TAC-X on 15 November 1984. By the end of the year, however, approval from the Commanding General was still pending.⁴

Logistically, DOET underwent some significant relocations of personnel and equipment in 1984. On 14 September, the Academic Training Branch and Combat Support Training Branch moved from Tank Hill to the 3700 block on main post, from one week later by relocating of the ATC equipment training site from Tank Hill to RT-9 by direction of higher headquarters.

On 13 December 1984, an ATC Officer Task Selection Board was convened for the purpose of forming a critical task list for the Advanced ATC Course for commissioned/warrant officers and directorates that would teach it. The board, composed partially of ATC Division personnel, used a survey conducted by DOTD to determine which tasks should be taught and the length of each block of instruction. As a result of this board, 138 critical tasks were identified to replace the existing six weeks course. It was further identified that there were three directorates which could provide this training (DOET, DOAS, and DCAT).⁵ However, it could not be until 1985 that the task list would be approved.

Problem Areas

It appeared tentative training and staffing needs were examined by the ATC Division of DOET, and when necessary, efforts to achieve milestones were undertaken. However by year's end of 1984, no definitive approvals or decisions had been handed down. How this was to affect the ATC mission was not known.

Summary

As with other parts of DOET, the ATC Division underwent personnel changes with the transition from officers to enlisted leadership. The division also relinquished its self-paced instruction mode to that of group-paced instruction in 1984. The ATC Division relocated from Tank Hill to main post in 1984, and moved to identify and establish a critical task list for its Advanced ATC Course.

DOET FOOTNOTES

¹Hist (U), ATZQ-ET, 1984, hereafter cited as 1984 Enlisted Training History, materiel is extracted.

²1984 Enlisted Training History, materiel is extracted; Msg (U), ATTG-I to AIG 891, Subj: MOS Training in a Field Environment, 101845Z Jan 84, (Doc III-5); Msg (U), ATCG to AIG 891, Subj: POI Analysis, 081330Z Feb 84, (Doc III-6).

³Memo, ATZQ-CG to ATZQ-DAC, Subj: Enlisted Tactical FTX, 26 Oct 84, (Doc III-7); Memo, ATZQ-CG to ATZQ-ET, Subj: ATC Tactical Tng, 29 Oct 84, (Doc III-8); Msg (U), ATTG-I to ATZQ-ET, Subj: FTX in AIT and Phase II of OSUT, 041915Z Apr 84, (Doc III-9), Ltr (U), ATZQ-ET to ATZQ-DOTD, Subj: Moving From Self-Pace to Group-Pace, 9 Nov 83, (Doc III-10); Fact Sheet on ASVAB, 5 Feb 84, (Doc III-11); Ltr (U), ATTG-DOR to CDR, USAAVNC, Subj: Development and Validation of Army Selection and Classification Measures, 22 Jun 84, (Doc III-12).

⁴1984 Enlisted Training History, materiel is extracted; Memo, ATZQ-CG to ATZQ-DOET, Subj: Information CY to DODT, 29 Oct 84, (Doc III-13).

⁵1984 Enlisted Training History.



Lieutenant Colonel(P) Norman St.Peter, Director,
Directorate of Training and Doctrine, 1 January 1984 to
19 July 1984.



Colonel James P. Hunt, Director, Directorate of Training and Doctrine, July 1984 to the present.

DIRECTORATE OF TRAINING AND DOCTRINE

As in 1983, the Directorate of Training and Doctrine (DOTD) directed all activities and actions encompassing the training development process to support individual and collective training analysis, design and development of training literature. DOTD also provided staff and faculty development at Fort Rucker.

In 1984, DOTD served as program manager and principal adviser to the Commanding General and Assistant Commandant for administering institutional and nonresident training for which the school was proponent and for conducting the training portion of the organizational assessment.

DOTD had two directors in 1984. They were Lieutenant Colonel(P) Norman St. Peter who served from 1 January 1984 until 19 July 1984, at which time Colonel James P. Hunt became Director of DOTD. Colonel Hunt was the incumbent director for the remainder of the year.

The directorate comprised six divisions--all unique in their respective functions but all part of the overall accomplishments of DOTD.

Accomplishments

One of the most prestigious meetings to take place in 1984 was the inaugural meeting of the 1984 Aviation Council Emeritus (ACE-84) held at Fort Rucker from 13-16 July 1984. ACE gathered senior members of the retired Army aviation community to disseminate to them current, accurate information on the process and progress of implementation of the Aviation Branch. The scope of the conference ranged from a review of events that led to the decision to form the branch to a detailed description of the implementation plan and its progress. The honored guests were given the opportunity to see how well implementation had worked. ACE-84 established a direct and continuing dialogue between those with a vast repository of experience in Army aviation and those having a contemporary interest in optimal employment of Army aviation. The ACE-84 participants were also provided a thorough overview of external and internal branch activity such as aviation force structure, doctrine, tactics, training and professional development. The ACE conference was successful, though whether opinions and/or attitudes were changed was not known.

Aviation Logistics Conference (AVLOG-84)

In October 1983, the Army Aviation Center hosted the Army Aviation Employment Conference (AVNEC-83). One of the important issues discussed was how to reach a consensus on combat aviation brigade's (CAB) employment in three scenarios: (in Europe, in Southwest Asia, and on a Contingency Mission). A consensus was not reached at the conference. It was decided another conference was needed to address the "how to support" issue concerning the CAB. The logical conference at which to discuss this issue was the Aviation Logistic Conference-1984 (AVLOG-84).

This conference was jointly hosted by the US Army Aviation Logistics School and the US Army Aviation School and was held at Fort Rucker on 15-17 August 1984.

The AVLOG-84 participants came from all levels of the Army and Army aviation. They included users, developers, and decision makers from commands--such as USAREUR, CONUS, FORSCOM, TRADOC, AMC and Korea--and nonaviation division commanders.

The objective of AVLOG-84 was to formalize consensus on how to support Army Aviation in the AirLand Battle scenario. The conference focused upon the concepts and doctrine for the support of battalion and higher level Army aviation units in the same three AVNEC scenarios. The results of the conference included a recapitulation of the "how to support" issues and the need for the development of doctrinal publications.

AVIATION BRANCH INFORMATION TEAM

The Aviation Branch Information Team (ABIT) was an Aviation Branch initiative to integrate aviation into the combined arms. It had its beginning with the creation of the Aviation Proponency Office in 1983.* In 1984 DOTD was given the ABIT function of visiting Army installations worldwide to bring current aviation information to the field, open channels of communication between field agencies and the Aviation Branch, and ensure that field input is considered in Aviation Branch implementation. The Aviation Branch Information Team was a total Army effort, consisting of representatives from the Aviation Center, Reserve Components, and the Aviation Logistics School at Fort Eustis, Virginia.

COURSE DEVELOPMENT DIVISION

The Course Development Division (CDD) underwent noticeable changes under School Model 83. Under the School Model, CDD exercised staff coordination for resident Programs of Instruction (POI) and maintained the POI master file. CDD also managed the aviation Army Correspondence Course Program (ACCP), the Training Extension Course (TEC), and the audiovisual program.

Accomplishments

The Course Development Division implemented a number of courses in 1984. Courses such as the Aviation Officer Basic Course, the Aviation Officer Advanced Course, the Warrant Officer Entry Course, and the new Enlisted Aeroscout Observer Course were significant inclusions into the already expanding training curriculum in 1984. During the same time the Aviation Warrant Officer Advanced Course underwent revision, which brought it in line with the other courses as to relevance and structure.

* The 1983 Annual Historical Review provides an indepth look at the role of the ABIT in unit on Aviation Proponency.

Activities relating to the fielding of the OH-58D Advanced Helicopter Improvement Program (AHIP) were coordinated. These activities included pre-factory training, factory training, test support package training, operational testing, and development of instructional materials for pilot, instructor pilot, and observer. Activities relating to the fielding of the AH-64 attack helicopter were also coordinated.

In 1984, DOTD worked with the Aviation Proponency Office to transfer aeroscout training from the Armor Branch to the Aviation Branch. The Armor Branch had considered aeroscout training an essential part of its branch identity, thus, its acquisition was a coup for the Aviation Branch. However, as mentioned in the unit on the Aviation Proponency Office, communication between the Armor and Aviation Branches mitigated any rancor concerning the move.

The Course Development Division provided instructional materials and a team chief for a mobile training team to teach systems approach to training to the Portuguese. Closer to home, DOTD developed and implemented a Spanish language IERW program for Spanish-speaking flight students training at Fort Rucker.

Though CDD accomplished a great deal in 1984, it was encumbered by its responsibilities not being well defined in relation to other USAAVNC organizations. This was particularly confusing in the area of POI management. However, it was expected that the above problems would be rectified in 1985.

PUBLICATIONS DIVISION

The Publications Division administered the USAAVNC portion of the TRADOC-directed, Armywide Doctrine and Training Literature Program (ADTLP) for 97 DA publications. This included determining ADTLP requirements for assigned categories of publications and tasking the academic departments to supply writers and subject matter experts (SME). This was done in close coordination with the department responsible for each area of expertise. The division also provided visual information and editorial support to writers tasked with developing each literature product. DOTD also prepared field manuals, DA pamphlets, training and field circulars, ARTEPs, soldier training publications, military qualification standards, officer support packages, and USAAVNC literature.

Accomplishments

In 1984, the Publications Division completed and forwarded numerous publications to the US Army Training Support Center (ATSC) at Fort Eustis, Virginia, for printing and subsequent distribution to the Armywide aviation community. The Publications Division's publications ran the gamut from ATC manuals, to aircrew training manuals, to ARTEPs.

During July 1984, USAAVNC became the first TRADOC installation to produce doctrinal manuals with Project "UPDATE" state-of-the-art publication technology. The field manuals produced and sent to TAGO for printing and distribution were FM 1-100, Combat Aviation Operations; FM

1-107, Air-to-Air Combat; and FM 1-240, Instrument Flying and Navigation for Army Aviators.

Problem Areas

The Publications Division encountered resistance in its desire to utilize the most up-to-date printing resources made available by TAGO. ATSC insisted the change in format caused by UPDATE publishing would reduce the effectiveness of TRADOC publications. Field response to the UPDATE format has indicated a high degree of acceptance.

The division also experienced an increase in late submissions from SME agencies. Despite granting these agencies 3 months more than TRADOC recommends for the development cycle, unresolved doctrinal issues and extended review periods continued to cause lateness. The division also experienced increased pressure to resolve such conflicts over which it had no authority, control, or responsibility.

STAFF AND FACULTY DEVELOPMENT DIVISION

DOTD's Staff and Faculty Development Division developed policies and procedures relating to the operation of the instruction program in support of Army Aviation at Fort Rucker. The division was also the proponent for USAAVNC Pamphlet 310-4, Preparation and Use of Lesson Plans and Instructor Guides, and USAAVNC Pamphlet 350-10, Staff and Faculty Development Program. In 1984, DOTD personnel served as training consultants throughout the Aviation School and trained the staff and faculty at Fort Rucker in courses in which there were needs in the Aviation School.

Accomplishments

Diversity was the hallmark of the Staff and Faculty Development Division in 1984. The division taught a variety of courses, which included Officer Instructor Training, Enlisted Instructor Training, Advanced Counseling and Human Relations, Counseling and Human Relations, Systems Approach to Training, Criterion Testing and Learning Objectives, Combat Development Orientation Course, Education Statistics Workshop, Principles of Effective Writing, and Instructional Systems Development. There were 410 course completions in FY 84.

In addition to the above accomplishments, the Staff and Faculty Development Division was responsible for the training program for the Education Specialist Intern (Series 1710) Program. The Education Specialist positions at DOTD in 1984 were not without problems. Two GS-11-1710 Education Specialist positions were vacant for a number of months in 1984. The inability to fill these positions reduced the division's mission effectiveness because some projects had to be left undone during the year.

The division coordinated with the Directorate of Evaluation and Standardization (DES) to evaluate instructors in 1984. The evaluation brought about an upgrading of training and teaching standards at the Aviation Center during the year.

NEW SYSTEMS TRAINING AND SIMULATOR ACQUISITION DIVISION

The New Systems Training and Simulator Acquisition Division (NSTSAD) was an ongoing unit with a new name. Before 1 October 1984, NSTSAD was known as the New Systems Training Office.

The NSTSAD was responsible for planning and coordinating training development actions necessary to support developing aviation systems, subsystems, and related equipment. NSTSAD also provided the necessary liaison and interfacing for developing aviation systems and subsystems.

Cost and Training Effectiveness Analysis (CTEA), training development studies, and other analytical studies came under the purview of NSTSAD in 1984.

NSTSAD was the TRADOC user representative for the development of simulator training devices and post fielding of simulators and devices. NSTSAD also served as the USAAVNC representative for aircraft survivability, training management, and training development.

Accomplishments

In 1984 the NSTSAD notified aviation units worldwide that a central point of Aircraft Survivability Equipment (ASE) training had been established at Fort Rucker. Before this ASE training requirements were not consistently met. At the same time, DOTD tasked appropriate USAAVNC directorates and departments for subject matter experts (SME) to support training requirements. The tasking took time to be implemented because a number of the SMEs were either TDY or busy with projects or functions germane to their units. By year's end, however, the SMEs were supporting training thanks in no small measure to the worldwide group that met at Fort Rucker in November 1984. The work group defined the requirements for the above training with enough clarity to ensure that the training requirements were met.

The New Systems Training and Simulation Acquisition Division was also the Training Management Agency for USAAVNC in 1984. As the Training Management Agency, NSTSAD was to ensure that all training milestones, technical manual validations, and testing of training were completed for ASE training requirements.

The division, as user representative, was instrumental in developing specifications for the contracts for the production of AH-1 Flight and Weapons Simulator (FWS), the UH-60 Simulator, and the AH-64 Combat Mission Simulator. In 1984, NSTSAD also served as the user representative for OH-58D Cockpit Procedures Trainer (CPT).

Problem Areas

During 1984, NSTSAD requirements increased while authorizations decreased. This resulted in projected delays, which resulted in cost increases and lack of user involvement. During this period of fiscal and personnel problems, key decision meetings were missed because of a

lack of manpower. As a result, much time was wasted addressing problems that could have been prevented had the user been represented.

INDIVIDUAL TRAINING DIVISION

The Individual Training Division (ITD) mission remained basically unchanged in FY 84. However, execution of the ITD mission was changed as the result of two significant policy directives of 1983: establishment of the Aviation Branch, and implementation of School Model 83.

In 1984, ITD became responsible for analyzing training strategies initiated for officer and enlisted professional development as well as for aviator or aircraft-related programs of instruction.

Accomplishments

The implementation of School Model 83 changed the procedure for producing soldiers' manuals. By direction of the TRADOC commander in 1984, instructor subject matter experts were tasked to write the content of soldiers' manuals/trainer's guides. This meant the ITD training specialists became ITD product managers, not writers of soldiers' manual/training guides. In essence, the instructors were to be proficient enough to write manuals on their lecture material.

In CY 84, ITD continued to work on implementing the Aviation Military Qualification Standards (MQS) II and III manuals. A preliminary draft was staffed during the first quarter of 1984. DOTD reviewed the draft, made comments and suggestions, and returned it to ITD analysts who proceeded to align the MQS II tasks with the Aviation Officer Basic Course (AVNOBC). However, further guidance on MQS development and certification was expected in 1985 from the Chief of Staff of the Army, General John A. Wickham, Jr.

Concerning MQS development in 1984, ITD representatives attended an in-progress review of common shared task management conducted by the Combined Arms Center (CAC), Fort Leavenworth, Kansas. The common and shared tasks program was an ongoing effort closely aligned with MQS development.

The Aviation Pre-Command Course (PCC) underwent an analysis review in 1984, which was completed 31 April 1984. The review, which was all inclusive, brought about many changes. Most of the changes dealt with the PCC program of instruction (POI). The POI was made more responsive to the needs and objectives of the course. The read-ahead package was eliminated because of the time constraint, and in its place a pre-test and post-test for command designees was inserted. The pre-test and post-test gave the ITD instructors and managers an indication of student interest and retention of material and of the quality of instructional materials.

The Aviation Officer Basic and Advanced Courses underwent a complete front-end analysis (FEA) in 1984 by the Officer Professional Development (OPD) unit. This resulted in the identification of tasks, skills, and knowledge appropriate to job positions of Speciality Code

15. These plans established rationale, objectives, implication, requirements, constraints, and milestones for analysis and became a management tool in the allocation of material and fiscal and personnel resources.

An FEA was also undertaken on the AH-64 helicopter. As with the above FEAs, this one also covered skills such as combat aviation skills and tasks.

Problem Areas

In 1984, there was no official mechanism to obtain feedback data from the field and other departments at USAAVNC. This handicapped efforts to analyze and address significant problems such as aviator job performance and aviator critical tasks.

The lack of adequate assignment of authorized personnel adversely affected the accomplishment of ITD goals and missions. However, ITD did get an additional education specialist, a permanent secretary, and a word processor, all of which enabled the division to cope with the additional workload.

UNIT TRAINING DIVISION

The Unit Training Division (UTD) was responsible for the Army Training and Evaluation Program (ARTEP), Army Aviation Annual Written Examination (AAWE), and Standards in Weapons Training (STRAC).

Accomplishments

The ARTEP side of the Unit Training Division was busy in 1984. It produced common modules, which provided aviation missions and tasks for integration into non-aviation proponent ARTEPs. The division performed a front-end analysis on the combat aviation brigade of the light infantry division (LID). The analysis identified and initiated three new ARTEPs: 1-106, Combat Aviation Brigade; 1-108, Air Cavalry Troop; and 1-258, Combat Aviation Company.

The Unit Training Division ARTEP developers visited various locations in 1984 to observe ARTEPs and other tactical training. Sites visited included Fort Hood, Fort Riley, Fort Lewis, and the National Training Center, (NTC) at Fort Irwin, CA. The ARTEP developers gained a great deal of experience by these visits and, in turn, utilized the new found knowledge to enhance ARTEP capabilities.

During 1984, work was initiated to convert existing Army Aviation ARTEPs to improved ARTEP products such as ARTEP Mission Training Plans (AMTP) and drills. UTD established a two-phase conversion process. Phase I dealt with publication of ARTEPs with improved, detailed standards for execution. Phase II is the incorporation of those detailed standards into improved ARTEP products.

The Unit Training Division did not limit its accomplishments to ARTEPs. For its 1984 preparation of the 1985 Army Aviation Annual

Written Examination (AAAWEs), UTD received praises noting improvements in content, nature of questions, readability, unit mission applicability, and scope of the subject matter addressed. Another measure of the quality of the examinations was the reduced amount of errata sheets required to be sent to the field.

The Standards in Weapons Training (STRAC) section played an important role in weapons training, particularly gunnery and training ammunition. The STRAC section became the focal point for all actions and requirements developed by the Aviation Center concerning weapons, ammunition, gunnery, and ranges. The STRAC responsibilities and duties expanded so rapidly that STRAC was moved from DOTD and was made into a division under the Department of Gunnery and Flight Systems.

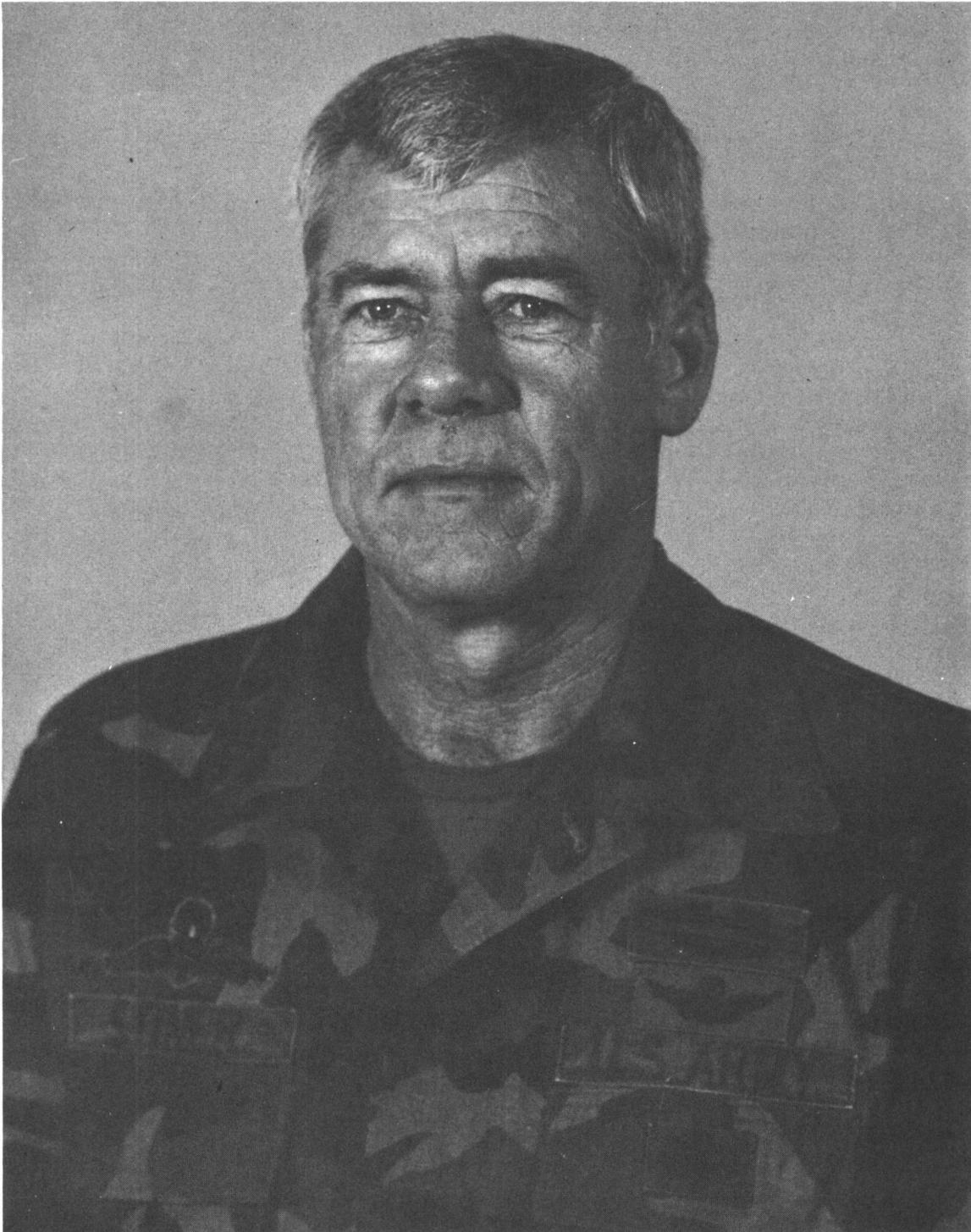
Summary

In 1984, DOTD ensured that the Aviation Center provided quality training material to units in the field. It also developed the instructional materials for USAAVNC courses such as field and training manuals, ARTEPs, and the Aircraft Survivability Equipment (ASE) program. Commissioned and warrant officer professional training came under the control of DOTD and was greatly expanded. DOTD worked long and hard to improve aviation ARTEP and weapons training for the Aviation Center. All in all, DOTD contributed much to the success of aviation training at Fort Rucker in 1984.

DOTD FOOTNOTES

¹Hist (U), ATZQ-TD, 1984, materiel is extracted; Msg (U), ATZQ-CG to ATZL-CG, Subj: U.S. Army Logistics Conference (AVLOG-84), 181423Z Aug 84, (Doc III-14); Msg (U), ATZQ-CG to ATCG, Subj: Army Aviation Council Emeritus (ACE-84), n.d., 2 Jul 84, (Doc III-15).

²Hist (U), ATZQ-TD, 1984, materiel is extracted.



Colonel Tommy C. Stiner, Director, Department of Combined Arms Tactics, 1 January 1984 to 21 December 1984.



Colonel Jacob B. Couch, Jr., Director, Directorate of Plans and Training, 30 January 1984 to 18 December 1984; Director, Department of Combined Arms Tactics, December 1984 to present.

DEPARTMENT OF COMBINED ARMS TACTICS

The Department of Combined Arms Tactics (DCAT) was the proponent agency for assigned aviation courses in the "school house" side of the Aviation Center. It truly was incorporated into the lives of most of the students involved in academic courses at the Aviation Center. Besides conducting resident instruction for assigned courses and performing academic counseling, DCAT conducted design and development processes for individual and unit training requirements for resident and nonresident training. Review and revision of training programs for currency and accuracy were significant undertakings by DCAT.

DCAT also was responsible for providing subject matter experts (SME) to write, review, and critique doctrine, lessons, tests, and other training support materiel to include FCs, FMs, TMs, SQTs, and ARTEPs. In addition, Branch Training Teams (BTTs) and Mobile Training Teams (MTTs) from DCAT provided instructional support as directed.

Colonels Tommy Stiner and Jacob B. Couch, Jr., were the two directors of DCAT in 1984. Colonel Stiner guided DCAT from 1 January 1984 until 21 December 1984, at which time he was succeeded by Colonel Couch.

Accomplishments

The year 1984 was a significant year for the men and women in DCAT. They were the facilitators for the new Aviation Officer Basic Course (AOBC), the Aviation Officer Advanced Course (AOAC), as well as other new courses. The department also made major revisions to the Warrant Officer Senior Course (WOSC), Warrant Officer Advanced Course (WOAC), Warrant Officer Entry Course (WOEC), Initial Entry Rotary Wing (IERW), and transition courses.

In reference to the above courses, DCAT developed new instruction which enhanced the academic instruction program. During 1984, the Department of Combined Arms Tactics illustrated its diverse skills by dealing not only with academic and training programs, but with diverse elements such as the AH-64 Instructor and Key Personnel Training (IKPT), Light Infantry Division (LID) Study Group, the expansion of Survival, Evasion, Resistance, and Escape (SERE) training, and Ongoing Low-Intensity Conflict Study Groups.

In 1984, DCAT personnel traveled Armywide to evaluate the needs of the field versus the product of the school. For example, Colonel Stiner and Major(P) Raymond J. Kane were dispatched to Korea from 13-19 May 1984 as part of the TRADOC Combined Arms Branch Training Team (CABTT). Consisting of 15 members, representing Armor, Artillery, Aviation, and Infantry schools, the CABTT visited units of the 2d Infantry Division from 14-18 May 1984. Due to a compressed schedule, however, the Fort Rucker aviation team only spent one day with aviation units.

The DCAT team believed the IERW product was good; however, the team was of the opinion that aviators in Korea had minimal map reading

ability and that instrument flying was somewhat weak. Many unit commanders in Korea expressed a concern that IERW graduates were not night vision goggle (NVG) qualified. The DCAT team explained that steps were being taken to deal with the problem.

In reference to the school house, aviation unit commanders in Korea were awaiting the initial Aviation Officer Advanced Course (AOAC) graduates, but at the same time, voicing a concern that the above graduates would not be well trained in the combined arms arena. However, the DCAT team assured the unit commanders that the AOAC graduates would not merely be aviators, but also soldiers and tacticians as well.

Because of the tactical environment of Korea, aviation unit commanders wanted the UH-60 AQC graduates to be better than average. They asked that additional flight time be given to the graduates so they might be more familiar with the Doppler navigation system and other aircraft systems.

There were some serious shortfalls brought to the attention of the DCAT team by aviation commanders in Korea. First, there was a lack of dedicated command and control aircraft. This attenuated the ability of the division commander to use and control his aviation assets in conjunction with infantry, armor, and artillery in a tactical situation. Second, as an augmentation of the above problem, there was also a lack of sufficient attack/scout aircraft to provide assault operations escort, and to accomplish the armor killing and air-to-air missions at the same time. The third shortfall was the inclination of aviation group, battalion, and squadron commanders to utilize captains as aviation unit commanders especially in UH-60 and CH-47 units serving as unit commanders. There was concern that a tendency to lean towards using captains might be impractical in that it would not be using the majors' expertise and flying skills.

Colonel Stiner was also told that the J series cavalry squadron would be ineffective in Korea unless it was increased to at least four aviation troops vis-a-vis the two existing aviation troops. He was also informed by the cavalry squadron commander that it was imperative the cavalry ground troop be increased from one to two troops to be combat effective.

The DCAT team found that manning of the UH-60 in Korea was a problem. Unique to the one-year tour of duty in Korea was the development of the UH-60 Pilot in Command (PIC) aviator. However, the large number of first tour aviators made it difficult to man the UH-60 fleet because of the large turnover rate, coupled with the time required to train a PIC (7-9 months), which limited combat effectiveness. The Company Commander of B Company, 2d Aviation Battalion, alluded to the fact that because of the manning problem, he could launch only eight of his fifteen aircraft at any one time during the next eight months. In a tactical situation, the inability to launch all aircraft would be hazardous to the "health of the unit."

As a result of the trip to Korea by the CABTT, Colonel Stiner and Major Kane realized the necessity of reassessing the aviator assignment

procedures to Korea. In addition, they realized the need to bring to the attention of the necessary FORSCOM office that C² aircraft and attack/scout aircraft were needed in Korea.

Problem Areas

Though DCAT's mission performance was outstanding in 1984, the department was plagued with a number of significant problems - not of its doing.

First, DCAT was constantly taxed with taskings to send personnel TDY as FTX observers and participants, and members of exercises, fact-finding trips, and evaluations. Most of these taskings had to be undertaken on short notice. DCAT personnel were also encumbered by other responsibilities, such as numerous briefings and presentations, attend the Instructor Training Course, attend formal schools for job development, and perform various duties as required by installation details. The above functions were within DCAT's realm of responsibility; however finding the time to perform the functions posed a problem.

There was also a degradation of instruction preparation due to the excessive taskings which took instructors away from their courses. DCAT instructors did not have the luxury of only one or two subjects. In most instances, they taught in more than their initially assigned areas. It was thought that with the tentatively scheduled increase in AVNOAC and AVNOBC courses in 1985, DCAT's problems would be compounded.

Summary

The Department of Combined Arms Tactics (DCAT) was the proponent agency for assigned aviation courses in the "school house" side of the Aviation Center. It provided instructors and subject matter experts to write, review, and critique doctrine, lessons, tests, and other training support materiel.

Colonels Tommy Stiner and Jacob B. Couch, Jr., were the two directors of DCAT in 1984. DCAT personnel developed and expanded many hours of new instruction. Personnel from the department also visited Army aviation units on a worldwide basis with staff assistance and evaluation visits.

DCAT FOOTNOTES

¹Hist (U), ATZQ-CAT, 1984, hereafter cited as DCAT 1984 History, materiel is extracted; SAR, DCAT 1984, hereafter cited as DCAT 1984 SAR, materiel is extracted.

²DCAT 1984 History; DCAT 1984 SAR; Trip Report, ATZQ-CAT, Subj: Trip Report, Korea 13-19 May 1984.

³Fact Sheet, ATZQ-CAT, 28 Dec 84, (Doc III-16).



Colonel Clark A. Burnett, Director, Directorate of Combat Developments, all of 1984.

DIRECTORATE OF COMBAT DEVELOPMENTS

The Directorate of Combat Developments (DCD) served as program manager for actions encompassed by the force developments/combat developments (CD) process for which the United States Army Aviation Center (USAAVNC) was the proponent. It ensured necessary and effective interface, handoffs, and integration with USAAVNC training developments; training, training analysis, and evaluation programs; and other related actions.

DCD consisted of the following:

- Program Management Office (PMO)
- Test and Evaluation Division
- Concepts and Studies Division
 - Concepts Branch
 - Study Branch I
 - Study Branch II
 - Study Branch III
 - Study Branch IV (Task Force (TF) 86)
 - Study Branch V
 - Scenario-Oriented Recurring Evaluation System (SCORES) Branch
 - Threat Branch
- Organization/Force Developments Division
 - Force Developments Branch
 - Force Structure Branch
 - Aviation Documents/Equipment Branch
- Materiel and Logistics System Division (MLSD)
 - Systems Branch
 - Avionics, Visionics, and Electronic Warfare (AVEW) Branch
 - Reliability, Availability, and Maintainability (RAM) Branch
 - Materiel Integration Branch (MIB)

Colonel Clark A. Burnett was the Director of Combat Developments for the entire year and Lieutenant Colonel Richard G. Dickson served as Executive Officer for all of 1984.

Colonel Burnett advised the Commanding General/Commandant and/or the Deputy Commanding General/Assistant Commandant on matters relating to force developments/CD actions and special tasks. He also advised the Commanding General/Commandant and/or Deputy Commanding General/Assistant Commandant on aviation-related scientific discoveries, engineering matters, operations research/systems analysis techniques, and research and development (R&D) activities. Colonel Burnett provided technical direction for assigned CD 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 (TOA), effectiveness analyses, cost/operational effectiveness analyses, and risk analyses; and development of recommendations for initiation, continuation, or termination of materiel programs. He was also the Program Director for the CD and TRADOC System Managers (TSM) activities.

PROGRAM MANAGEMENT OFFICE

Mrs. Margarite Hodges and Janice Treadaway were the chiefs of the Program Management Office (PMO) in 1984. The PMO served as program manager for DCD. Performed program and budget functions for DCD and TSMs, to include supervision, preparation, execution, analysis, fund certification, and control of Program 208018 and Research, Development, Test, and Evaluation (RDTE) funds. PMO developed and coordinated personnel and monetary requirements in support of Department of Defense (DOD) and Department of the Army (DA) directed study groups and other special studies. It developed and maintained the CD module, TRADOC Command Management Information System (TCMIS). It also provided 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.

Accomplishments

The PMO provided logistical support for the TSMs, conducted analysis of resource utilization and performed extensive reprogramming. It also developed manpower requirements and organizational structures in support of assigned mission and served as DCD Security Control Manager. PMO also served as the Computer Software Management and Information Center (COSMIC) (North Atlantic Treaty Organization (NATO)) Control Point for USAAVNC, and was 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, interfaced with TRADOC CD module and the Combined Arms Center (CAC), Fort Leavenworth, and the US Army Aviation Board Test Resource Management System (TRMS), and operated the Word Processing Center (WPC).

TEST AND EVALUATION DIVISION

The Test and Evaluation Division was under the command of Lieutenant Colonel William F. McMahan in 1984. It performed independent evaluations of aviation equipment, organizations, related ancillary equipment, and innovative concepts for which the USAAVNC was proponent. It also assisted other TRADOC schools/centers and activities at higher headquarters in aviation-related evaluations for which the USAAVNC was not designated as proponent.

Accomplishments

The Test and Evaluation Division provided an overall assessment of a system's readiness to move into the next phase of materiel development or to be implemented as an organizational or doctrinal change. The evaluation included a thorough review of information and reports throughout the Army, other services, industry, foreign countries, user tests, if conducted, and compared the system's demonstrated capabilities against Army aviation's stated requirements.

When user tests were deemed necessary, the division served as test manager in the planning of the nature of the test, schedule, scope, and conditions. Typical user tests which the division managed included

operational tests (OT) I and II, follow-on evaluations (FOE), force developments tests and experimentation (FDTE), product improvement proposal (PIP) verifications, concept evaluation programs (CEP), foreign material exploitations (FME), and innovative tests. Inherent in such test management was the coordination of issues and criteria developed by the proponent, independent evaluation plans (IEP), test support packages (TSP), necessary waivers, OT readiness statements (OTRS), and independent evaluation reports (IER). Staffing of each document involved providing draft copies for comments/recommendations both locally and throughout the TRADOC community, revising the material, and providing final copies to HQ TRADOC for approval.

During 1984, the division completed seven IEPs, four IERs, five TSPs, five OTRs, and one CEP resumé sheet. It also reviewed and provided input on eight similar products from other schools. These documents covered projects such as the Air-to-Air Stinger (ATAS), AH-64 Protective Mask and Initial Operating Capability (IOC)/FDTE, UH-60 External Stores Support System (ESSS) and Hover Infrared Suppressor System (HIRSS), Integrated Inertial Navigation System (IINS), Nap-of-the-Earth Communications (NOE Comm), and the Army Aviation Aircraft Survivability Equipment (ASE) FDTE. DCD was involved in an additional 60+ programs for which this test documentation was either previously written or will be prepared in future years.

The Test and Evaluation Division was also involved in the development of the Light Helicopter Family (LHX) Test and Evaluation Master Plan (TEMP), the USAAVNC Air-to-Air Combat Study, the TRADOC External Subjective Assessment of the 9th Infantry Division, Scout Observer Unit Tests (SCOUT) I and II conducted jointly between the USAAVNC and the Army Development and Evaluation Agency (ADEA), the TRADOC-directed Mission Area Analysis Test Advisory Group (MAATAG), and the Vice Chief of Staff, Army (VCSA) directed MAXFLY OFF FDTE.

CONCEPTS AND STUDIES DIVISION

In 1984, the Concepts and Studies Division was commanded by Colonel Kenneth E. Kimes and Lieutenant Colonel Thomas S. Scrivener.

Concepts Branch

The Concepts Branch was involved in a wide variety of projects. Conceptual efforts included completion of the Army aviation portion of Army 21, completion of the Air-to-Air Concept, participation in writing concepts for countering the heliborne threat and suppression of enemy air defenses, writing of the Army aviation portion of the Directed Energy Concept, and development of the Special Operations Aviation Brigade (SOA BDE) Concept. The branch completed an in-house study on the radio frequency effects on modern military equipment.

Accomplishments

The Concepts and Studies Division became deeply involved in command, control, communications, and computers (C⁴). Major efforts included combat net radio (CNR) scrub, data distribution scrub,

communication data base, and automated work station review. The most significant event related to aviation logistics was the arrival of the Heavy Expanded Mobility Tactical Truck (HEMTT) with the Heavy Expanded Mobility Ammunition Trailer (HEMAT). The cargo and tanker versions of the truck were being evaluated in D Company, 229th Attack Helicopter Battalion (AHB), 101st Airborne Division, Air Assault, at Fort Rucker.

A list of the branch areas of involvement follows:

- Air-to-Air Combat Concept
- Army 21/Focus 21 Concept
- Class III/V Concept
- Airspace Management
- Directed Energy
- Battlefield Communication Review
 - CNR
 - Mobile Subscriber Equipment
 - Data Distribution
- Army Command and Control System (ACCS)
- Rationalization, Standardization, and Interoperability (RSI)
- Quadripartite Work Group (QWG) on Army Aviation
- USAAVNC Tactics Committee
- Smoke/Aerosol Working Group
- Army/Air Force Memorandum of Agreement (MOA) Initiatives
 - #3, Countering Heliborne Assault Threat
 - #14, Precision Location Strike (PLSS)
 - #15, Joint Suppression of Enemy Air Defense (J-SEAD)
 - #30, Intratheater Airlift
- Participation in Nonproponent Studies
- Other Actions
 - HEMTT/HEMAT
 - Personnel Locator System (PLS)
 - Ammunition Packaging
 - Mine Warfare
 - Recovery and Evacuation
 - Logistical Issues
 - Military Operations on Urbanized Terrain (MOUT)
 - Tactical Deception
 - Rear Area Protection
 - Future Family of Combat Vehicles
 - Joint Air Attack Team (JAAT)
 - Tactical Weather
 - Helicopter Landing Sites
 - Robotics and Artificial Intelligence
 - LHX
 - Flight in Nuclear, Biological, and Chemical (NBC) Environment
 - Search and Rescue
 - Joint Second Echelon Attack
 - Review Training and Doctrinal Literature
 - Review Nonproponent Operational and Organizational (O&O) Plans
 - Review Nonproponent Concepts
 - Input to Proponent O&O Plans
 - FADEW Study

- Combat Identification Study
- Battlefield Management System
- Survival, Escape, and Evasion
- Light Division Operations
- Aviation Digest Article Review
- Aviation Battle Drills
- Aviation Supportability Committee

LHX Study Group

Study Branches I and II of Concepts and Studies Division of DCD were combined to form the LHX Study Group under the leadership of MAJ(P) Charles Cox through April 1984. Mr. Richard Maccabe was the chief of the study group for the remainder of the year.

Accomplishments

This intense analytical effort was ongoing throughout 1984 and extended into 1985. Its purpose was to provide the best cost, effectiveness, and performance trade-offs from the user's viewpoint for the future light helicopter fleet. The overall LHX program, if approved, would cost over \$30 billion and would be the most visible defense appropriation project for the 1990s.

The USAAVNC hosted visits by the Deputy Under Secretary of the Army, Mr. Ambrose, in March and November and General Richardson in December for LHX program reviews. The Army Science Board also showed significant interest in the program and was given presentations on three occasions. In-process reviews (IPR) of industry design efforts were held at the USAAVNC in February, June, and December with the four primary helicopter manufacturers (Bell, Boeing, Hughes, and Sikorsky) who were working corresponding analyses and investigations. Extensive interaction was maintained with Army staff, US Army Materiel Command (AMC), and industry throughout the study.

Study Branch II

Lieutenant Colonel Thomas S. Scrivener also served as Chief of the Study Branch II during 1984.

Accomplishments

Members were active in the continuation of the Mission Area Analysis (MAA) process by updating the Army Aviation Development Plan (AADP) and the Battlefield Development Plan (EPD). The study branch completed a major Army study, the Aviation Requirements for the Combat Structure of the Army (ARCSA) IV, which was begun in 1983. These endeavors required incalculable man-hours and necessitated numerous coordination meetings and briefings with many headquarters and agencies.

The AADP was published and distributed in January 1983. This study culminated an intensive 1-year effort that took results from the Army Aviation Mission Area Analysis (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 areas of concepts and doctrine, organization and force structure, training, and materiel developments. It also established a link between the analytical base and the planning, programing, and budgeting system. The first update was completed in December 1983. The 1984 AAMADP Corrective Actions Update carried forward the innovative approach from the first update, yet provided TRADOC a refined product that will be used as the standard format for other MAA proponents to fashion their development plans.¹

BDP 83 completed the AAMAA cycle and allowed the first opportunities for TRADOC to incorporate the priorities in the MAAs into a single capstone document. The Aviation BDP 83 list consisted of 18 functional deficiencies in which the 77 AADP deficiencies were aligned. The 1984 BDP priorities process reduced the functional deficiencies to 16. This classified listing of deficiencies was submitted to TRADOC in February for inclusion into the BDP integrated list which consists of all MAA proponents BDP deficiencies.

In May 1983, forwarded the study directive from TRADOC to begin the ARCSA IV study. The last comprehensive aviation requirements study, ARCSA III, was completed in 1976 and was updated in 1979. Using the Army of Excellence (AOE) organizations as a base, ARCSA IV reexamined Army aviation requirements for FYs 86-90 to ensure 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.²

SCORES Branch

Accomplishments

MAXFLY OFF FDTE. DCD developed a support package that included a test setting for both Europe and the Middle East. Overlays were included with the test setting to accurately portray friendly and threat forces. Also included were mission profiles for an AHB (AH-1S), a Combat Support Aviation Company (UH-60A), and a Medium Helicopter Company (CH-47D). Schedules were included for each unit that would task it to fly missions at the AAMAA flying-hour rate and the AAMAA flying-hour rate plus 20 percent.

Air-Launched Stinger TSP. The SCORES Branch developed a test setting and mission profiles for the OH-58C and OH-58D that helped define the role of these aircraft in the OT II. Test settings were provided for Europe and the Middle East. Operational mode summaries (OMS) which describe operating time in both wartime and peacetime were also included.

AN/ALQ-136 (XE-3) Radar Jammer TSP. Developed appendixes that included test settings for Europe and the Middle East; missile profiles for EH-1/EH-60, RU-21, OV-1, and RV-1 aircraft; and one OMS covering annual flight time for each aircraft.

AN/ALQ-162 Continuous Wave (CW) Jammer TSP. Test support elements were to include test setting for both Europe and the Middle East; mission profiles for EH-1/EH-60, RU-21, OV-1, and RV-1 aircraft; and OMS describing annual flight time for each aircraft.

AN/AVR-2 Laser Detection System TSP. These test support elements included test setting for both Europe and the Middle East, mission profiles for scout and attack helicopters, and OMS describing annual flight time for each aircraft.

Aircraft Maintenance Manpower Requirements (MARC) Study. This study developed the USAAVNC's input to the Logistic Center's MARC study. Input included mission frequency and duration data for 15 table of organization and equipment (TOE) units, each covering a 30-day period. Units at division, corps, and echelons above corps (EAC) levels were included.

Maximizing CH-47C/D Daily Flying-Hour Study (CH-47 MAXFLY). What this did was to develop the USAAVNC's input to this Concepts Analysis Agency study. Input included scheduled unit peacetime missions for a 6-month period, detailed CH-47D mission profiles, and scheduled wartime unit missions lasting for a 30-day period.

Airbase Defense Study. This study was an Air Force effort to determine the most effective methods and weapons for airbase defense in Europe. SCORES Branch had terrain tables constructed and used Aviation Battle Simulation (AVBATS) to wargame the defense of an airfield. USAAVNC provided the gaming facility, terrain tables, computers, and wargame controllers for the effort.

High-Resolution Scenario. The scenario developed the USAAVNC's input to the Combined Arms Operations Research Activity (CAORA) effort to develop standardized high-resolution scenarios for use by all TRADOC schools.

Advisory Group for Aerospace Research and Development (AGARD) Study. AGARD was a NATO group that was assembled to study how NATO should counter the Soviet helicopter threat. SCORES Branch developed and presented the USAAVNC's position at several international conferences that occurred during 1984.

Land Warfare Systems Vulnerability Program (LSVP)/Technical Tactical (TECHTAC) Laydown. DCD contributed a tactical deployment laydown on the 1/50,000 map sheets of all aviation units in the 7th Corps for the purpose of determining communication/data links and the vulnerability of aviation units to an NBC strike.

Hewlett-Packard 9000 Computer System. DCD acquired and had installed a Hewlett-Packard 9000 computer with UNIX operating system. The system was to be used to develop USAAVNC input to the CARMONETTE wargaming model using MICROCAS software provided by the TRADOC Systems Analysis Activity (TRASANA).

Threat Branch

Accomplishments

Threat Support. The Threat Branch provided support to conferences hosted by many organizations. Input to these conferences took the form of briefings, studies, and research to be presented to personnel who deemed this information essential to their studies and test programs. This office was involved in:

- Air-to-Air Symposium
- Construction of Radar to Operationally Simulate Signals Believed to Originate Within the Soviet Union (CROSSBOW-S)
- Flexible Array Radar (FLEXAR)
- AH-64 Threat Update
- LHX Helicopter Air Combat Effectiveness Simulation (HACES) Model
- Special Electronic Mission Aircraft (SEMA) Expendable Decoy
- Aviation in a Directed Energy Environment
- Low-Intensity Conflict
- ZSU-X Studies

TSPs (Test Support Package). A TSP was a statement by the combat developer of the DA-approved potential threat in the IOC time frame relating to the tested system. This package must be in great detail for force-on-force experiments. If the test was one-sided, only that threat information relative to the materiel system's capabilities is required.

- Opposing equipment: Description of vehicles, targets, weapons, and facilities that the test system will encounter on the battlefield.
- Opposing forces: Organization, density, and characteristics of threat forces as they are employed on the battlefield.
- Threat tactics: Tactics and techniques used by threat forces during the offense and defense.

The Threat Branch developed and published TSPs for the following:

- Army Helicopter Improvement Program (AHIP) (OH-58D)
- AN/AVR-2
- ASE-SEMA
- ATAS

The Threat Branch also researched, prepared, and conducted approximately 125 briefings, providing significant updates on numerous threat topics. These briefings included:

- Soviet HIND-E Attack Helicopter System
- Soviet SA-11 Air Defense Missile System
- Operational Maneuver Groups
- Threat to Army Aviation (Antiaircraft Artillery and Surface-to-Air Missiles)
- Soviet Rotary Wing Pilot Training
- How to Fight (Airland Battle)
- Air-to-Air Tactics
- Soviet Development Trends to the Year 2000
- Soviet Assault Helicopter Tactics

- Soviet Air-to-Ground Tactics
- Soviet Chemical-Biological Warfare Threat

Recipients of these briefings included:

- USAAVNC post organizations
- US Army Aviation Development Test Activity
- National Guard and Reserve organizations
- General officers from the Army and Air Force
- Instructor pilots and standardization instructor pilots located at other installations and Reserve/Guard units

Threat Committee. DCD held quarterly meetings. Their purpose was to permit the Threat Manager to meet periodically with representatives from appropriate organizations for coordination and dissemination of threat information and instruction throughout the installation.

Wargaming. Battalion Analyzer of Tactical Terrain for Local Engagements (BATTLE) provided support to TRANSANA at White Sands Missile Range, New Mexico (FADEW Study). BATTLE was given a high priority within the Battlefield Research Section of the TRADOC Command Study Program. This office was responsible for the threat helicopter displacement, tactics, and employment during wargaming play.

Red Wargamers Workshop. USAAVNC was well represented at all meetings concerning wargaming and military modeling. This office presented the proper tactical employment and weapon characteristics of Soviet air defense systems to wargamers from across the country.

Light Helicopter-Experimental. Devoted a great deal of time and effort to this project. Actions relating to this project included:

- Attendance at Threat Coordinating Groups year-round
- Support of TOA models

Aviation Digest. DCD won three writing awards and wrote eight other significant articles of interest pertaining to Threat systems. The awards were for the following articles:

- "You Can Trust the Russians" (March)
- "Big Sky, Little Helicopter" (August)
- "Soviet Helicopter Armament" (November)

AOE TF

DCD was the USAAVNC central point of contact (POC) for the conduct of AOE force design initiatives. These included EAC (including SOCOM), Corps Aviation, Heavy Division Personnel Scrub, Infantry Division (Light) (IDL), Airborne and Air Assault Division TOE designs, Attack Battalion Redocumentation, CNR Scrub and Functional Area Assessment (FAA), and force modernization initiatives such as the Total Army Analysis (TAA). It also acted as the USAAVNC POC for the Army 90s transition and the High Technology Light Division (HTLD) test at Fort Lewis. In 1984, DCD supported the AADP and such post/Armywide panels as the Aviation Logistics Conference (AVLOG) and the Aviation Policy Committee, etc.

AOE was attached to the Organization/Force Developments Division in May 1984, and has functioned as a branch under this division.

Accomplishments

AOE Force Initiatives. DCD worked on the designs for the Combat Aviation Brigade (CAB) for the IDL. The brigade was boarded 5-9 February 1984. Additionally, the Heavy Division underwent a personnel scrub during the same period to reduce the end strength of the division. Errors in the Heavy Division Attack Battalion necessitated redocumentation in order to facilitate fielding of the AH-64. Redocumentation was completed in August 1984. The Air Assault Division TOE was boarded in November 1984. DCD also conducted work on the 9th Infantry Division redesign. It additionally worked on the designs for the Heavy Corps and Contingency Corps CABs, EAC, and SOA structures. DCD participated in the FAA and briefed the VCSA on 6 January 1984 on outstanding aviation issues. Participated in the TAA 91 process during September-December 1984.

Force Structure Initiatives. DCD participated in the following efforts:

a. Army Aviation Modernization Plan (AAMP) Update. The AAMP Update was conducted during February-December 1984. The AAMP was revised to reflect the change in force structure and resourcing philosophy.

b. UH-60 1,715 Buy/Required Operational Capability (ROC). Prepared/provided the increased buy requirements for UH-60's to the Army staff.

c. The Aerial Exploitation Battalion (AEB) Restructure. DCD participated in several conferences at HQDA on development of the AEB.

d. Force Program Review (FPR). DCD assisted in development and presentation of the FPR of all aviation to the VCSA in November 1984.

e. Army Force Planning Data and Assumptions (AFPD&A). DCD participated in development of the AFPD&A and the allocation rules.

f. LHX Study Group. The LHX study group assisted in preparing the initial force structure data and briefed the issues.

g. JVX Study Group. This group developed the requirements for the JVX and assisted in development of the O&O plan.

Regimental System. DCD continued to assist in revising the aviation proposals.

CNR Scrub. DCD participated in this effort to revalidate radio net requirements and reduce overall radio densities.

Automatic Computer Work Stations. DCD assisted in design of the architecture for the interface of microprocessors within the division and work continues.

SOA. DCD continued, in conjunction with the JFK Special Warfare Center (JFKSWC), to develop the force design for the SOA BDE. Designs for both the near- and far-term organizations were prepared and briefed to both the USAAVNC and SWC command groups.

Tent and Tarpaulin Scrub. DCD became involved in a scrub of tentage and canvas Armywide.

Mobilization Exercise (MOBEX). The directorate supported the MOBEX.

Pershing II (PII) Command Aviation Company (CAC(DS)). The CAC(DS) was redesigned and will be boarded in January 1985.

Support of Boards, Conferences, and Meetings:

- AH-64 Fielding Conference
- Aviation Policy Committee
- Aviation Training Symposium
- AVLOG
- Aviation Update Conference
- Aviation's Council Emeritus
- NISA Conference
- US Army/Brazilian Army Staff Talks
- AOE/Division 86 5th Semiannual Conference
- 3d Infantry Division Activation Workshop
- US Army, Europe (USAREUR) AAAA Conference

ORGANIZATION/FORCE DEVELOPMENTS DIVISION

Lieutenant Colonel Thomas D. Harmon and Major(P) Tom Wallace were division chiefs in 1984. The Force Development Division performed aviation force structure analyses, developed proponent TOEs, basis of issue plans (BOIP) for new materiel, manpower authorization criteria (MARC), incremental change packages (ICP), and qualitative/quantitative personnel requirements information (QQPRI), and provided input to TRADOC and DA on aviation force structure for program objective memorandum (POM).

Accomplishments

Documentation/Modernization (DOCMOD). The division began the initial process of implementing DOCMOD initiatives as part of the overall effort to stabilize the force and move toward modernization organizations. Full modernization of the total Army has been DOCMOD's long-term goal. Standardization would be achieved when all modified TOE (MTOE) units were aligned with approved TOE designs. DCD assisted TRADOC in implementing the "Living TOE" concept. The purpose of the "Living TOE" had been to provide major commands a documented transition plan from current resourced MTOE positions toward objective TOEs as

affected by force modernization. To maintain the strength ceilings established in the AOE TOEs, it was necessary for USAAVNC to implement a system of trade-offs for future TOE equipment and personnel. TOE changes had a "zero sum" growth for personnel, equipment, and lift requirements.

Living TOE. The Organization/Force Developments Division was tasked to implement the Living TOE concept. The Living TOE is a document which prescribes the organizational design, including personnel and equipment requirements. The document is displayed in discrete evolutionary increments of capability. The TOE begins with a doctrinally sound base case and provides a series of intermediate TOEs heading to a fully modernized objective design. The organizations restructured under the Living TOE concept have been the IDL and AHB (AH-1/AH-64). The Air Assault Division TOEs, consisting of 14 standard requirement codes (SRC), were the first structures initially developed to utilize the Living TOE concept.

Organization Division Restructure. TF AOE was attached from Concepts and Studies Division to Organization/Force Developments Division. The move provided close coordination between the force designers and the documenters. In December 1984, Organization/Force Developments Division was restructured into three branches: Force Developments Branch, Force Structure Branch, and Aviation Documentation/Equipment Branch, with the AOE TF functioning as a fourth branch. The restructure was intended to further align the structure with manpower authorizations.

Army Aviation FAA. Participated in the FAA review of aviation in early January 1984. Key areas addressed were the layout of the aviation force structure and the proposed implementation of Army Aviation Personnel Requirements for Sustained Operations (AAPRSO). The resulting tasks were employment of the USAAVNC force structure layout in all future FAAs and development of a test bed unit at Wichita, Kansas, to determine feasibility of the AAPRSO concept.

Aerial Observer (AO). The issue of documenting 67V versus 19D in the AO position was resolved during 1984. Two key actions were completed. DCD developed the force structure requirements that would exist for the 67V AO. This data was incorporated in the SCOUT I results to review a viable career progression for the enlisted AO. DCD represented the USAAVNC in a series of meetings with HQ TRADOC and HQ USAARMC to develop a transition plan for the AO positions.

Equipment Scrubs. In accordance with guidelines provided by CACDA, DCD completed TOE scrubs concerning tentage, tactical power generators, and pioneer tools. The purpose of these scrubs was to standardize equipment requirements, consolidate functional requirements, and delete identified excess. The test scrub resulted in a functional allocation of tentage requirements in the common table of allowances (CTA). This allocation reduces the deployability impact and mobility requirements of previous tentage allocations. The pioneer tool scrub deleted the excess of tools provided in the shop set documented in the TOE by establishing the requirement for necessary tools in the CTA. The generator scrub

standardized power requirements along functional lines. It also retained necessary backup capability but eliminated unnecessary redundancy. Besides improving the documentation, the overall effect of these scrubs was a cost effective savings without impacting adversely on unit readiness.

TOE Development. With implementation of the Living TOE development process in early 1984, Organization/Force Developments Division was tasked with the redocumentation of all aviation unit TOEs. This, in congruence with the AOE design effort, presented a manpower-intensive project. The installation of the Mohawk Series 21 Information System during the spring of 1984 was a major asset in accomplishing the TRADOC-directed documentation. The most intensive effort centered on the development of new equipment ICPs. These documents applied the BOIPs of new equipment to a "base" TOE document of a particular unit design. The resulting document was an accurate reflection of a unit's design structure based on a time line priority of equipment requirements; i.e., equipment required was always equipment authorized, reducing the impact of force design change on unit readiness. The following unit SRC TOE documents were completed in Living TOE format:

<u>Unit</u>	<u>SRC</u>	<u>Completion Date</u>
Attack Battalion, Heavy Div CAB	01-385J410 (AH-1)	August 1984
	01-385J420 (AH-64)	August 1984
IDL CAB	01-105J400	October 1984
Air Assault Division CAB	01-781J500	November 1984

AAPRSO. Organization/Force Developments Division briefed the USAAVNC implementation proposal for AAPRSO at the Aviation FAA review in January 1984. AAPRSO was an effort to determine the aviation manning requirements for a mid-intensity European conflict. During the FAA presentation, the VCSA tasked FORSCOM to implement AAPRSO to obtain quantifiable cost data and feasibility insights. The division assisted FORSCOM in providing all available information and unit structures.

MAXFLY OFF. The division developed TOEs to be utilized by DA for conduct of MAXFLY OFF. The MAXFLY OFF was designed to determine flying hours per aircraft, given unconstrained personnel and repair parts. The TOEs displayed equipment and personnel required for AAMAA flying hours and AAMAA plus 20 percent. TOEs provided were: Combat Aviation Company (IDL), AHB Heavy Division, and a Combat Aviation Company (CH-47). After surfacing numerous problems with meeting milestones, DA postponed the test unit FY 86.

AAMADP. This document provided an updated status of MAA deficiencies and their corrective actions. DCD monitored the status of each deficiency in its functional area and provided information on the progress. Deficiencies included: TA-88 Force Structure, Aviation Manning Requirements for Sustained Operations, Aeroscout Crew Manning, Flying-Hour Program, Combat Support and Combat Service Support Assets, Career Management Field-67 Pyramid Structure, Officer Aviator Grade

Imbalance, and Utility and Medium Lift Helicopter Doorunner Authorizations.

Aviation Branch Implementation Plan (ABIP). DCD continued to assist the Aviation Proponency Office in resolving outstanding ancillary issues of ABIP. Additional issues, designed to continue the branch objective, are not contained in the Aviation Branch Action Plan.⁴

MATERIEL AND LOGISTICS SYSTEMS DIVISION

Lieutenant Colonel Stephen D. Ballard served as Chief of the Materiel and Logistics Systems Division (MLSD) for all of 1984. The division supervised the initiation, development, evaluation, preparation, coordination, and recommendation of Army materiel requirements and materiel documentation actions for materiel items/systems. The division monitored and participated in all aspects of the materiel organization process for aviator and aviator-related systems and equipment.

Accomplishments

AAMP. MLSD personnel assisted in updating the "Army Aviation Mod Plan" and briefed the plan to a wide variety of audiences.

Aviation Priorities. MLSD coordinated the aviation "user community" priorities on all aviation-related R&D, 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. Materiel Integration Branch (MIB) continued to improve the laboratory interface with AMC major subordinate commands.

Fleet Sustainment Program. MIB initiated an in-depth analysis of the problems of a rapidly aging aircraft fleet, and Systems Branch developed plans to ensure that the US Army was able to sustain these aircraft until retirement.

New Thrust Demonstrations. MIB continued the USAAVNC action to monitor and support the new thrust demonstration--a joint AMC/TRADOC effort to develop a means to expedite the materiel acquisition process.

Quick Reaction Program (QRP). MIB worked closely with ADEA personnel in the QRP process, ensuring that proposed aviation QRPs 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 the Organization/Force Developments Division on all AMIM actions, including the annual update for the AMIM.

AADP. MIB provided the materiel developments portion of the annual update of the AADP.

PIP. MIB continued the management of aviation PIPs for all aviation-related materiel integration.

Industry Day. USAAVNC hosted the Army Aviation Industry Update Conference on 14-15 November 1984. MIB planned, organized, and coordinated all functions for the conference. Army aviation's near- and far-term requirements were presented to approximately 300 attendees, representing 160 civilian and military organizations.

Army Aviation Mission Area Development Plan-Corrective Action Update. MIB coordinated the effort for updating corrective actions to the deficiencies identified in the AAMAA.

AHIP. Reliability, Availability, and Maintainability (RAM) Branch chaired the AHIP OT II scoring conference and performed other follow-up functions to support AHIP problems.

ESSS. RAM Branch continued support for development of the ESSS.

AH-64 Mask. RAM Branch continued support for development of the AH-64 mask.

ATAS. RAM Branch completed the RAM Rationale Report (RRR) for the ATAS.

IINS. RAM Branch continued support for the IINS.

AMLS. RAM Branch continued support for the AMLS.

Excessive Test Time for Nonmajor Systems. RAM Branch wrote an extensive STRAWMAN report to provide suggested methods of eliminating impossible test times required by certain regulations for nonmajor systems which have high mean time between operational mission failure minimum acceptable values.

ASE. RAM completed the RRR on the radio frequency interferometer (RFI) in record time. This was the first RRR performed with the material developer as a primary participant under revised TRADOC/DARCOM Pamphlet 70-11.

LHX. RAM Branch Chief performed functions of RAM/Integrated Logistics Support (ILS) Team Chief for the LHX Study Group.

Failure Definitions (FD)/Scoring Criteria (SC). RAM Branch compiled FD/SC for the LHX program.

Helicopter Oxygen System (HOS). RAM Branch chaired the scoring conference for the HOS.

RAM Course. One man from RAM Branch attended the AMETA RAM course.

AH-64 Apache. RAM Branch assisted the TSM-A by participating in scoring conferences, attending ILS management team meetings, writing reports, and performing other functions requested by the TSM-A.

LHX Training Devices. Upon departure of the only RAM engineer from DOTD, a member of the DCD RAM Branch assumed the RAM functions for training devices, with emphasis on LHX training device development.

The following were accomplished by the Avionics, Visionics, and Electronic Warfare (AVEW) Branch:

UHF-AM Radio. The AN/ARC-163 with electronic countermeasures (HAVE QUICK) was delivered to airframe prime contractors.

Single-Channel Ground-to-Air Radio System (SINGGARS). Developed the individual airframe configuration requirements for airborne SINGGARS (AN/ARC-201) for Army aviation.

NOE COMM. Restructured the NOE COMM program.

Drafted the O&O plan.

DCD coordinated user position to proceed to full production authority for the improved frequency modulation (FM) power amplifier with contractor award in February 1985.

DCD coordinated the user position to proceed to low-rate initial production of the vehicular high-frequency/single sideband (HF/SSB) radio (AN/VRC-86) in December 1984.

DCD developed the restructured user's milestone schedule for the airborne HF/SSB radio (AN/ARC-199).

Integrated Digital Avionics System (IDAS). DCD submitted draft letter of agreement on the IDAS to HQ TRADOC for approval.

Army Data Distribution System (ADDS). Defined potential aviation (airframe) interface requirements for the ADDS.

Communication Security (COMSEC). Final requirements for Army air-borne COMSEC equipment, advanced narrowband digital voice terminals.

Special Electronic Mission Aircraft (SEMA). The SEMA-X JMSNS was forwarded to DA from TRADOC on 3 January 1984. The project is pending recommendation of the Army Airborne Intelligence 2000 Study Group to the Under Secretary of the Army (USofA) in January 1985.

Advanced Rotorcraft Technology Integration. This program was plagued with funding problems throughout FY 84 and finally received funding for FY 85. The majority of the program's work in determining crew size, with recommendations, should be completed in 1985.

GUARD RAIL. The first Improved GUARD RAIL V System (six RC-12's and accompanying ground equipment) was fielded to USAREUR in September 1984. The second system is planned for fielding to VII Corps in July 1985.

QUICK FIX.

IB (EH-1H without direction finder (DF)). All 20 systems have been fielded with the last two fielded to USAREUR in 4th quarter 84.

IIA (EH-1X with DF). Fielding of the first six systems occurred in October 1984 (three to 2 AD and three to USAICS).

IIB (EH-60). Production/integration contract awarded in 4th quarter 84.

Chief of Staff, Army (CSA)/Chief of Staff, Air Force (CSAF). The CSA/CSAF joint MOA initiatives, 22 May 1984, have realigned our efforts in the following areas:

Initiative 13 terminated the Army's Airborne Radar Jamming System (ARJS) program and directed that the Air Force provide ARJS support.

Initiative 14 directed that the Army and Air Force develop a joint concept and attendant hardware to broadcast PLSS target data to designated Army units in near real-time.

Initiative 27 directed that both services support the C-18 as the single Joint Surveillance and Target Attack System platform. This terminated the Army's program onboard the OV-1. The Joint System Operational Concept will be finalized by June 1985.

Aviators Night Vision Imaging System (ANVIS). Two multiyear contracts were awarded to ITT and Varian for a combined total of 1,366 US Army AN/AVS-6 systems (ANVIS).

NIGHT FIX II. A fleetwide night vision goggle compatibility modification program was started with a completion date of June 1987. The program is called the NIGHT FIX II program.

AH-1 PIP verification was completed at Fort Campbell. The PIP was funded and the modification work order (MWO) verification is ongoing.

UH-1 PIP verification was completed at Fort Rucker. The PIP was funded and the MWO verification is ongoing.

OH-58 and OH-6 have been modified for the NIGHT FIX II program at Fort Belvoir and will be tested in January 1985. This program was "not funded."

CH-47C PIP has been verified and was funded.

CH-47D PIP has been accepted and is being placed on the production aircraft.

UH-60 engineering change proposal (ECP) has been approved and was placed on production aircraft in January 1984.

ASE.

A revised ASE ROC was written in March 1984.

An RFI ROC was written in August 1984.

A separate ASE budget line was established in November 1984.

Funding for the advanced development of the radar frequency expendable decoy was approved during FY 84.

AN/ALQ-156(V)2 completed a combined DT II/OT II and entered production in September 1984.

An O&O plan for scout scout/observation, attack, utility, and medium lift helicopters was written in April 1984.

Microwave Landing System (MLS). DOD implementation plan for the MLS was approved. The first MLS installations in the Army was scheduled for Cairns Army Airfield and Troy in 1987, with concurrent installation of receivers in the USAAVNC instrument training fleet. This should provide for timely training of aviators on the worldwide precision approach and landing system of the future.

Air Traffic Control (ATC). Proponency for ATC was scheduled to come back to the USAAVNC. It was expected that this will facilitate the integration of Army aviation functions into a more logical and viable structure.

Air-to-Air Combat. Systems Branch participated in the development of significant issues that affect the ability of Army aviation to perform air-to-air combat. As lead for materiel requirements, Systems Branch had initiated action to evaluate airframe limitations and improvements, weapons, and fire control systems. Systems Branch prepared the logistic input for the ATAS TSP and provided input data for contract negotiations. A contract to procure 720 systems was signed with General Dynamics and Bell Helicopter in September 1984.

VOLCANO Mine System. The Systems Branch attended test integration working groups and joint working groups (JWG) and participated in the Helicopter Alternative Mounting Study. This study was conducted to determine the best method of mounting the VOLCANO system (internal versus external).

Air Defense Suppression Missile (ADSM). The Systems Branch forwarded a message to CAC, TRADOC, and DA identifying the Hydra 70 rocket with multi-purpose submunition (MPSM) warhead as the near- and mid-term Army aviation ADSM.

LHX. Systems Branch continued to participate in the concept formulation process and, as a result, has drafted the preliminary ROC document. Systems Branch revised the O&O plan and the system attributes document, developed a compressed schedule for staffing and obtaining approval for the ROC, and is presently coordinating the ROC approval

process. Systems Branch has also participated in all IPRs and the development of program goals and acquisition strategy.

Cargo Cell.

Systems Branch hosted the first CH-47 User Requirements Conference at Fort Bragg, North Carolina, in October 1984. The purpose of the conference was to enhance user involvement in defining requirements for CH-47 aircraft.

Systems Branch drafted the O&O plan for the advanced cargo rotorcraft (ACR). The ACR will supplement/replace CH-47 and CH-54 aircraft in the year 2000.

Systems Branch conducted the Heavy Lift Helicopter study which resulted in the Army directing the Army staff to formulate a program to complete and fly the XCH-62A as a technology demonstration and research vehicle (14 March 1984). On 14 August 1984, a memorandum of understanding for the Heavy Lift Research Vehicle Program was signed by DARPA, NASA, and the US Army.

Aviation Life Support Equipment-NBC Cell. In this area, Systems Branch accomplished the following:

Completed coordination of the letter requirement (LR) for the AH-64 Aircrew Protective Mask which was approved in May 1984. Identified as the XM-43 Protective Mask, the program was accelerated to field the MX-43 at the IOC of the AH-64A.

Completed coordination of the Statement of Need-Clothing and Individual Equipment (SN-CIE) for the Aircrew Uniform, Integrated Battlefield (AUIB), which was approved by the CSA on 24 June 1984. The AUIB program was accelerated to field a new aircrew NBC uniform by 4th quarter FY 86.

Completed coordination of the SN-CIE for the Aircrew Uniform, Non-NBC, (BDU flight suit) which was approved by the CSA on 24 June 1984. The BDU flight suit is expected to be fielded in FY 87.

Provided Army aviation representation to the 5th meeting of the QWG on NBC in July 1984 in Canada.

Hosted the Army Aviation NBC Conference on Aircraft Individual Protection, 27-28 June 1984, at the USAAVNC.

Drafted and forwarded for TRADOC staffing the O&O plan and LR for the microclimate cooling system for Army aviation.

Participated in the UH RUBBERNECK II NBC exercise, 26-30 July 1984, at Soest, Germany.

In conjunction with Natick Research and Development Center, conducted a design acceptance evaluation of the BDU flight suit in Europe, August-October 1984.

Completed coordination and revision of the LR for the Onboard Oxygen Generating System which was approved by HQ TRADOC and HQ AMC. This system will replace current oxygen systems for SEMA.

Systems Branch/AVRADA conducted a series of flight tests to evaluate the PLS in a simulated rescue scenario. The PLS is planned as a nondevelopmental item program.

Participated in the HOS DT/OT in 1984. The system is designed for aircrew use in accordance with AR 95-1.

Participated in the Aircrew Survival Armor Recovery Vest DT in 1984 (entered OT in 1984). This vest is a replacement for the SRU-21 survival vest.

Provided an Army aviation representative at Working Party 61 (Aeromedical) and Working Party 51 (Search and Rescue (SAR)) of the Air Standardization Committee, an international committee designated to attain standardization and capability of aeromedical and combat SAR criteria, procedures, equipment, and training among member nations.

Coordinated and obtained DA approval for funding and implementation of the PRC-90-1 survival radio update program.

Ground Support Equipment.

Heavy Expanded Mobility Tactical Truck (HEMTT) - In August 1984, Systems Branch initiated evaluation of a HEMTT M-977 11-ton cargo truck for use in an aviation unit. In addition, Systems Branch initiated evaluation of the HEMAT M-978 tanker and the M-989 trailer for similar uses. Results of completed tests indicate that these vehicles greatly enhanced our ability to rapidly resupply forward areas with ammunition and fuel. Further evaluations of these vehicles will be conducted in 1985.

Progressive Phase Maintenance (PPM) - Throughout 1984, Systems Branch participated in the reliability-centered maintenance scrub of maintenance manuals pertaining to aircraft selected for the PPM program. This branch also assisted in developing PPM policies and procedures.

New Aircraft Tool System - During the summer of 1984, Systems Branch developed and submitted proposals for new tool kits to be utilized on the OH-58 and UH-1 helicopters. The USAAVNC's proposals which were submitted to AVSCOM by the US Army Aviation Logistics School were approved for testing at Fort Campbell, Kentucky, in FY 86.

New Fuel System Hardware - In December 1984, Systems Branch hosted a meeting to evaluate new fuel system hardware for use in the HEMTT tanker during forward arming and refueling point or four-point

refueling operations. Resulting issues will be addressed during the ongoing evaluation of this equipment in 1985.

Attack Cell.

AH-64 Preplanned Product Improvement (P³I) - System Branch hosted a JWG for AH-64 P³I in November 1984. The JWG stated the form and content of an improved AH-64 and began work on an O&O plan and ROC to be approved in FY 86.

Close Support Study Group III - Systems Branch represented DCD on the USAAVNC team to input aviation positions to the Field Artillery Close Support Study Group III. This study sought to define close support requirements, fire planning requirements, and control and call for fire of HELLFIRE and COPPERHEAD, while balancing mutual support of the combined arms team.

AH-64 Radio Requirement - Systems Branch staffed, justified, supported, and stated a need for dual, simultaneous FM capability beyond VHF and UHF for this AH-64. This action provided flexibility to the scout/attack team and prompted the necessary data link to maximize the use of HELLFIRE.

AH-1S and AH-64 Hydra 70 Rocket Integration - Systems Branch coordinated and developed messages and fact sheets to accelerate and generate support for rapid implementation of modifications to AH-1S and AH-64 aircraft to enable them to fire HYDRA-70/MPSM. This action led to programming of implementation on the AH-1S and an ECP to implement on the AH-64 soonest.

C-NITE and LAAT AH-1S - Systems Branch coordinated and developed messages and fact sheets as well as planning to support dual funding and implementation of C-NITE and LAAT to realize 40-percent savings on installation. Although these programs were still not presently matched, they were close and were both approved for funding in FY 86.

Change 12 to AH-64 Materiel Need (MN) - Systems Branch drafted, staffed, and submitted for approval to DA changes 11 and 12 to the AH-64 MN. These changes contained, among other items, airborne target handoff system application to the AH-64 which will greatly increase the effectiveness of the AHIP/AH-64 team.

Scout Cell.

Systems Branch continued coordination with AMC to accomplish the PIPs needed to correct the loss of tail rotor effectiveness problems of the OH-58 as recommended by the DARCOM/TRADOC Joint Special Study Group. AVSCOM signed a contract for the kits for the improved tail rotor and the engine power droop correction. Installation will begin in 2nd quarter FY 86. Contract award for the stability control and augmentation system is scheduled for FY 86.

Systems Branch continued to support the development, testing, and production of the OH-58D. A production contract for 16 aircraft was

signed with Bell Helicopter. The DT II/OT II were completed. OT II data reduction is ongoing.

UH-1 Cell.

Provided user input and coordination for the multiyear II procurement contract of the UH-60A signed in November 1984.

Participated in the decision process which supported the increased buy of UH-60A's from 1,107 to a total of 1,715.

Provided user input and coordination for the development and testing of the HIRSS on the UH-60.

Reviewed contract specifications and furnished user input for the development of the ESSS.

Attended preliminary design review and provided user input of HELLFIRE qualification for the UH-60.

Developed the Black Hawk Improvement Program ROC.

Provided user input and coordination with/to AVSCOM in development of hub springs and G-meters for all teetering rotor aircraft.

Drafted and staffed preliminary system needs for the development of a special operation force aircraft.

Summary

The Directorate of Combat Developments under the direction of Colonel Clark A. Burnett was extremely busy in 1984. The numerous divisions, groups, and branches were involved in studies, test packages, research, symposiums, wargaming, and implementation of aviation combat systems. DCD's contributions to the aviation and combined arms communities in 1984 did much to enhance the viability of our nation's security.

DCD FOOTNOTES

¹Hist (U), ATZQ-CD, 1984, hereafter cited as DCD History, materiel is extracted; SAR, 1984, hereafter known as DCD 1984 SAR, materiel is extracted.

²ARCSA IV Chronology, n.d. (Doc III-17); DCD History, materiel is extracted; DCD 1984 SAR, materiel is extracted.

³DCD History, materiel is extracted; Army Aviation Mission Area Development Plan, Sep 84, materiel is extracted.

⁴DCD 1984 SAR, materiel is extracted; DCD History, materiel is extracted.

⁵DCD 1984 SAR, materiel is extracted; DCD History, materiel is extracted.

TRADOC SYSTEM MANAGER FOR AIR LAUNCHED MISSILES

Lieutenant Colonel Robert C. Codney was the TRADOC System Manager (TSM) for Air Launched Missiles in 1984. Major(P) William E. Coleman was the Assistant TSM for Research, Development, Test and Evaluation and Major(P) Peter A. Nepote, Jr., served as the Assistant TSM for Personnel, Doctrine, and Training.

The TRADOC System Manager (TSM) conducted total system management for all current and future air launched missile systems within the Training and Doctrine Command (TRADOC). The TSM acted for the Commander, US Army Aviation Center (USAAVNC), and the Commander, TRADOC, in discharging 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.

The TSM served also as the primary user interface 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 launched systems.

Accomplishments

During 1984, the main thrust of the TSM Air Launched Missile Systems was to serve as the Army's prime focal point for its air launched missile systems--which heretofore had seen the TSM-HELLFIRE. However, the TSM-Air Launched Missile Shop also managed the HELLFIRE production missile, the STINGER Air-to-Air missile and the coterminous technology that these two systems had to offer.

The Primary objective of the TSM was to insure that plans for training, personnel, logistics, organization, and new doctrine/tactics for these two important systems were accomplished and fully integrated into the materiel acquisition process.

Breaking the two systems down, the HELLFIRE system was put in a preparatory mode for utilization with the forthcoming AH-64. The First Unit Equipped (FUE) date for the HELLFIRE system was scheduled to be in 1985.

The Project Manager (PM) - HELLFIRE briefed key General Officers on the HELLFIRE Fire and Forget concept. The concept addressed 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. It was anticipated that funding for this action would take place in 1986.

The Air-to-Air STINGER (ATAS) underwent development and refinement in 1984 with the initial installation on 142 OH-58C and 578 OH-58D aircraft ostensibly slated for 1988.

In regard to the ATAS in 1984, a number of requirements supporting the system were completed. These included the completion of the Operational and Organizational Plan, Basis of Issue Plan, Acquisition Strategy, Independent Evaluation Plan, and updating the Required Operational Capability to reflect new Reliability, Availability and Maintainability (RAM) data.

In 1984, TSM presented ATAS briefings to all levels of management including HQDA and the Under Secretary of the Army. The briefings supported the Full Scale Engineering Development Plan which called for the ATAS to be placed on rotary wing aircraft in the shortest possible time to meet the current and projected threat. The First Unit Equipped date for the ATAS project was placed at the fourth quarter FY 88.

Summary

Lieutenant Colonel Robert C. Codney was the TSM for Air Launched Missiles in 1984. The HELLFIRE and Air-to-Air STINGER systems were enhanced not only throughout the Army aviation community, but also throughout the Army by other elements of the Army. Though small in number, TSM was an effective management tool and was cited for its endeavors.

TSM FOOTNOTES

¹Hist (U), ATZQ-TSM-M, 1984, materiel is extracted.

CHAPTER IV

TENANT ACTIVITIES

The tenant activities had an important role at Fort Rucker in 1984. 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 1984.

UNITED STATES ARMY SAFETY CENTER

The United States Army Safety Center (USASC) was one of the primary tenant activities on Fort Rucker in 1984. Its mission was the support of the Army Safety Program relative to the conservation of manpower and materiel resources. The Commander, United States Army Safety Center, was the Army Aviation Safety Officer and the principal U.S. Army representative on the NATO Flight Safety Working Party. He was also responsible for the implementation of Army Safety Program activities.

Colonel Joseph R. Koehler was the Commander of USASC for all of 1984, and was assisted by Mr. Craig B. Schilder, the Senior Safety Manager. Sergeant Major Cletus D. Milam was the USASC Sergeant Major in 1984.

The Safety Center had the following directorates under its aegis in 1984: Directorate of Training, Developments, Investigation, and Education; Directorate for Systems Management; Directorate for Plans, Operations, and Programs; Directorate for Media and Marketing; and the Directorate for Management Information Systems. All of these will be examined individually.

DIRECTORATE FOR MANAGEMENT INFORMATION SYSTEMS

Mr. Harold M. Myers, Jr., guided the Management Information Systems (MIS) all of 1984. In 1984, the directorate upgraded its mainframe computer by the acquisition of a much-needed IBM 4341 with a Multiple Virtual Storage (MVS) operating system. This special purpose computer greatly supported the data communications requirements of the Army Safety Center.

Accomplishments

During 1984, USASC expanded its Army Safety Management Information System Retrieval Processing System (ARPS) from 72 external users to 104 external users representing 62 different organizations. At the same time, software features of the system were enhanced to include a sort and range capability for all the organizations served.

The Army Safety Management Information System (ASMIS) was an important activity of USASC in 1984. It provided 122 recurring reports (daily, weekly, monthly, etc.) to DOD and civilian customers worldwide. In addition, 1,655 ad hoc reports were processed, of which 1,230 were aviation data requests. The remainder were special requests for information, such as budget needs, TDYs, and safety policies. Concerning Army Aviation, USASC processed and coded 20,912 DA Form 285 Accident Reports along with 4,744 Preliminary Reports of Aircraft Mishaps (PRAM).

DIRECTORATE FOR MEDIA AND MARKETING

Mr. William E. Carter was the Director of Media and Marketing for USASC in 1984. The publications, posters, films, and safety presentations were many. The thrust of the Media and Marketing organization was

the promulgation of safety Armywide through the written, spoken and visual word. Though it might seem to some that there was an inundation of facts and figures concerning Army Aviation Safety, both USAAVNC and the Safety Center thought otherwise. To them, not enough could be said about safety.

Accomplishments

Some of the significant publications published by the Safety Center during 1984 were the FLIGHTFAX; COUNTERMEASURE; and ARMY SAFETY MANAGEMENT NEWS. Most of the important posters created by the Safety Center dealt with alcohol abuse prevention. The USASC safety training films were concerned with aircraft safety and safe driving. Approximately 50 safety presentations were prepared by the Media and Marketing Directorate for presentation to safety personnel worldwide.

DIRECTORATE FOR PLANS, OPERATIONS, AND PROGRAMS

Colonel Clydie Crawford became the Director for Plans, Operations, and Programs (POP) in March 1984 and remained in his position for the rest of the year.

The directorate was involved in a wide variety of programs, operations, and plans in 1984. Concerning the aviation side of the Army, 29 Broken Wing Awards, 221 Awards of Merit, 150 Awards of Honor, and 123 Awards of Excellence were approved and forwarded to Army aviation units in 1984.

Accomplishments

The Safety Center was involved in the evaluation of safety programs at all levels of the Army. It evaluated major command (MACOM) programs on a biyearly basis to determine the posture of their safety programs, and made recommendations whenever and wherever necessary.

Relative to the major commands in 1984, the Army Safety Center hosted two semiannual MACOM Safety Director Conferences in May and October 1984. The May conference was held at Fort Rucker and the October conference in Chicago, Illinois. The thrust of the conference was to highlight significant challenges that affected MACOMs and HQDA in managing Army Safety Program activities, and at the same time, identifying actions by responsible MACOMs targeted at the elimination of major causes of Army resource losses. It was apparent Armywide that a resounding effort had to be undertaken by all Army units and soldiers to attenuate manpower and materiel losses. The Director, Human Resources Development, Office of the Deputy Chief of Staff for Personnel (ODCSPER) established these conferences in 1983 to bring to the attention of the major commands and headquarters that it was not cost or mission effective to allow the recurring losses of Army resources--be they in manpower or materiel.

The USASC also administered two quarterly review and analysis conferences in 1984. These conferences updated the DCSPER on the posture of Army resource losses and provided significant recommendations

regarding both broad and specific accident prevention actions and controls intended to enhance the Army Safety Program.

In 1982, the Army established Army Safety Coordinating Committee (ASCC) meetings. These meetings were convened for the purpose of following through on significant issues affecting the safety of Army personnel and equipment. This committee, which was normally made up of general officer representatives from the major Army Staff (ARSTAF) and the CG, U.S. Army Aviation Center and Fort Rucker, had a second equally important priority of developing safety issues of significant importance for subsequent presentation to the Vice Chief of Staff, Army during his quarterly In-Process Review (IPR) meetings. The USASC developed and presented both broad and specific technical issues at three coordinating committee conferences conducted in 1984.

The Vice Chief of Staff, Army, IPR was instituted in 1982 as the result of the need to have the Vice Chief of Staff, Army, apprised directly on the total posture of the Army Safety Program and actions required to maintain progress in conserving Army resources. These meetings were held on a quarterly basis and were a follow-on to the Army coordinating committee conferences. It was during these senior level meetings the Army Safety Center developed and presented significant Army Safety Program issues. Colonel Crawford's shop did a great deal to stress and implement safety throughout the Army in 1984. Safety was not only to be a state of being, but also a state of mind.¹

DIRECTORATE FOR SYSTEMS MANAGEMENT

Colonel Clydie Crawford and Colonel Thomas H. Denny were the two directors of the Directorate for Systems Management in 1984. Colonel Crawford was the director from 1 January 1984 to March 1984, at which time he relinquished his command to Colonel Denny who guided the directorate for the remainder of 1984.

Accomplishments

The Systems Management Directorate spent much of 1984 dealing with helicopter systems safety. One area of particular importance concerned the UH-60 Blackhawk. It seemed there were some questions emanating from both higher and lower headquarters concerning UH-60 accident causes and crashworthiness effectiveness. The Systems Management people did a UH-60 accident analysis in November 1983. On 29 November, Systems Management provided an information briefing highlighting lessons learned concerning UH-60 accidents. The briefing was given to the AVSCOM Commander. Six weeks later, the DARCOM (AMC) Commander received the same briefing.

The briefings were sine qua non in that they answered questions whether or not the Army was receiving an equitable return on its crashworthiness investment. USASC answered in the affirmative. At the same time, the briefings restored life to a stalled recommendation regarding the UH-60 throttle quadrant design. The briefings also brought to light the need for establishing guidelines for conducting night tactical missions permitting effective risk assessment by field users.

An area of polemic concerning helicopter systems safety lay in the investigation of mast bumping on the UH-1 helicopter. There were "Blue Ribbon Panels" investigating mast bumpings on the UH-1, but it was not until the Safety Center became a voting member (in addition to AMC and TRADOC) to the Product Improvement Program (PIP) that credence was given to the above fact-finding panels.

As a direct result of this action, USASC became actively involved in PIP prioritization and justification. USASC also established procedures to ensure that safety aspects of the various PIPs were adequately reviewed at each required level. The incorporation of USASC as a voting member in the PIP process was a quantum leap towards incorporating safety countermeasures into the various Army aircraft and weapons systems.

One specific investigation undertaken by Safety Center accident investigators brought attention to a major design inadequacy with the after-cabin flight controls of the CH-47 helicopter. Investigating a CH-47 Class A accident, Safety Center personnel uncovered the fact the mishap aircraft had a failure of the number one engine mechanical transmission (EMT). Vaporized oil was ingested into the number one engine, ignited, and caused a fire. The fire was drawn through the number one EMT drive shaft cowling, burned, and failed the aluminum flight control tubes at the drive shaft's cowling inboard end. As a result of the loss of control of the aft rotor system, the helicopter pitched up and over, crashed inverted, and burned. Immediate action was taken to procure stainless steel flight control tubes for all Army CH-47 A/B/C/D aircraft. By December 1984, all CH-47 aircraft had the stainless steel control tubes installed.

As in 1983, loss of tail rotor effectiveness (LTE) continued to be the primary causation factor of OH-58 mishaps targeted for countermeasures in 1984. As a follow-up to the recommendations of the Joint Special Study Group (JSSG) on LTE, changes were made to the operator manuals, and product improvements proposed and approved to improve engine power droop performance, enhance the tail rotor, and install a stability augmentation system (SAS). All these improvements were intended to reduce the frequency of LTE occurrences.

The OH-58 had further problems. The crash force attenuating crew seats continued to be an area of concern. Little progress had been made in implementing a countermeasure to improve the seats' crashworthiness, though back injuries sustained in OH-58 crashes were well documented. Aviation Systems Command (AVSCOM) had been reluctant to pursue actions recommended by USASC; however, Deputy Chief of Staff, Logistics (DCSLOG) Aviation interceded and directed AVSCOM to reevaluate its position in 1985.

The Systems Management combat and wheel vehicle sections combined 1 March 1984 after the transfer of the wheel Vehicle Systems Manager. With the reorganization of the above sections, the countermeasure focus narrowed from general ground safety with emphasis on combat and wheel vehicle systems to only combat and wheel vehicle systems.

The combined section had one Systems Manager; two GS-12 Safety and Occupational Health Specialists; and two senior NCOs.

Centralized Accident Investigations Ground (CAIG) support was endemic to the Combat and Wheel Systems Section until 1 March 1984, at which time CAIG supported only vehicle actions. Throughout 1984 a total of 32 CAIG were supported that resulted in 102 DA-level recommendations and subsequent countermeasure actions. These countermeasures involved vehicle design changes, training inadequacies, doctrinal and procedural changes, publication of accident facts, supply issues, and other similar changes to prevent reoccurrence of catastrophic accidents.

An area which caused some polemic was the efficacy of rollover protection and restraint systems (ROPS). In 1976, for whatever reason, HQDA made a decision not to install ROPS in Army vehicles. However, because too many vehicular accidents had brought attendant injuries or death to drivers and passengers, the ROPS issue was presented to HQDA (DCSOPS) for a reassessment of the 1976 decision. HQDA after careful deliberation, instructed Army Materiel Command (AMC-DARCOM) to develop a plan for installation of ROPS. The scheduled date for completion was to be late 1985.

In 1984, it became apparent to the Army that the training level of Army drivers had to be improved. As proponent for AR 600-55, which dealt with driver selection, testing, and licensing, the USASC drafted and staffed with MACOMs a new draft regulation which included ground support equipment licensing requirements. The Safety Center also coordinated closely with the U.S. Army Transportation School (USATSCH) to improve the training level of the Army driver.

During the year, USASC became involved in additional countermeasures relative to vehicular safety. This was undertaken by examples such as the Safety Center providing ongoing technical support throughout the Army concerning combat and wheel vehicle safety matters; emphasizing ground safety in the Army safety publication, COUNTERMEASURE; serving as technical advisor for the Combat Vehicle Safety Film and the Armor Battalion Safety Packet; participation in MACOM and NTC evaluations; participation in CAIG, instructing the major systems reviews for USASC ground courses; and providing safety lessons learned about combat and wheel vehicle systems.

Though the above undertakings and achievements were noteworthy, there were problem areas that were addressed, but not resolved in 1984. In the aviation arena, there was a lack of an adequate number of night vision devices (NVD) to field units; a shortage of NVD familiarization and training; no published NVD limitations; and lack of adequate maintenance check for NVD. However, both the Safety Center and USAAVNC expected an attenuation of the above problems. The Safety Center also strove to correct the high-risk aviator problem. The VCSA tasked TRADOC/Fort Rucker to initiate computerization of DA Form 759 flight record information so as to have ongoing capabilities to extract data on high-risk aviator actions.

There were problems relative to ground forces in the field which the Safety Center examined, such as soldiers being run over by track vehicles because of lack of, or improper use of, ground guides; and the lack of rollover protection and restraint systems in soft-top tactical vehicles.

DIRECTORATE FOR TRAINING DEVELOPMENT, INVESTIGATION AND EDUCATION

Colonel David Ammons was the Director of the Directorate for Training Development, Investigation and Education (TDIE) in 1984.

Accomplishments

In the training development side of TDIE all 12 existing programs of instruction (POI) were reviewed and updated. These updates reflected changes necessitated by revision of regulations as well as changes required to make the courses better. In 1984, the Safety Center developed two new POIs. They were the Explosive Safety Course and the Unit Safety Officer/NCO Course. The latter course was developed with advice from TRADOC, FORSCOM, and USAREUR, and by year's end, was being implemented. Also to be noted was the completion of 52 new lesson plans by TDIE in 1984.

Training products development was the name of the game for TDIE in 1984. Relative to Army aviation, TDIE developed, printed, and distributed the Commander's Aviation Accident Prevention Guide. The guide was to assist commanders in implementing the requirements of AR 385-95. The Safety Center also printed and distributed to all Army aviation units the 10th Edition Guide to Aviation Resources Management for Aircraft Mishap Prevention. This booklet was the principal resource document to guide commanders and aviation safety officers in surveying and evaluating their aviation safety programs.

To assist safety personnel to keep updated on resource materials, TDIE revised, printed, and distributed the Index to U.S. Army Safety Publications. TDIE developed a mathematics programmed text for use in the Aviation Safety Officer (ASO) and Accident Investigation Courses to assist students in learning the requisite mathematic skills for accident investigation. The Safety Center also developed the ASO and ASO Refresher Courses in correspondence modes.

The investigation side of TDIE investigated 89 aviation/ground accidents in 1984. Forty-five were aviation mishaps and forty-four were ground accidents. Of the aviation accidents, 39 were Class A; one was Class A ground related; seven were Class B; six were Class C; and two were command directed (Mesa, Arizona, and Honduras). There were 42 Class A ground accidents; one Class B and one Class C ground accidents. Twenty-two Class A mishaps/accidents (five air and seventeen ground) were not investigated by CAI teams. As an interesting aside, two officers from the Investigation Division supported the aviation safety effort at the 1984 Summer Olympics.

Three investigators plus one warrant officer from POP Directorate supported the 1984 REFORGER Exercise. During this deployment, the team

investigated one Class A aviation mishap, assisted in the investigation of one Class A ground accident, and observed and reported on the safety aspects of air and ground operations during the exercise.

Problem Areas

There appeared to be no definitive problems emanating from the Safety Center in 1984.

Summary

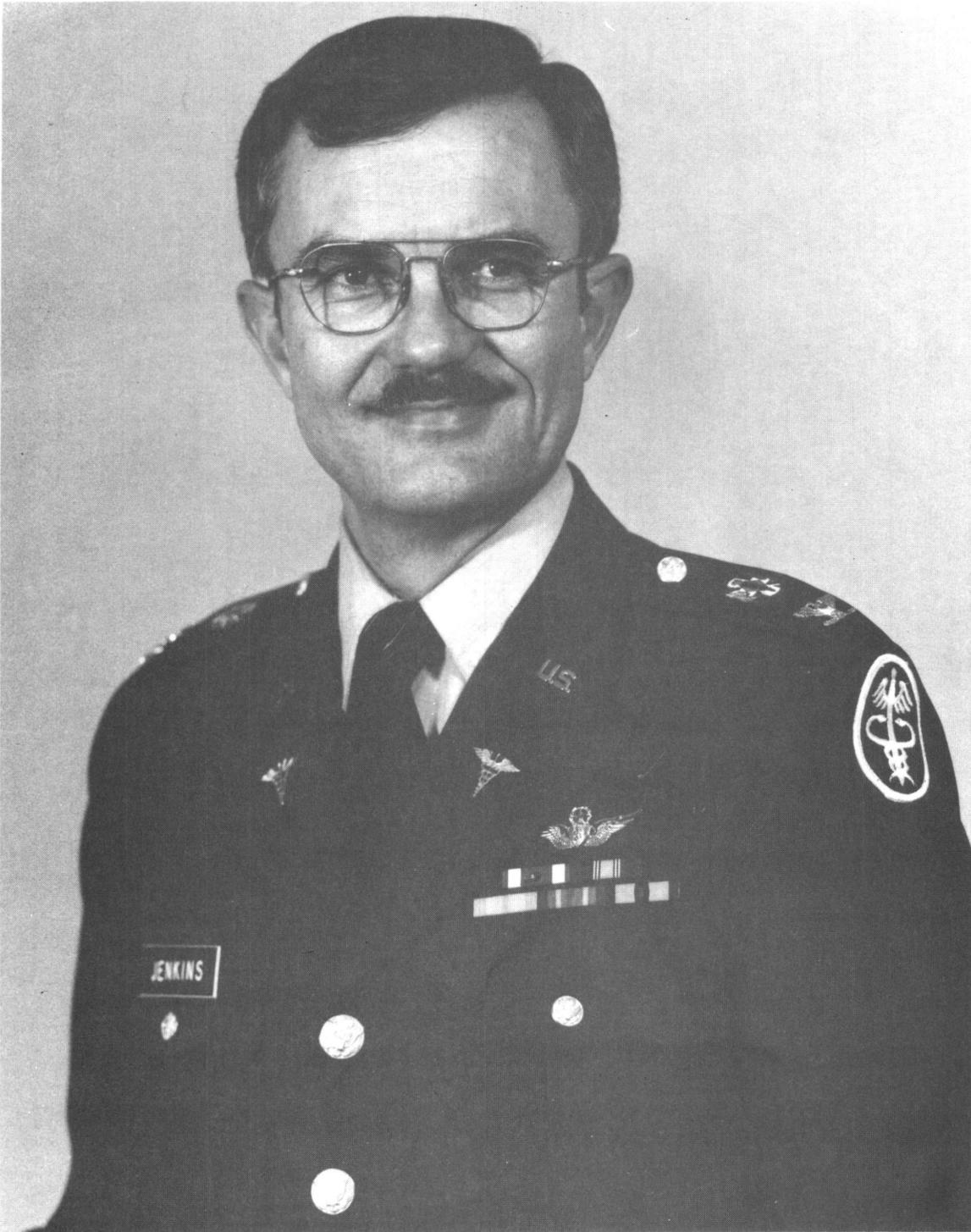
Colonel Joseph R. Koehler was the Commander of the U.S. Army Safety Center in 1984. The Safety Center supported the Army Safety Program relative to the conservation of manpower and materiel resources. There were five directorates with the Safety Center. They dealt with a variety of functions from safety information retrieval; accident investigation; promulgation and dissemination of safety news and facts; systems management, vehicular and aircraft safety, and safety education. The Safety Center investigated 44 aviation mishaps; of which 33 were Class A. Overall, in 1984 the U.S. Army Safety Center at Fort Rucker managed and coordinated over one hundred safety-related investigations dealing with accidents Armywide.

USASC FOOTNOTES

¹Hist (U), PESC, 1984, materiel is extracted.

²SAR, PESC, 1984, materiel is extracted.

³Ibid.



Colonel ElRay Jenkins, Commander, US Army Aeromedical Center, all of 1984.

UNITED STATES ARMY AEROMEDICAL CENTER

The United States Army Aeromedical Center (USAAMC) was one of the busiest and most visible organizations on post in 1984.

Under the command of Colonel ElRay Jenkins, Lyster United States Army Community Hospital (LUSACH), (one of the USAAMC sub-commands) was responsible for the health of military personnel, their families, and retirees residing in the Wiregrass area.

The US Army Aeromedical Center Commander, Colonel Jenkins, was appointed Consultant in Aviation Medicine to the Surgeon General of the US Army effective 5 June 1984. This appointment was an indication of the importance of aviation medicine and the role of Fort Rucker in the implementation of aviation medicine. A further noteworthy achievement occurred when the Education and Training Section of the US Army Aeromedical Activity became part of the Academy of Health Sciences as the US Army School of Aviation Medicine on 1 October 1984.

The health care mission of the United States Army Aeromedical Center was to provide exemplary health care and services to authorized personnel--as spelled out in the second paragraph. The USAAMC had as its principal facilities the Lyster United States Army Community Hospital; the United States Army School of Aviation Medicine; the Veterinary Services; the US Army Aeromedical Activity; and the Preventive Medicine Services.

Accomplishments

Lyster United States Army Community Hospital (LUSACH) was one of the busiest USAAMC activities in 1984. The hospital had an outpatient load of 204,796 patients and 4,780 inpatients; 26,722 individuals visited the Lyster Emergency Room; and on a happy note, there were 476 babies born. The Air Ambulance Branch (Flatiron) flew 2,287 hours and transported 172 critically ill patients. It also flew 2,545 hours in Aviation Center support missions and 61 Military Assistance to Safety and Traffic (MAST) missions.

In 1984, Lyster United States Army Community Hospital completed the addition of 141,240 square feet to its facility as the first phase of a six-phase construction project. Upon the completion of Phase 1, the new addition of the hospital was formally dedicated and opened on 17 May 1984 with a ribbon cutting ceremony. Colonel Davis Clark, Deputy Installation Commander, USAAVNC; BG Forrest T. Gay III, Commander, Sou Atl Div, CE; BG Frank A. Ramsey, OTSG; and, Colonel ElRay Jenkins, Commander, USAAMC, were on the agenda. Alteration of the first increment of the existing building (Phase 2) was completed in October 1984. Phase 3 was begun by the end of 1984 with a tentative completion date scheduled for March 1986.

As a result of the above building program, expansion and renovation, Lyster Army Hospital became one of the finest medical treatment facilities in the Army inventory with enhanced patient care. Even

though the Department of Nursing experienced some fluctuations in personnel throughout the year, it was able to maintain the high quality of patient service. By the end of 1984, the Department of Nursing was near one hundred percent of authorized strength.

The Department of Nursing initiated three clinics which played a significant role in the lives of their participants. These clinics, organized by Major Carol Zimmerman, were the Well Woman Clinic, a Children's Physical Exam Clinic, and an Over 40 Male Screening Clinic. A total of 332 women took part in the three Well Woman Clinics held at Fort Rucker in 1984. The three Children's Physical Exam Clinics had 435 children seen by the nursing staff and doctors. One hundred and fifteen retired men participated in the Over-40 Male Screening Clinic in 1984. These clinics were highly successful and well received by the Fort Rucker community. Additional clinics were planned in 1985. As an adjunct of patient care in 1984, the Physical Therapy Clinic at Lyster Army Hospital treated 13,194 patients. This was an increase of 33 percent from 1983. As the result of an increase in ultrasound cases, the Radiology Clinic experienced an 11 percent increase in patient workload during 1984.

The Evaluation and Review Department of the Army Aeromedical Activity (AAMA) processed 40,792 flight physicals which 1,009 required waivers and 185 were indefinitely suspended from further flying duty. The Aeromedical Consultant Advisory Panel (ACAP) reviewed 563 cases during the year.

As with the Directorate of Engineering and Housing (DEH) in 1984, USAAMC dealt with the Lake Tholocco Rural Clean Water Project and its concomitant problems particularly concerning the bacterioscopy of the water for recreational and domestic usage. The USAAMC Preventive Medicine Service's Water Quality Laboratory received full certification for bacteriological analysis of drinking water in October 1984. The Alabama Department of Environmental Management was the certifying unit. During 1984, USAAMC implemented a comprehensive review of its Local Occupational Health Hazard Inventory. The result of the review was that the inventory list was expanded and the information contained in the data base was placed in an automated management system.

The Fort Rucker Veterinary Branch was quite busy in 1984. It provided food inspection services to Army, Navy, and Defense Personnel Support Center activities in a four-state area (Alabama, Florida, Mississippi, and Louisiana). The Veterinary Services inspected 18,000,000 pounds of subsistence a month, 31 establishments, and 130 carriers of subsistence. It also operated eight separate Animal Disease Prevention and Control Facilities in the four-state region.

Due to an outbreak of rabies in southeast Alabama during 1984, the Fort Rucker Veterinary Branch intensified its ongoing rabies vaccination program, and at the same time, began a public awareness program through the Fort Rucker Public Information Office (PIO). The response to the PIO coverage was overwhelming. An large number of animals were brought



Colonel Belman C. Maddox, Commander, Dental Activity,
1 January 1984 to 30 September 1984.



Colonel Kenneth H. Boyer, Commander, Dental Activity,
27 September 1984 to the present.

to the branch for vaccination who heretofore might not have been vaccinated, and Fort Rucker did not have to deal with any outbreaks of rabies.

The Veterinary Service Branch had two chiefs in 1984. Major Eugene W. Agnew, Jr., commanded the branch from 1 January 1984 to 1 June 1984. His replacement, Lieutenant Colonel Matti W. Palo, assumed his duties on 29 June 1984, and remained in his capacity the rest of the year.

The Dental Activity (DENTAC) was under the command of Colonels Belman C. Maddox and Kenneth H. Boyer. Colonel Maddox retired 30 September 1984 and Colonel Boyer assumed his duties on 27 September 1984. DENTAC provided over two million dollars worth of dental care and treatment to the Fort Rucker community in 1984. The relative dollar value of dentistry per dentist per day was \$603.83. The percentage of workload produced, compared to the personnel assets provided (return on assets), was 113 percent exceeding the Health Services Command (HSC) goal of 100 percent. This illustrated the fact the taxpayers were getting maximum output as far as the energy expended and the work productivity.

The training mode was endemic to the USAAMC milieu in 1984. An example of this was found in the Radiology Department where ten Phase II students completed the six weeks training and received the 91P MOS. Enlisted soldiers of the Dental Activity received well deserved kudos for a 100 percent pass rate on skill qualification testing (SQT) and common task testing (CTT). Two ROTC students were temporarily assigned to the Department of Nursing where they were provided experience, education, and training through a preceptorship program which took place at Lyster US Army Community Hospital (LUSACH) during the students alternate summer camp assignment at Lyster.

A new Flight Medical Aidman Course was validated in late 1983, and subsequent to the validation, four expanded classes were conducted with a total of 119 students taking part. In the course mode during 1984, USAAMC conducted its US Army Aeromedical Problems Course in April 1984 with 108 attendees. The inception of the Aviation Branch Officer Basic and Advance Courses brought about the US Army School of Aviation Medicine teaching aerospace medicine to the young captains and lieutenants in July and August 1984.

Under the aegis of the Health Services Command (HSC), Adolescent Medicine and Corneal Transplant Services were implemented effective 15 October 1984, and on 26 November 1984, the Exceptional Family Member (handicapped children) Program was recognized for support of this function. The Fort Rucker military and retiree community was now better served because of the above additions to the medical facility.

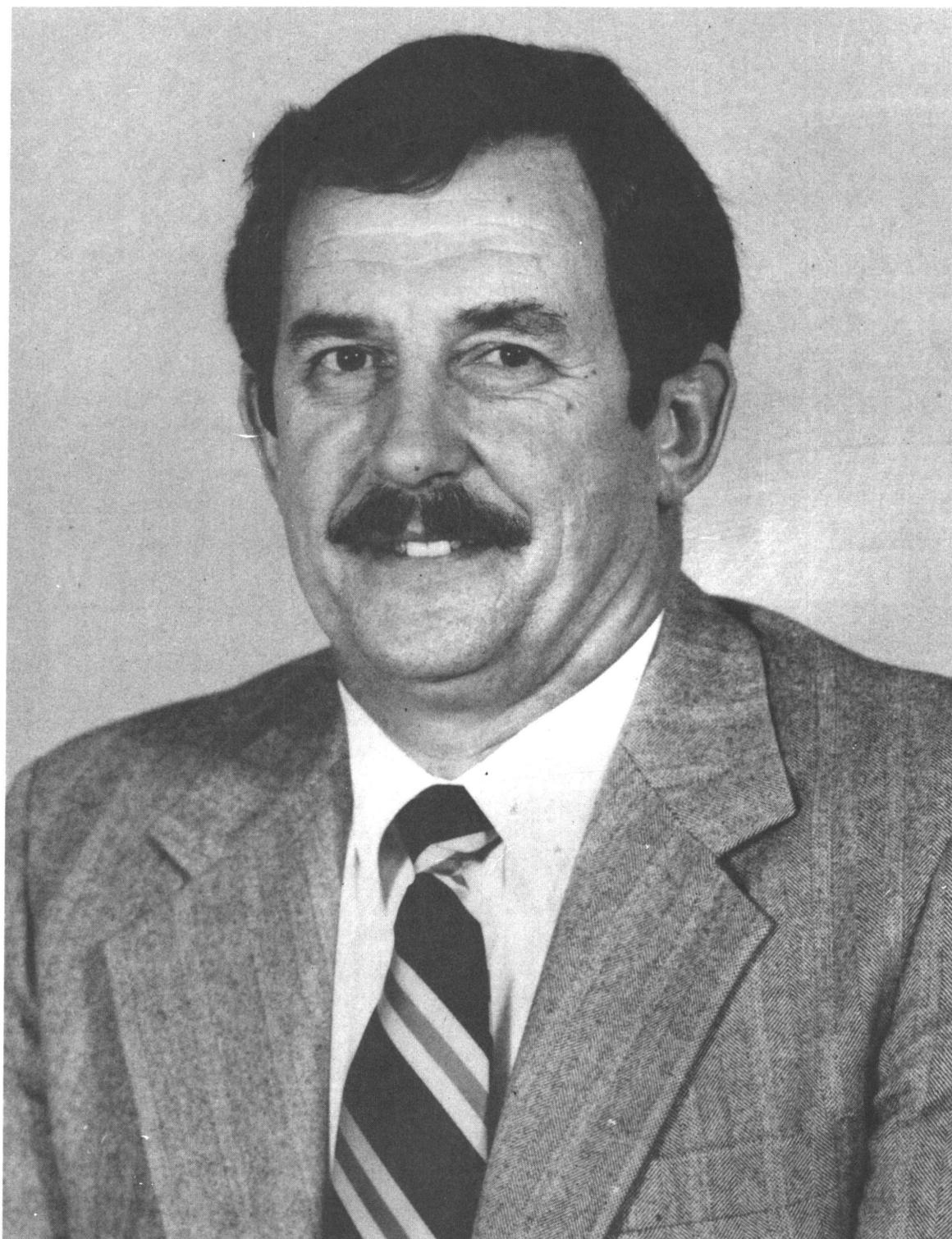
Manpower wise, there were 122 officers, four warrant officers, 242 enlisted, and 227 civilians working for the United States Army Aeromedical Center at Fort Rucker in 1984. They all contributed much to make the Aeromedical Center the progressive and innovative, yet caring medical facility it was in 1984.

Summary

In 1984 under the command of Colonel ElRay Jenkins, the US Army Aeromedical Center (USAAMC) expanded its services, its physical and medical facilities and its mission. It served not only the Fort Rucker military community, but also Wiregrass military retirees, National Guard, and Army Reserve units. Its Air Ambulance (Flatiron) was a ubiquitous aircraft in and around Fort Rucker in 1984 and along with other aircraft took part in the military assistance to safety and traffic (MAST) in 1984. The US Army School of Aviation Medicine was officially recognized as an Army school and experienced a significant growth in its mission of providing aeromedical training to Army personnel.

USAAMC FOOTNOTES

¹Hist (U), USAAMC, 1984, materiel is extracted.



Mr. Charles A. Gainer, Field Unit Chief, Army Research Institute, all of 1984.

ARMY RESEARCH INSTITUTE

As the Army Research Institute's (ARI) lead element for aviation research, the Fort Rucker field unit had as its mission the performance of research addressing the entire aviator life cycle from selection and initial entry training to sustainment training and retention factors. This broad range of research was covered by two teams. The first team dealt with flight simulation and training devices, and combat readiness. The second team was responsible for selection, classification, retention, institutional training, and performance.

Mr. Charles A. Gainer was the Fort Rucker Field Unit Chief in 1984. Doctors Michael G. Sanders and Robert H. Wright served as Technical Team Managers for ARI, in 1984. Their teams were involved in training research support and technical advisory services to the Commander and elements within the US Army Aviation Center. ARI personnel also performed the function of finding solutions to operational problems.

Accomplishments

The Fort Rucker Army Research Institute unit was involved in an extensive number of projects in 1984. An example was upgrading the Flight Aptitude Selection Test (FAST). This work on a future FAST incorporated a flight training analysis indicating ability requirements for IERW. The FAST was to be further improved upon by the incorporation of six new flight aptitude subtests which were constantly undergoing evaluation during the year.

In conjunction with the above FAST project, ARI personnel also examined the Army National Guard (ARNG) training time as to whether or not it was sufficient to meet their training requirements. Factors such as civilian jobs, spouse and family attitudes about the Guard, career intentions, projected force structure, adequacy of training time, and obstacles to training were examined. Data was analyzed, and recommendations concerning the above variables were made to relevant organizations and State Guard Commanders. Additional studies were scheduled to be initiated in 1985.

A Training Helicopter Initial Entry Students in Simulators (THESIS) feasibility study was undertaken in 1984 to determine if primary flight skills could be taught with simulators instead of aircraft. Primary instruction of ten IERW officer trainees were trained in the AH-1 visual flight simulator. These ten experimental group trainees were compared with a matched control group trained in the TH-55 helicopter. Though the feasibility study had some limitations, the overall results were very encouraging. It was decided that a low-complexity visual flight simulator configured as a UH-1 should be developed and used for subsequent empirical studies on the efficacy of IERW simulator training.

A potentially far-reaching, broad based area of study undertaken by ARI was the identification of the Army aviator's threat knowledge requirements. The objective of this research was to identify the most

important opposing forces weapons systems, force structure, and tactics. The first phase of this research, completed in 1984, established the relative importance of each weapons system, force structure element, and tactics of opposing forces, United States Forces, and allied forces. This was accomplished by having threat experts rate the importance of each on two dimensions, likelihood of encounter, and criticality of recognition. Three scenarios were employed - European, Korean, and Middle Eastern. From the listing, a realistic number of the most important elements will be integrated into a computer aided instruction system for use by Army aviators.

In 1978, the Department of the Army evidently foresaw the shortage; scarcity of active Army aviators that could meet mobilization needs. It initiated the Individual Ready Reserve (IRR) aviator training program. The IRR program was to retrain and maintain the flying skills of reservists to make them effective mobilization assets of FORSCOM units.

ARI, in order to meet the pressing requirements caused by possible mobilization, had a POI in 1980 for the UH-1 aircraft which would be used by IRR aviators. The POI incorporated a pre-training home study unit and a proctored self-study unit to be used during training. In 1983 and 1984, ARI was tasked to evaluate the effectiveness of the IRR POI. What ARI did in order to accomplish the above tasking was to train a group of IRR aviators under realistic training conditions at the Army Aviation Center. After an extensive amount of training, and subsequent analysis of the training, ARI revised the POI. The POI was an intensive and concentrated program that required a modicum of time and resources to return the flying skills of reserve aviators. Additional appraisal of the IRR program was forthcoming in 1985.

In 1983, ARI had been tasked as the lead element to develop human factor analyses of the Light Helicopter (Experimental) (LHX) Scout-Attack (SCAT) mission. Research was begun to examine the feasibility of single-pilot LHX mission performance. Further research was undertaken to determine the mission and equipment capability of the LHX as it related to the possible use of automated systems.

In 1984, ARI examined 29 LHX Scout and attack segments for excessive workload parameters, such as critical flight control, support, and mission functions. Sensory, cognitive, and psychomotor workload and durations were estimated for each performance element. Computerized one and two crewmember LHX SCAT models were developed to be incorporated into the above workload parameters.

After careful comparison and contrast of all the above modes and configurations, ARI worked diligently to establish computer programs which would effectively determine workloads and functions for either a one crewman or two crewmen SCAT configuration. By the end of 1984, ARI was well on its way to if not solving the above problems, it at least could look forward to improving them.

Summary

The Fort Rucker Army Research Institute (ARI) performed a multiplicity of tests and evaluations concerning Army Aviation training. Mr. Charles Gainer, Field Unit Chief, guided the men and women of ARI to high achievement levels in 1984. Beyond this, however, is an even more energetic program for the future.

ARI FOOTNOTES

¹Hist (U), PERI-IR, 1984, materiel is extracted.

US ARMY CRIMINAL INVESTIGATION COMMAND

FORT RUCKER RESIDENCY AGENCY

THIRD REGION

The Fort Rucker Residency Agency was part of the Fort Benning District, United States Army Criminal Investigation Command (USACIDC). The Fort Rucker Residency Agency provided criminal investigative support to all Army elements located within a geographical area of responsibility encompassing 27 counties in southern Alabama, ten counties in northwestern Florida, and 41 counties in southern Mississippi.

Special Agent James B. Boyd was the Special Agent in Charge until 10 March 1984, at which time he was replaced by Special Agent Daniel M. Loredo who served for the remainder of the year.

Accomplishments

In 1984, there was a sixteen percent decrease in the number of on-post crimes investigated. The Drug Suppression Team however maintained a high degree of investigative activity in 1984. During the year there was continued emphasis on Crime Prevention Surveys. These surveys were the means by which a number of "white collar" criminal acts were identified. Polygraph examinations and Criminal Information Reports remained relatively stable during the period.

During 1984, there was a twenty-six percent increase in the number of Requests for Assistance received from other CID elements throughout the world. There was also an increase of about nine percent in the number of evidence vouchers generated as a result of all investigative activities. The Fort Rucker Residency Agency office also provided manpower support for one protective service mission in the local area in 1984.

Summary

The Fort Rucker Residency Agency of the US Army Criminal Investigative Command (USACIDC) was responsible for the criminal investigative support to all Army elements within a geographical area which included southern Alabama, northwest Florida, and southern Mississippi. In 1984, there was a sixteen percent decrease in the number of on-post crimes investigated. However, drug suppression was still an important function of the local USACIDC office in 1984.

USACIDC FOOTNOTES

¹Hist (U), CIRCR, 1984, materiel is extracted.



Colonel William B. Woodson, Commander, US Army Aviation Development Test Activity, 1 January 1984, to 31 August 1984.



Colonel John O. Turnage, Commander, US Army Aviation Development Test Activity, August 1984 to the present.

UNITED STATES ARMY AVIATION DEVELOPMENT TEST ACTIVITY

The US Army Aviation Development Test Activity (USAAVNDTA) had its beginning as a field operating activity under the Commanding General, US Army Test and Evaluation Command (TECOM) in 1963. As one of nine subordinate units assigned to TECOM and as the only solely aviation oriented unit, USAAVNDTA had the primary mission of conducting technical tests of aviation materiel. The organization had two commanders in 1984. They were Colonel William B. Woodson who served from 1 January 1984 to 31 August 1984 at which time he was succeeded by Colonel John O. Turnage who was the incumbent commander for the remainder of the year. USAAVNDTA, as of 31 December 1984, had 32 officers, 14 warrant officers, 107 enlisted personnel, and 96 Department of the Army civilians, many of whom were highly qualified technical, scientific, and engineering personnel.

Accomplishments

The Test Activity units were busy with a myriad of tests, programs, and reports. During 1984, the Test Division published 19 test plans and 35 test reports. In 1984, 11,151.6 hours were flown in 14 different aircraft in support of the activity's mission. Over 100 projects were in the planning, execution, and reporting phases during the year. In addition to Fort Rucker, testing was accomplished at Eglin Air Force Base, Florida; Yuma Proving Ground, Arizona; Nellis Air Force Base, Nevada; Fort Campbell, Kentucky; White Sands Missile Range, New Mexico; and Patuxent River, Maryland.

Aircraft such as the CH-47, OH-58, UH-1, AH-1, and the UH-60 underwent a wide range of tests. Both the CH-47C and the CH-47D along with the AH-1S, UH-1H, and the UH-60A underwent extensive laser radar signature testing at Redstone Army Airfield, Redstone Arsenal, Alabama, in 1984. The UH-60A also underwent testing for icing in Duluth, Minnesota; MEDEVAC testing at Fort Bragg, North Carolina; and nuclear electromagnetic pulse testing at Albuquerque, New Mexico. Progressive Phase Maintenance (PPM) tests were done on the CH-47D and a liquid-fueled TH-55A was also tested. The Army Helicopter Improvement Program (AHIP) OH-58D was tested at Yuma Proving Ground, Arizona, in July and August.

Testing also involved various types of ground support, aviation life support, and aircraft survivability equipment. Comparative testing was performed on three types of prototype gas masks for aviation use. The Aircrew Survival Recovery Vest Insert, and Packets (SARVIP), a new aircrew survival vest that incorporated armor chest plates, a rescue hoisting capability, and survival packets was also tested. Testing was performed on the LRU-18/U mini-boat, a backpack life raft system, and the Helicopter Oxygen System (a semi-portable oxygen system). Additional testing involved the AH-1S aircraft survivability suite system. It consisted of the AN/ALQ-162 continuous-wave radar jammer, the AN/AVR-2 Laser Warning Receiver, the AW/ALQ-156 Missile Approach Detector, and the M-130 Chaff/Flare Launcher. The AN/APR-39XE-1 Radar Warning Receiver was tested on the UH-1(), AH-1(), and OH-58(). The

Transportable Helicopter Enclosure, an inflatable/portable field maintenance enclosure for aircraft, and the OH-58D Test Support System were also subjected to testing. The system was a maintenance support trailer for the OH-58D.

Summary

The United States Army Aviation Development Test Activity had as its primary mission the conduct of development tests of aviation materiel. Colonels William B. Woodson and John O. Turnage were its two commanders during 1984. The Test Activity flew 14 types of aircraft in testing aviation equipment and made its presence felt throughout all sectors of Army aviation.

USAAVNDIA FOOTNOTES

¹Hist (U), STEBG-XO-A, 1984, materiel is extracted.



Lieutenant Colonel Paul J. Turcotte, Commander, US Army Information Systems Command, January 1984 to June 1984.



Lieutenant Colonel Richard E. Ferguson, Commander, US Army Information Systems Command, 15 June 1984 to the present.

UNITED STATES ARMY INFORMATION SYSTEMS COMMAND

The United States Army Communications Command (USACC) Signal Battalion, Fort Rucker, consisted of the Command Section, Headquarters Support Company, Air Traffic Control Company (Stagefield) and Air Traffic Control Company (Basefield).

USACC planned, programmed, operated and maintained the communications-electronic (C-E) network 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 and the Emergency Operations Center (EOC). The United States Army Communications Command also maintained liaison with the Federal Aviation Administration, and provided direct support maintenance for nontactical ATC navigational aids within the 7th Signal Command, Korea, Alaska, and Panama. The commander of USACC was also the C-E Officer on the staff of the Commanding General.

In 1984 there were two Signal Battalion Commanders. They were Lieutenant Colonels Paul J. Turcotte and Richard E. Ferguson. LTC Turcotte served from the beginning of 1984 until June 1984. LTC Ferguson assumed command on 15 June 1984 and was the commander for the remainder of the year. At this time, USACC also changed its name to United States Army Information Systems Command (USAISC). As he had been in 1983, Mr. Gerald H. Jones was the Deputy in 1984. Command Sergeant Major Horace B. Johnson was the Battalion Sergeant Major in 1984.

Accomplishments

USAISC completed several important projects in 1984, such as the completion of the eight-year project to remove antiquated environmental systems from the Cairns Tower. The two variables that affected the completion of the project were money and manpower. However, by mid-1984, Cairns Tower no longer was beset by the antiquated and unaesthetic system which previously adorned the tower.

The Signal Battalion upgraded the tower at Shell Army Airfield in preparation for the transfer of the TH-55 fleet from Hanchey Army Airfield in December 1984. This was a significant accomplishment since USAISC had a number of other projects which the Signal Battalion completed in 1984, which warranted noting. They were the installation of the Aviation Local Area Network (A/LAN) which provided post-wide data transmission capability and the upgrading of the post Dial Central Office to interface with the post hospital's new EPABX system. These projects were important because they enhanced the communications capability of post-wide units and Lyster Army Hospital.

In 1984 there were changes in mission, organizational structure, and policy. An example of this was the Blue Springs Flight Coordination Center (FCC) being changed from Flight Following with Radar to Flight Following Only. Cairns Tower expanded its mission in 1984 with the DOFT Cargo Branch CH-47 Chinooks moving from Hanchey to Cairns. In turn, seventy AH-1 Cobras and the first tentative AH-64 Apache deployment,

were moved to Hanchey and under the control of the Hanchey Tower. In April 1984 the Fort Rucker ATC School on-site training terminated at the Esto Ground Control Approach (GCA) site and the Instructor Augmentee released back to the school. The augmentees were replaced by 12 full-time controllers. Runkle Tower had its mission expanded in 1984 with the increase of two hardstand lanes. The ATC Company (Stagefield) and Headquarters Support Company had no significant mission changes in 1984.

USAISC not only executed its regional and/or continental mission in 1984, but also conducted a Basefield/Stagefield survey in the Republic of Panama in support of the United States Army Aviation Center. This was done as part of a training and contingency exercise in conjunction with the Readiness Command (REDCOM).

In 1984 the Signal Battalion and its personnel won a number of impressive awards. Lieutenant Colonel Turcotte was awarded the Legion of Merit and CW2 Wallach was named the Air Traffic Control Manager of the Year. In the realm of air traffic control, SP5 Williams was the recipient of the Air Traffic Controller of the Year award. SP4 Susan A. Brown was named Fort Rucker Soldier of the Year for 1984 and placed second at the USAISC-TRADOC Soldier of the Year competition. Finally, the Signal Battalion was given the prestigious Chief of Staff award for Maintenance Excellence at the 7th Signal Command level.

Problem Areas

Other than ostensibly having to stretch its manpower to accomplish its numerous projects, USAISC utilized its manpower in an efficacious manner and accomplished its mission.

Summary

The United States Army Information Systems Command (USAISC) planned, programmed, operated and maintained the communications-electronic (C-E) network at Fort Rucker in 1984. Part of the above mission consisted of providing air traffic control service for military and civil aircraft in the Fort Rucker control zone.

In 1984, USAISC upgraded the tower at Shell Army Airfield in preparation for the eventual transfer of the TH-55 fleet from Hanchey Army Airfield. USAISC also installed the Aviation Local Area Network (A/LAN) which provided post-wide data transmission capability, and upgraded the post Dial Central Office to interface with the post hospital's new EPABX system. Three of USAISC's personnel received awards for Soldier of the Year, Air Traffic Controller of the Year, and Air Traffic Control Manager of the Year at Fort Rucker.

USAISC FOOTNOTES

¹Hist (U), ASNB-RUC, 1984, materiel is extracted.

²Ibid.

³Ibid.



Lieutenant Colonel John M. Rinehart, USAF, Commander, 3588th Flying Training Squadron, all of 1984.

U.S. AIR FORCE 3588TH FLYING TRAINING SQUADRON

Lieutenant Colonel John M. Rinehart, USAF, was the Commander of the 3588th Flying Training Squadron in 1984, and Major(P) Robert E. Frye, USAF, was the Squadron Executive Officer and Major Michael D. Hales, USAF, was the Operations Officer in 1984.

The 3588th Flying Training Squadron was a geographically separated unit under operational control of Headquarters Air Training Command (ATC). The squadron performed a four-fold mission. It monitored the overall training provided Air Force officers attending the Initial Entry Rotary Wing (IERW) Course and the Rotary Wing Qualification Course (RWQC), and provided Air Force oriented flight and academic instruction to Air Force students. The squadron provided liaison between Air Force students, the United States Army, and the United States Air Force on matters pertaining to USAF rotary wing training. It also provided administrative assistance, counselling, and career guidance to Air Force students.

Accomplishments

In 1984, the United States Air Force had 80 graduates from the IERW program at Fort Rucker. The graduates were commissioned officers, who upon completion of UPT-H were assigned to Kirtland AFB, New Mexico, for further training, assigned directly to their gaining unit or retained at Fort Rucker as First Assignment Instructor Pilots (FAIPs) in the Air Force Unique phase of helicopter training.

A milestone for the unit was reached on 31 January 1984. The date marked the sixth anniversary of the squadron's Air Force Unique program. On this date, the 3588th completed over 17,600 hours of accident-free flying by squadron personnel. During the week of 19-22 March 1984, the squadron was inspected by Headquarters Air Training Command Standardization/Evaluation team. An overall rating of "Excellent" was received on this inspection.

From 14-25 May, the 3588th FTS conducted Mission Enhancement Week (MEW). Its goal during this time frame was to provide a formal opportunity to raise the safety awareness within the organization. In May 1984, the squadron was selected to receive the ATC Commander's Award for Safety. This award reflected a perfect record in preventing ground/explosives mishaps. In the award letter General Iosue, Commander of ATC, stated "Your team effort played a key role in Air Training Command recently being presented the 'Chief of Staff Special Achievement Award' for outstanding ground safety accomplishments."

In June 1984, the 3588th received the National Safety Council Award for completing 1983 without an injury or fatality and in July 1984, the 3588th FTS was selected for the Air Force Outstanding Unit Award (AFOUA) first oak leaf cluster (OLC), for exceptionally meritorious service. Major General Smotherman, Vice Commander, ATC, made the presentation. On 31 August 1984, the 3588th received both the ATC Unit Flying Safety

Award and the ATC Sustained Performance Award. These awards represented over five years flying without a Class A or B mishap.

In August 1984, verbal approval was received that all helicopter pilots would receive a Flight Screening Program (FSP), or have a private license before attending UPT-H, and therefore meet the same entry requirements as Air Force Undergraduate Pilot Training students.

Summary

The Air Force 3588th Flying Training Squadron's efforts during this time frame have been exemplary. An extremely safe and robust effort has been put forward.

3588TH FTS FOOTNOTES

¹Hist (U), 3588th FTS, materiel is extracted.

ARMY MATERIEL COMMAND LOGISTICS ASSISTANCE OFFICE

The Fort Rucker Logistics Assistance Office (LAO) represented the Commanding General, United States Army Materiel Command (AMC) formerly DARCOM, at Fort Rucker and in the states of Alabama and Mississippi in all logistic matters of mutual interest. The LAO also provided a focal point for exchange of logistic intelligence between use activities and AMC Headquarters; and performed liaison activities to foster good customer relations, improve customer service, and assisted in resolving major non-routine problems within the AMC area of responsibility.

Lieutenant Colonel Billy V. Genter was Chief of the Fort Rucker Logistics Assistance Office all of 1984. In the Fort Rucker LAO were AMC representatives collocated with Logistics Assistance Representatives (LAR) for the various AMC readiness commands. In matters directly related to prompt resolution of significant logistic problems, the LAO communicated directly with the appropriate elements of the AMC. The LAOs were also authorized to coordinate and communicate directly with all major Army commands, separate agencies and commands, the Army National Guard, the US Army Reserve, and Reserve Officers Training Corps.

Accomplishments

During CY 84, the activities of the LAO, Fort Rucker, were increased in a number of significant areas. Some of the increased activity was in areas new to the office and some were increases in on-going programs. The emphasis on support of the reserve components was dramatically increased from DOD down to the local office. As in previous years, the Fort Rucker LAO continued to monitor closely the readiness posture of all Active, Reserve, and National Guard units within Alabama and Mississippi. The Fort Rucker LAO also evaluated and reported incidents and accidents involving materiel failure; assisted in the fielding of new equipment, especially the testing phase; and aided in logistical support of new training activities.

The personnel assigned to the Fort Rucker LAO continued the established schedule of quarterly visits to all major headquarters and installations in the assigned areas, with increased emphasis on unit visits by the technical representative of the office. The year, 1984, was a training year for many commodity areas. As a result, much maintenance technician time was expended in formal school training on equipment. During the year, new technicians were trained in the fields of Armament, Electronics and Tank/Automotive equipment. The above increased training requirement brought about a decrease in the number of visits and assistance calls. Regarding unit visits and assistance calls, the LAO handled over 1,500 assistance calls and made over 900 unit visits. It also trained over 700 students by utilizing over 300 hours of classroom training. For the second year in a row, personnel of the Fort Rucker LAO influenced the readiness capability of over 3,000 items of equipment.

Annual Training (AT) activities at Camp Shelby, Mississippi, continued to be a major part of the Fort Rucker LAO mission. As in past years, a LAO office was established and operated at Camp Shelby during the months of April to August 1984. This office was manned full time by LAO Logistics Assistant Representatives.

New equipment fielding under the Force Modernization concept continued to grow and become more of a time consuming burden on Fort Rucker LAO personnel. To ameliorate the problem, assistance was provided in deprocessing, new equipment training for operators and maintenance personnel at all levels, organizational direct support (DS) and general support (GS) levels, warranty support and follow-up reporting on equipment failures and materiel defects and successes.

Of significant importance in the fielding efforts were activities involving re-equipping of the 155th Armor Brigade, Mississippi National Guard, as the round-out third brigade of the 1st Cavalry Division, Fort Hood, Texas. This meant the eventuality of the brigade being equipped with the same generation of equipment of the parent command. Twenty-one M1 Abrams Main Battle Tanks were transferred from Fort Hood to the 155th Armor Brigade in December 1984.

The LAO became very much involved in the fielding of new equipment in both Alabama and Mississippi. It assisted Directorate of Industrial Operations (DIO) personnel at Fort Rucker and Fort McClellan in resolving problems identified by Command Logistics Review Team (CLRT), Logistics Assistance Team (LAT), Aviation Resource Management Survey (ARMS) visits, Inspector General (IG), and Aviation Center Training and Analysis and Assistance Team (ACTAAT) visits.

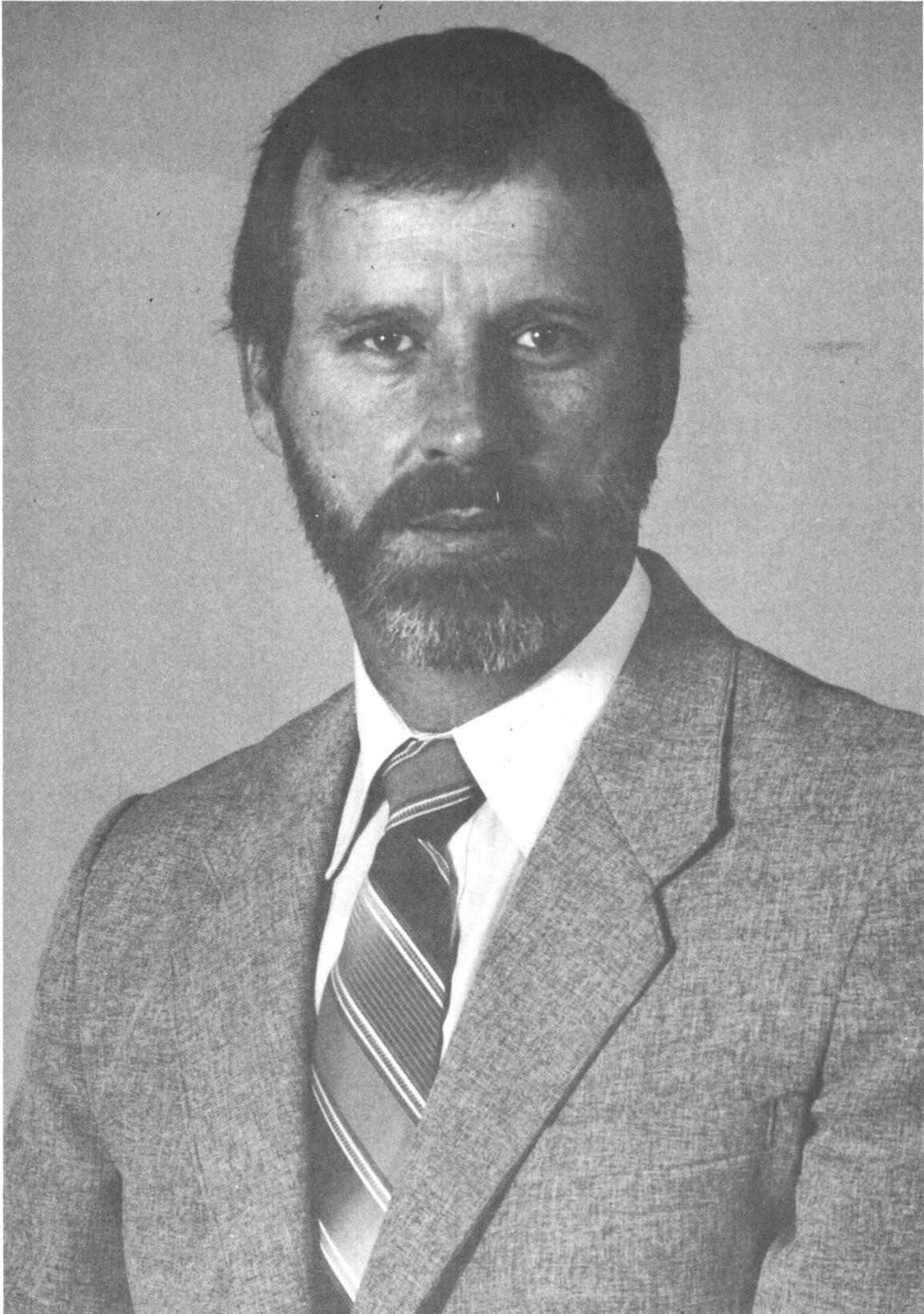
Summary

The Fort Rucker Logistics Assistance Office (LAO) represented the Commanding General, United States Army Materiel Command (AMC) at Fort Rucker, and in Alabama and Mississippi in all logistic matters of mutual interest. Lieutenant Colonel Billy V. Genter was Chief of LAO in 1984.

The Fort Rucker LAO worked closely with AMC representatives in fielding new equipment to units and expanding training for technicians serving in these units.

LAO FOOTNOTES

¹Hist (U), AMXLA-T-RU, 1984, materiel is extracted.



Mr. Marshall Denney, Chief, TRADOC Management Engineering Activity, all of 1984.

TRADOC MANAGEMENT ENGINEERING ACTIVITY

The TRADOC Management Engineering Activity (TRAMEA) was a field operating activity of TRADOC and was responsible for the administering of two major manpower programs. These programs were the Army Performance Oriented Reviews and Standards (APORS), and Manpower Staffing Standards System (MS³).

The Fort Rucker TRAMEA office in 1984 was supervised by Mr. Marshall Denney. Mr. Dennis M. McShurley assisted Mr. Denney as the Deputy Chief in 1984.

Accomplishments

During calendar year 1984, TRAMEA-Fort Rucker was involved in numerous manpower studies. Some of the studies were ongoing having been initiated in 1983. These studies included the School Secretary, Procurement, Military Personnel Management (MILPO) COMPACT Work Centers, and Training Developments. The first three units were studies within the purview of APORS and Training Developments under the MS³.

In addition to the above studies, TRAMEA initiated other significant studies in 1984. They were Program and Budgeting, Finance and Accounting, Instructor Pilots, and the Flight Simulator. The first two studies were commensurate with APORS while the remaining two studies came under MS³. However, the study which set in motion the TRAMEA endeavors was the School Secretary study.

TRAMEA did an APORS study on the School Secretary in late 1983 and through March 1984 which was significant in that it was the first study done of a Fort Rucker directorate. The ink was barely dry on the School Model 83 configuration and implementation, when during October 1983, Headquarters, TRADOC tasked the Fort Rucker TRAMEA office to study the nascent School Secretary. The purpose of the study was to determine the most efficient and effective method of performing School Secretary functional responsibilities.

Units within the Fort Rucker School Secretary such as the Administrative Support Division, Academic Records, Aviation Technical Library, Learning Center, Historian, Allied Military Training Division, and Training Support Division were examined by TRAMEA personnel. The methodology of the study included fact finding visits to the School Secretary units and personnel, along with the drafting of a Preliminary Performance Work Statement (PPWS), Work Center Description (WCD), and Performance Requirement Summary (PRS). These three documents were given to the School Secretary unit supervisors for their examination, determination of applicability, and need for required changes.

The Fort Rucker TRAMEA team did an indepth study and analysis of the School Secretary work center methods and procedures utilizing such techniques as work distribution, flow process, procedure and layout charting, and activity and organizational analysis. The TRAMEA team also conducted work measurements for the respective School Secretary

units utilizing the operational audit method of current procedures and method of improvement procedures by which TRAMEA was able to identify cost and manpower savings. Finally, the TRAMEA unit developed a complete analysis of all input data to determine the Most Efficient Organization (MEO) and associated savings from which it developed and submitted a final comprehensive report.

TRAMEA made a number of significant recommendations--not all of which were readily accepted by the School Secretary. The first recommendation was that the School Secretary functions be integrated with all base operations (BASOPS) activities. This caused a degree of polemic between the School Secretary and TRAMEA. The USAAVNC School Secretary held the opinion that its administrative functions were unique to its mission and precluded integration with post support functions which tend to be general in nature. Nothing further was done concerning this recommendation because of the need to further examine its merits.

TRAMEA's second recommendation dealt with consolidating all libraries on post. It was thought the consolidation of the Aviation Technical Library and the Post Library would be cost effective, maximize the contemporaneous use of TRAILINET and related systems, and hopefully, bring about the attenuation of redundant functions. The School Secretary accepted this recommendation with some reservations. However Headquarters TRADOC made this recommendation a rhetorical point by the issuance of a directive to all TRADOC schools calling for further studies on the efficacy of consolidation of all libraries on TRADOC posts.

In line with the above recommendation was the TRAMEA suggestion of removal of learning centers from libraries---where applicable---and the realignment under the education centers. However at Fort Rucker, the Learning Center was under the suzerainty of the School Secretary and not under either of the two libraries on post. The TRAMEA suggestion however was practical in that it called for more efficient utilization of funds, equipment, and manpower resources. TRAMEA also recommended the Learning Center be more accessible to the soldiers by being opened in the evenings and on weekends--a situation which did not exist early in 1984, but which was corrected by the middle of 1984.

Additional recommendations by TRAMEA were that one mail run be made instead of two so as to reduce costs and to have the Center Historian use existing administrative support from the Administrative Support Division instead of being given a secretary. The School Secretary stated it was imperative that two mail distributions be made because of important message traffic which was ongoing and essential to the School Secretary mission. The Center Historian could not accept TRAMEA's recommendation concerning his secretarial needs. He demurred to the TRAMEA recommendation on the basis that he had attempted to utilize the School Secretary's administrative support section, but was told it could not be made accessible to him because of a paucity of available personnel, and simultaneously, a plethora of work for the School Secretary administrative staff. Eventually, the Center Historian obtained secretarial support--though on a temporary basis.

TRAMEA however made recommendations that were acceptable to the School Secretary such as the installation of the Automated Instructional Management System (AIMS) wherever applicable, the automation of the Training Support Division and the utilization of future TRAMEA MEO studies. In spite of the above apparent divergence in attitudes concerning needs and perception of functions, TRAMEA and the School Secretary were unified in their determination to do what was best for the USAAVNC, Fort Rucker, TRADOC, and the Department of the Army.

Beside doing the aforementioned indepth study of the School Secretary and other organizations at Fort Rucker in 1984, TRAMEA slowly expanded its staff and mission during the year. By the end of the year, TRAMEA had become a viable organization at Fort Rucker, and was working hard to bridge the gap between TRADOC directives and the real world problems and needs of the Aviation Center.

Summary

The TRADOC Management Engineering Activity (TRAMEA) was a field operating activity of TRADOC and was responsible for the administering of the Army Performance Oriented Reviews and Standards (APORS) and the Manpower Staffing Standards System (MS³). Mr. Marshall Denney was the Chief of the Fort Rucker TRAMEA unit in 1984. TRAMEA initiated significant studies with the School Secretary, Procurement, Military Personnel Management (MILPO), COMPACT Work Centers, and Training Developments.

TRAMEA FOOTNOTES

¹Hist (U), ATME-RU, 1984, materiel is extracted; MEO Report, Army Performance Oriented Review and Standards, School Secretary, April 1984, materiel is extracted; Msg, ATRM-S to ATME-RU et al., Subj: Army Performance Oriented Reviews and Standards (APORS) Study of Procurement Division, 27 Dec 84, materiel is extracted; Msg, ATME to ATME-RU et al., Subj: Instructions for Trail Application of MS³ Standards for Training Developments (TD) Functions, 7 May 84, materiel is extracted.

CHAPTER V

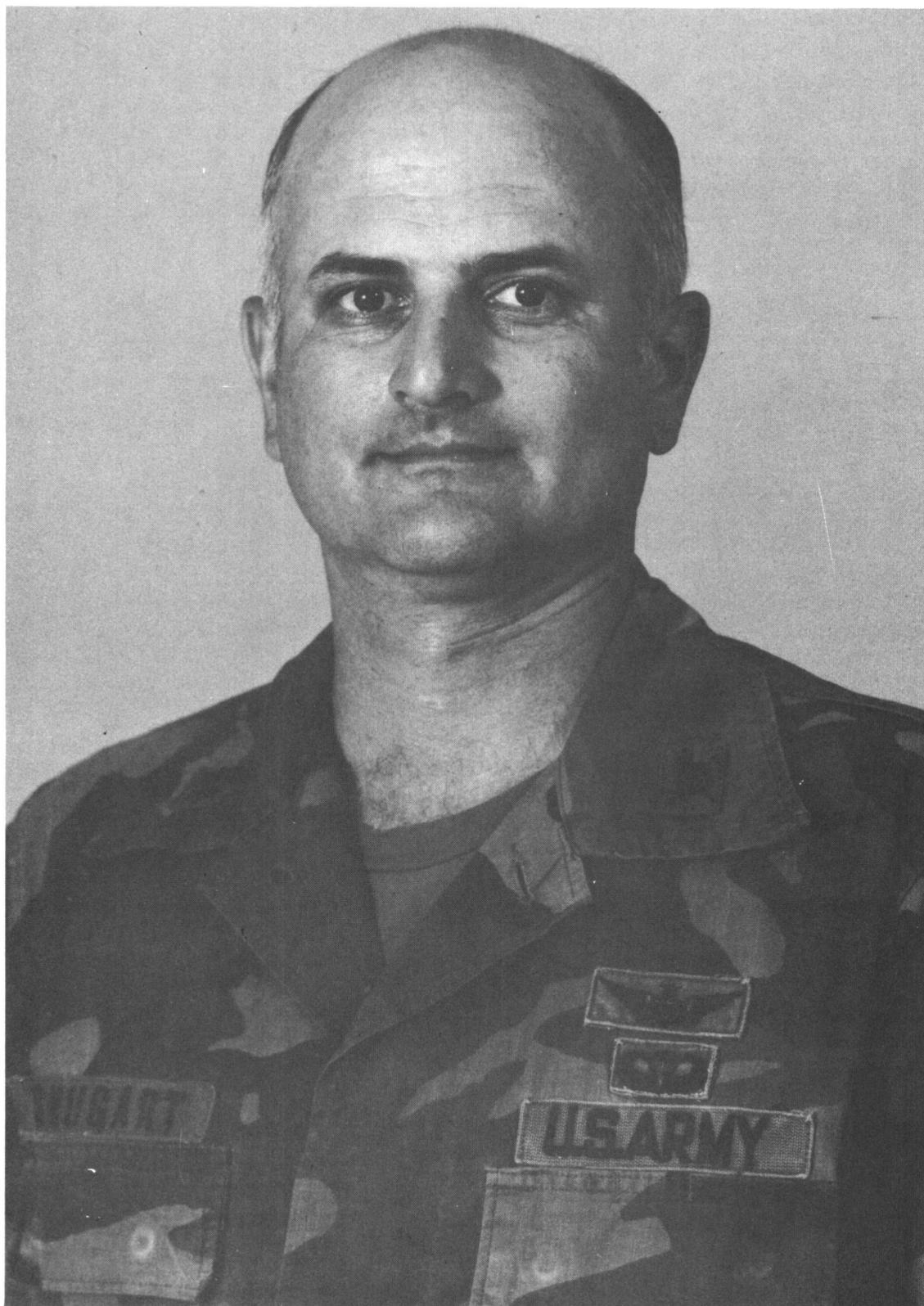
PERSONNEL

This chapter examined the mission, accomplishments, and problems of units which impacted the major events and military and civilian personnel at Fort Rucker in 1984.

The Office of the Inspector General inspected and evaluated the mission performance of units at Fort Rucker. The Office of the Staff Judge Advocate provided legal services for the Army Aviation Center and interpreted federal law as it applied to military and civilian personnel on post. The Offices of Civilian Personnel and Equal Employment Opportunity dealt with hiring opportunities, practices, and problems relative to the civilian work force at Fort Rucker. The Public Affairs Office provided the journalistic chronicles of significant activities at Fort Rucker and the Office of Accident Prevention dealt with the reduction of manpower and materiel losses due to accidents.



Lieutenant Colonel Joel H. Hinson, Inspector General,
1 January 1984 to August 1984.



Lieutenant Colonel Wayne R. Shugart, Inspector General,
August 1984 to the present.

OFFICE OF THE INSPECTOR GENERAL

The Office of the Inspector General (IG) composed of the Assistance and Inspection branches came under the direct control of the Commanding General of the United States Army Aviation Center. The Inspector General has the functions of inquiring into and reporting upon matters affecting the performance of mission, state of economy, efficiency, discipline, and morale of the command.

Lieutenant Colonel Wayne R. Shugart arrived at Fort Rucker in August 1984, at which time he assumed the position of the Center Inspector General. He succeeded Lieutenant Colonel Joel H. Hinson who departed to become the Deputy Chief of Staff. Major Edward A. Just became Chief, Inspections Branch in July 1984, replacing Major Robert D. Enyeart who departed in May 1984. The Assistance Branch Chief position remained vacant in 1984. However, Master Sergeant William Barr served as the surrogate chief in the branch and also assisted in the Inspections Branch.

Accomplishments

During 1984, the Inspector General Office provided the Commanding General with a continuing assessment of the operational and administrative effectiveness of directorates, commands, and activities at Fort Rucker. The following units were inspected by the Inspector General in 1984:

- Directorate of Training and Doctrine
- Directorate of Personnel and Community Affairs
- Staff Judge Advocate
- 42d Company, 4th Battalion
- 11th Company, 1st Battalion
- 416th Transportation, 46th Engineer Battalion
- Chaplain's Fund
- Office of Accident Prevention
- Military Police Activity
- Post Exchange
- D Company, 229th Attack Helicopter Bn, 1st Aviation Brigade
- School Secretary
- 61st and 62nd Company, 6th Battalion
- Headquarters & Headquarters Company, 46th Engineer Battalion
- 427th Medical Company, 46th Engineer Battalion
- A Company, 46th Engineer Battalion
- 98th Army Band, 1st Battalion
- C Company, 46th Engineer Battalion
- Five follow-up inspections

Inspector General personnel also completed two-hundred and twenty-seven Action Requests to assist personnel assigned to Fort Rucker. Additionally, ten informal inquiries were completed during the year.

Summary

The Inspector General Office was busy in 1984. It conducted twenty-four inspections and completed 227 action requests. Lieutenant Colonels Joel H. Hinson and Wayne R. Shugart were the Inspectors General at Fort Rucker in 1984.

IG FOOTNOTES

¹Hist (U), ATZQ-IG, 1984, materiel is extracted.

OFFICE OF THE STAFF JUDGE ADVOCATE

The Office of the Staff Judge Advocate (OSJA) provided legal services for the US Army Aviation Center. The OSJA prosecuted and administered courts-martial involving offenses by soldiers and the Federal Magistrate Court for minor criminal offenses by civilians and traffic offenses occurring on the Fort Rucker Military Reservation. The office also provided legal assistance to soldiers, family members, and retirees for personal legal problems. Claims for and against the government were handled by the Judge Advocate's Office, and the office had the concomitant function of conducting legal research and preparation of legal opinions pertaining to the interpretation and application of laws, regulations, statutes, and other directives. Lieutenant Colonel Charles A. Zimmerman was the incumbent Staff Judge Advocate in 1984.

Accomplishments

The Office of the Staff Judge Advocate was busy in 1984. Its Federal Magistrate Court tried 1,088 cases in 17 court sessions held throughout the year. In 1984, the Military Justice Branch tried four General Courts-martial, thirteen Special and two Summary Courts-martial.

The Claims Branch received 1,185 claims and processed 1,148 for a 96.9 percent disposition rate. Approximately \$527,071.91 was paid out of \$736,533.97 claimed. The third party recovery rate (that recovered from carriers) was \$26,578.97. Forty-seven thousand dollars was collected in the Third Party Medical Recovery Area. This represented thirty-one percent of the amount asserted.

During 1984, the Legal Assistance Office aided 6,832 legal assistance clients. Three thousand wills were prepared for soldiers, their families, and many retirees. The Legal Assistance Section also provided a tax assistance program as it had in 1983.

The OSJA had the responsibility to provide oral advice to administrative board presidents and recorders. It also advised officers conducting investigations under Article 32 of the Uniform Code of Military Justice (UCMJ) and report of survey investigating officers. There were 769 written legal opinions by the OSJA in 1984.

The Contract Attorney-Advisor processed 235 solicitations involving 125 million dollars. He also reviewed numerous final decision letters, cure notices, and other administrative actions implementing/terminating contracts. The Attorney-Advisor and his staff performed legal research, wrote briefs for suits in Federal Court, and assisted the Department of the Army in preparing cases to be heard before the Armed Services Board of Contract Appeals.

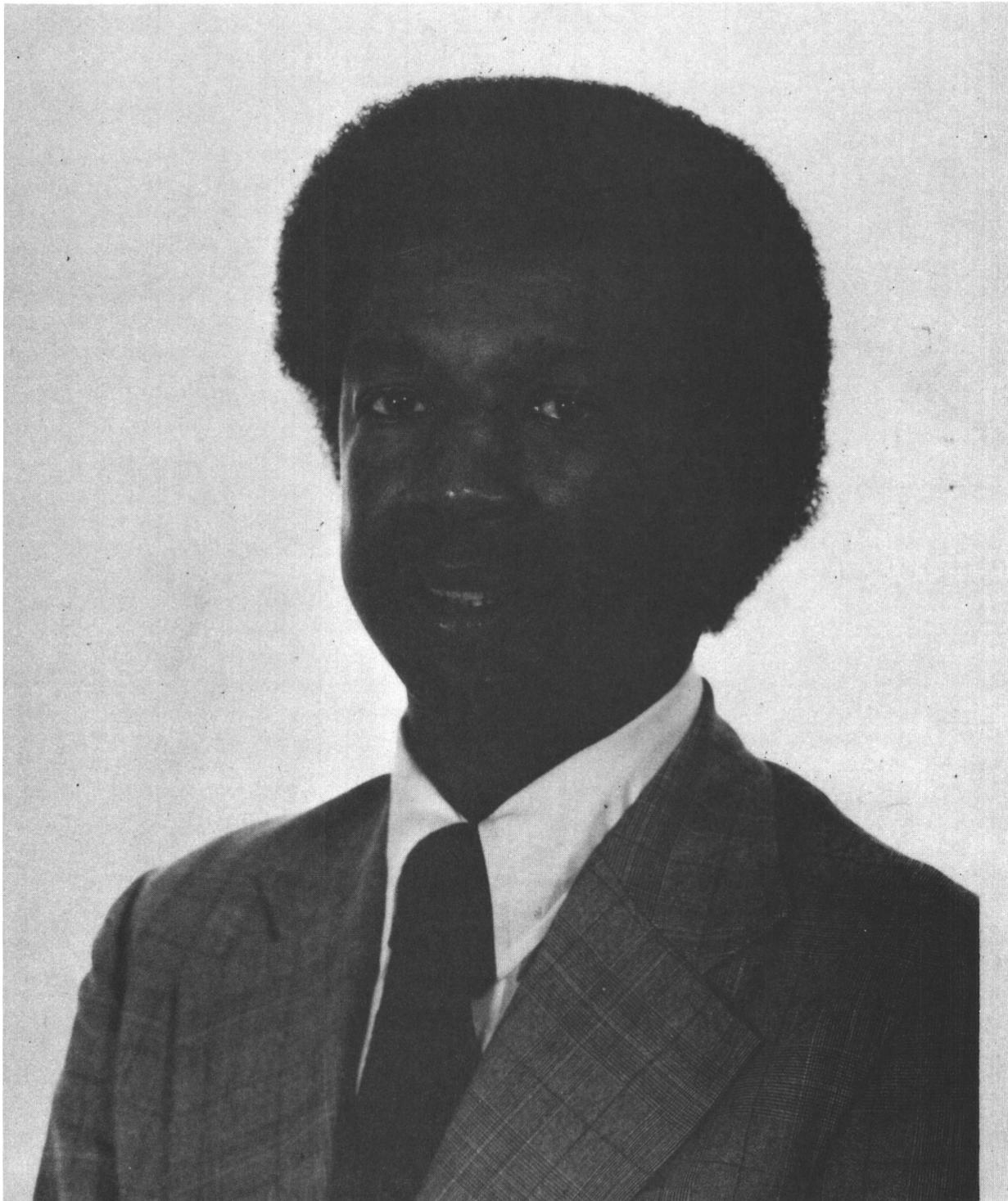
As in 1983, the OSJA expanded its word processing operations by the acquisition of an IBM PC terminal to be used as a work station for litigation support, case and office management, and in conjunction with a wide variety of office systems and main frame computers.

Summary

The Office of the Staff Judge Advocate (OSJA) provided total legal services for the US Army Aviation Center. It prosecuted courts-martial, handled claims for and against the federal government, interpreted federal statutes, and provided on-post assistance to military and retired personnel in matters concerning taxes, wills and other civil matters.

OSJA FOOTNOTES

¹Hist (U), ATZQ, 1984, materiel is extracted.



Mr. Leroy Daniels, Civilian Personnel Officer, Office of Civilian Personnel, 1 January 1984 to August 1984.



Mrs. Marjorie P. White, Civilian Personnel Officer, Office of Civilian Personnel, August 1984 to the present.

OFFICE OF CIVILIAN PERSONNEL

The Office of Civilian Personnel (OCP) was responsible for accomplishing the Civilian Personnel Management Program, with authority from the Commanding General. The OCP had a wide variety of functions which it performed such as evaluating job needs and personnel actions, administering regulations and procedural controls, and responsibility for training dealing with personnel actions.

Mr. Leroy Daniels was the Civilian Personnel Officer from 1 January 1984 until August of 1984. Upon his leaving Fort Rucker, Mr. Daniels was replaced by Ms. Marjorie P. White, a long time civil service employee. Ms. White became the first woman selected to fill this position.¹

Accomplishments

During 1984, 80 employees retired from civil service. Fifteen were retired on disability, and sixty-five employees were optional retirements. The civilian work force strength at Fort Rucker in 1984 totalled 3,277 employees. There were 2,594 General Schedule (GS) employees and 683 Wage Grade (WG) employees. During the same year, the authorized Non Appropriated Fund (NAF) employees totalled 417.

The Office of Civilian Personnel conducted a wage change survey under the guidance of the Department of Defense Wage Fixing Authority during 1984. The survey was done by telephone, and information obtained showed the wage grade employees had an average increase of 3.43 percent and wage supervisors had a wage increase of 4.7 percent.

Civilian personnel developed, implemented, and administered an employee development program for more than 3,500 appropriated and non-appropriated fund employees of the Department of the Army. The program provided advice and assistance to all levels of management on training needs, design and presentation of training, source of training, and evaluation of training. OCP administered additional programs, such as Executive Development, Apprentice, Cooperative Education, Federal Junior Fellowship, Veterans Readjustment, Worker Trainee, Career Intern, and Upward Mobility. During 1984, Civilian Personnel offered 34 courses of instruction on post showing a savings of \$410,997. Off-post training was utilized by OCP in 1984. There were 4,165 incidents of training off post which lasted four or more hours. One hundred and thirty-four employees were enrolled in correspondence courses sponsored by the Army and the Air Force.²

Courses concerned with executive and supervisory management along with personnel courses addressing the prevention of sexual harassment were taught at Fort Rucker.

Civilian Personnel also recruited and staffed vacant positions for the Aviation Center and Fort Rucker. OCP implemented and carried out federal court actions such as the Women Settlement Agreement and the Consent Decree under Civil Action #76-44-S and #80-0076-S. Civilian

Personnel pushed hard in 1984 to develop recruitment media, strategies, methods, techniques, rating guides and referrals, and OCP provided counseling, advice, and assistance to employees, applicants, and supervisors.³

Summary

In 1984, Mr. Leroy Daniels, the Civilian Personnel Officer left Fort Rucker and was replaced by Ms. Marjorie P. White, a long time civil service employee. She was the first woman to be assigned the position of Civilian Personnel Officer. The Office of Civilian Personnel was involved in a great deal of employee training programs, education courses, and implementing and carrying out federal court actions. There were 3,277 civilian employees at Fort Rucker in 1984.

OCP FOOTNOTES

¹Hist (U), ATZQ-OCP, 1984, hereafter cited as OCP History, materiel is extracted.; SAR, OCP, 1984, hereafter cited as OCP SAR, materiel is extracted.

²OCP History, materiel is extracted.

³Ibid; Settlement Agreement, 12 Aug 80, (Doc V-1); Consent Decree, 1 Jul 76, (Doc V-2).



Mr. Charles F. Auman, Equal Employment Opportunity Officer,
Equal Employment Opportunity Office, all of 1984.



Ms. Gennie Weiss, Manager, Federal Women's Program,
all of 1984.

EQUAL EMPLOYMENT OPPORTUNITY OFFICE

Mr. Charles F. Auman was the Fort Rucker Equal Employment Opportunity Officer (EEO) in 1984. He was ably assisted by Ms. Gennie Weiss, the Federal Women's Program Manager (FWPM), and by Mr. James W. Harris, the Affirmative Action Program Manager (AAPM).

The Equal Employment Opportunity Office staff had as its mission the promotion of equal opportunity at every level at Fort Rucker. The EEO Office was also responsible for the promulgation of an affirmative action program for every organization at Fort Rucker. Mr. Auman and his staff advised the installation commanding general on matters pertaining to equal opportunity for civilian personnel on post.

EEO also had the responsibility of providing EEO counselors at Fort Rucker and for the monitoring of complaints by civilian employees on post.

Accomplishments

The year 1984 was a landmark year for the EEO staff. First, the Settlement Agreement which had addressed the inequities of women employees at Fort Rucker ended, but all of the objectives of the settlement were met by the time it ended.

Second, Ms. Gennie Weiss became the Federal Women's Program Manager (FWPM) in 1984, and the FWPM position was reunited with the EEO following the successful conclusion of the settlement agreement.

The EEO Office was extremely successful in the education and training modes in 1984. It trained 3,704 employees in 208 different classes dealing with "Prevention of Sexual Harassment." This was a DA mandated training course and had a completion rate of one hundred percent. This established a precedent in TRADOC as far as the completion rate of a TRADOC sponsored course. Another course, "The Role of Supervisors and Managers in EEO," had a ninety-one percent completion rate. Relative to training, Mr. Auman and his staff appointed 15 new EEO counselors and completed their initial training.

In reference to Affirmative Action, the EEO Office was busy but productive in 1984. The office developed the annual Working Plan on Affirmative Action which had as its emphasis, the ending of the Consent Decree. Many objectives of the decree were met over the years of its implementation, and by the end of 1984, there were 724 black civilian personnel at Fort Rucker. The EEO Office in order to answer queries and solve problems dealing with Affirmative Action, conducted staff assistance visits to 23 organizations in 1984.

In 1984, the EEO Office became involved in a number of functions such as the successful Women's History Week, Professional Secretaries Week, and Hispanic Week celebrations. In the local area the EEO Office conducted community meetings concerning equal employment opportunities. For the second year in a row, the office was awarded a plaque for the

greatest submission rate in the local Suggestion Program. Project SPIRIT savings of \$16,040 in 1984 illustrated that the Equal Employment Opportunity Office was the highest percentage saver in USAAVNC.

Summary

The Fort Rucker EEO Office had some noteworthy achievements in 1984. It saw the end of the Women's Settlement Agreement, but the implementation of all of its objectives. Also during 1984, the Federal Women's Program Manager was again made a member of the EEO staff. Other achievements included the training of over 3,700 employees in the training course, "Prevention of Sexual Harassment" and the implementation of a new supervisor's training course. Black civilian personnel were increased in 1984 and celebrations such as Women's Week, Professional Secretaries Week, and Hispanic Week, did much for the EEO program at Fort Rucker.

EEO FOOTNOTES

¹Hist (U), ATZQ-EEO, 1984, materiel is extracted; SAR, EEO, materiel is extracted.

PUBLIC AFFAIRS OFFICE

The Public Affairs Office (PAO), through its Community Relations, Command Information and Public Information sections, informed military personnel and civilian communities about the mission of the Army Aviation Center in 1984. Audiences served included active duty military, family members, retired military, civilian employees, Army Reserve and National Guard personnel, Army Recruiting Command personnel, tenant activities, and civilian residents within the installation's geographical area of responsibility.

Major Robert W. Taylor was Public Affairs Officer until June; then the deputy PAO, Ms. Betty J. Goodson, served in both positions until September when Lieutenant Colonel Lawrence R. Retta assumed the PAO duties. PI, CI, and CR chiefs were William J. Hayes, Master Sergeant Floyd L. Harrington, and Ms. Jacquelyn Y. Griffin.

Accomplishments

The public interest in Fort Rucker that began to increase in 1983 with the advent of the Aviation Branch continued to expand. More and more queries and visits from national and international media were received, and more intensive coverage of Fort Rucker activities was given by the local media. PAO received 684 media queries, escorted 350 media visitors, and made 515 releases to the Army Flier and to outside print and electronic media. In addition, five Aviation Branch Updates were prepared and mailed to worldwide addressees.

Fort Rucker supported 197 community events. Specific support coordinated by PAO included 28 Sport Parachute Club demonstrations, 28 appearances by the 98th Army Band, 33 tours conducted on post, 38 Speakers Bureau engagements, 31 static displays, and 39 other support events.

Another area that received special emphasis was the Hometown News Release Program, with 1,816 of those forms covering achievements by Fort Rucker soldiers being forwarded to the Hometown News Center by PAO. The command stress put on the paper completion of these forms is reflected in the low rejection rate. For example, in the last quarter of CY 84, the center rejected only three out of 363 forms received from Fort Rucker, giving this installation one of the best acceptance rates in TRADOC.

Problem Areas

No discernable problems.

Summary

The staff of the Public Affairs Office functioned as the command's representative with regard to the dissemination of information to outside publics. The image of the installation as a good neighbor was enhanced by the support arranged for community events. Topics that Fort Rucker soldiers needed to be aware of were presented in an easy-to-read style in the Army Flier.



Mr. John T. Persch, Chief, Office of Accident Prevention,
all of 1984.

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. Mr. John T. Persch was the Office Chief for all of 1984. Captain Roger N. Smith was President of the Aircraft Accident Investigation Board from 1 January 1984 until 3 April 1984. The position remained vacant for the remainder of the year. The primary function of the Office of Accident Prevention was to reduce and keep to a minimum manpower and materiel losses due to accidents, and thereby provide a more efficient utilization of personnel and equipment.

Accomplishments

In 1984, the accident rates at Fort Rucker were noticeably lower in all categories than DA rates with the exception of Army military disabling injuries. The Army military disabling injury rate per 200,000 manhours of exposure for DA in 1984 was .19; however Fort Rucker's rate in 1984 was .22 due to some Class A mishaps. Fort Rucker had .75 Class A mishap rate per 100,000 hours flown as opposed to 2.53 DA-wide. Army civilian disabling injuries per 200,000 manhours of exposure numbered 1.11 for DA, while for Fort Rucker in 1984, it was 1.03. The Army motor vehicle accidents per one million miles driven were 2.80 for DA and 1.85 for Fort Rucker.

The Office of Accident Prevention also conducted Standard Army Safety and Occupational Health Inspections (SASOHI) at USAAVNC units, activities, and facilities, tenant organizations, and USAR and ROTC units within the Fort Rucker area of geographical responsibility.

Summary

Mr. John T. Persch was the Office Chief of the Office of Accident Prevention in 1984. This office was under the staff supervision of the Chief of Staff. In 1984, the Fort Rucker accident rates in major categories were lower in most categories than DA.

OAP FOOTNOTES

¹Hist (U), ATZQ-AP, 1984, materiel is extracted; OAP SAR, materiel is extracted.

EPILOGUE

The 1984 United States Army Aviation Center Annual Historical Review is "history." Hopefully, it captured in large measure the kaleidoscope of significant events, individuals, and organizations that influenced the Aviation Center and Fort Rucker in 1984.

Looking retrospectively from the draconian depth of his office, the Center Historian strove mightily to get the review compiled and written in a reasonable time. With the assistance of Mrs. Edythe M. Setzer, Secretary Extraordinaire, the 1984 Annual Historical Review was finished in less than nine months from the time requests for the submission of historical input were sent to organizations at Fort Rucker. "History Delayed is History Denied," was one axiom that the Center Historian did not want to be saddled with, so he cajoled, coaxed, and entreated like a coloratura soprano those organizations which were tardy with their historical input. Needless to say, all of the Fort Rucker organizations fell into line so as not to hear the scratchy voice emanations of the Center Historian! In all seriousness, the Center Historian received a great deal of cooperation and support from directorates, departments, and tenant units. They were all great in their assistance to the Office of the Center Historian.

As the last vestiges of the 1984 Annual Historical Review fade into memory, the Center Historian is proud to be a member of the Army Aviation Branch—even if it is in an oblique manner. He is also proud of the contributions made to the culmination of the Annual Historical Review by both civilians and soldiers alike. Air Assault!

ACRONYMS

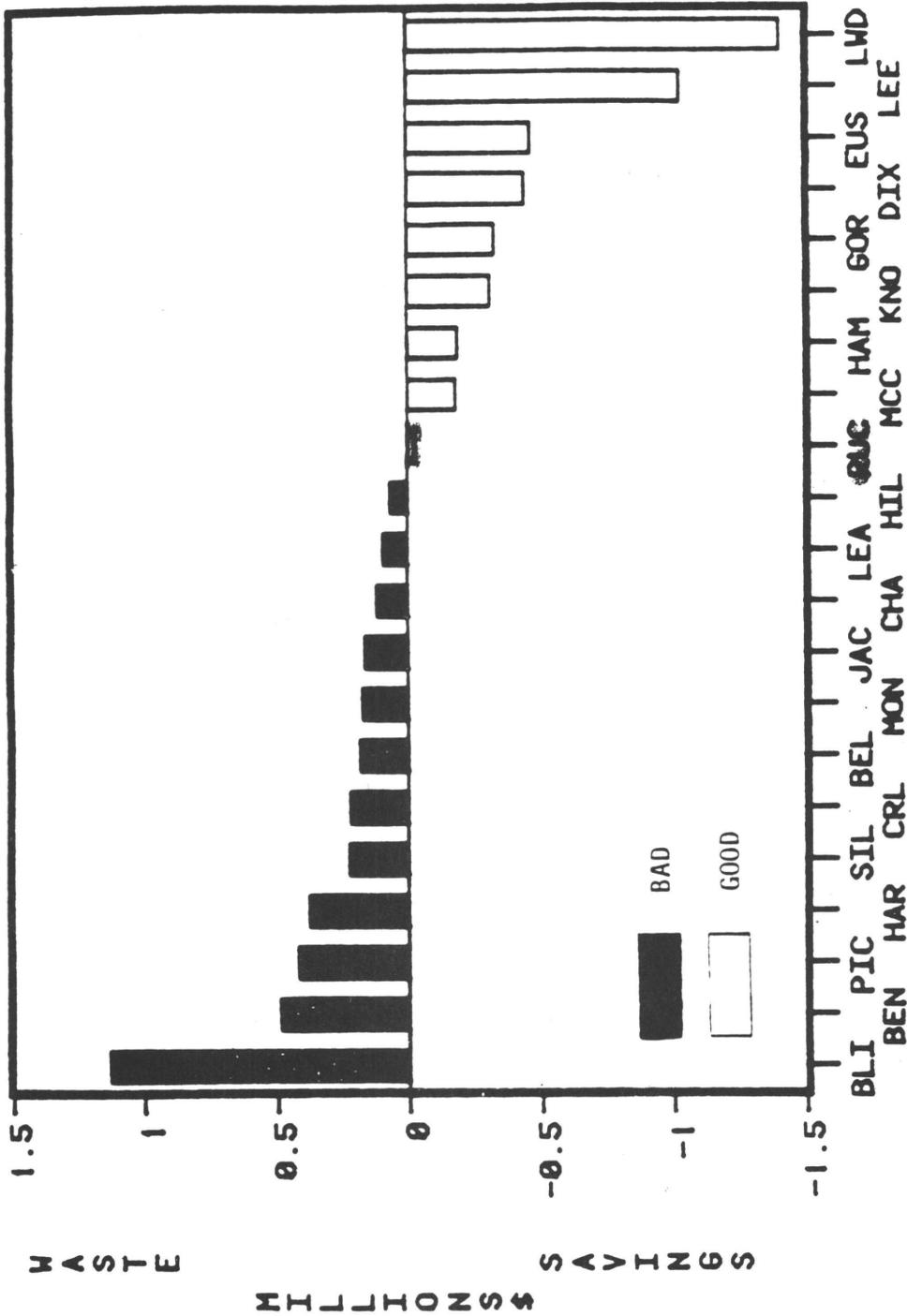
AAawe	Army Aviation Annual Written Examination
AAMAA	Army Aviation Mission Area Analysis
ABIP	Aviation Branch Implementation Program
ACCP	Army Correspondence Course Program
ACE	Aviation Council Emeritus
ACES	Army Continuing Education System
ACM	Air Combat Maneuvers
ACR	Advanced Cargo Rotorcraft
ACTAAT	Aviation Center Training and Analysis and Assistance Team
ADAPCP	Alcohol Drug Abuse Prevention and Control Program
ADP	Automatic Data Processing
ADTLP	Army Doctrine and Training Literature Program
AERB	Army Education Requirements Board
AFAP	Army Family Advocacy Program
AFOUA	Air Force Outstanding Unit Award
AG	Adjutant General
AHIP	Advanced Helicopter Improvement Program
AIMS	Automated Instructional Management System
AIT	Advanced Individual Training
A/LAN	Aviation Local Area Network
ALC	Aviation Learning Center
ALMD	Aircraft Logistics Management Division
ALSE	Aviation Life Support Equipment
AMC	Army Materiel Command
AMO	Automation Management Office
AMS	Army Management Structure
AMTD	Allied Military Training Division
ANOC	Advanced Noncommissioned Officers Course
AO	Aerial Observer
AOAC	Aviation Officer Advanced Course
AOAP	Army Oil Analysis Program
AOBC	Aviation Officer Basic Course
AOE	Army of Excellence
APORS	Army Performance Oriented Reviews and Standards
ARI	Army Research Institute
ARMS	Aviation Resource Management Survey
ARNG	Army National Guard
ARTEP	Army Training and Evaluation Program
ASCC	Army Safety Coordinating Committee
ASE	Aircraft Survivability Equipment
ASEP	Advanced Skills Education Program
ASMIS	Army Safety Management Information System
ASO	Aviation Safety Officer
ASTS	Aviation Standardization and Training Seminar
ASVAB	Armed Services Vocational Aptitude Battery
ATAS	Air-to-Air STINGER
ATB	Aviation Training Brigade Aviation Training Battalion
ATC	Air Traffic Control Air Training Command

ATM	Aviation Training Manuals
AVSCOM	Aviation Systems Command
AVTAC	Aviation Tactical Exercises
AWOAC	Aviation Warrant Officer Advanced Course
BASOP	Base Operations
BER	Budget Execution Review
BSEP	Basic Skills Education Program
CA	Commercial Activities
CAB	Combat Aviation Brigade
CABTT	Combined Arms Branch Training Team
CAI	Computer Assisted Instruction
CAIG	Centralized Accident Investigations Ground
CAMIS	Continental Army Management Information System
CBI	Computer Based Instruction
C ⁴	Command, Control, Communications, and Computers
C ² MUG	Command and Control Microcomputers Users Group
CEP	Concept Evaluation Program
CERL	Civil Engineering Research Laboratory
CIOFP	Centralized In/Out Processing Facility
CLRT	Command Logistics Review Team
CMF	Career Management Field
CMS	Combat Missions Simulator
COB	Command Operating Budget
	Close of Business
COMPACT	Consolidated Military Personnel Activities
COR	Contracting Office Representative
CPT	Cockpit Procedures Training
CSDA	Community and Skills Development Activities
CSTB	Combat Support Training Branch
CTO	Control Tower Operator
CTT	Common Task Test
DAC	Deputy Assistant Commandant
DAIM	Directorate of Automation and Information Management
DCAT	Department of Combined Arms Tactics
DCD	Directorate of Combat Development
DEH	Directorate of Engineering and Housing
DES	Directorate of Evaluation and Standardization
DENTAC	Dental Activity
DGFS	Department of Gunnery and Flight Systems
DIO	Directorate of Industrial Operations
DOET	Department of Enlisted Training
DOFT	Department of Flight Training
DPCA	Directorate of Personnel and Community Activities
DPT	Directorate of Plans and Training
DRM	Directorate of Resource Management
EDRE	Emergency Deployment Readiness Exercise
EEO	Equal Employment Opportunity
EO	Equal Opportunity
EOC	Emergency Operations Center
FAD	Finance and Accounting Division
FAST	Flight Aptitude Selection Test
FCC	Flight Coordinating Center
FDTE	Force Developments Test and Experiments
FEA	Front End Analysis

FEJA	Facility Engineer Job Estimating
FESA	Facilities Engineering Support Agency
FORSCOM	(US Army) Forces Command
FTX	Field Training Exercise
FWMEQC	Fixed Wing Multi-Engine Qualification Course
GBL	Government Bill of Lading
GCA	Ground Control Approach
HOS	Helicopter Oxygen System
ICUZ	Installation Compatible Use Zone
IERW	Initial Entry Rotary Wing
IG	Inspector General
IKPT	Instructor Key Personnel Training
ILS	Integrated Library Systems
IMWRF	Installation, Morale, Welfare and Recreation Fund
IODP	Installation Officer Distribution Plan
IPR	In-Processing Review
IRR	Individual Ready Reserve
ISPO	Installation, Security, Plans, and Operations
ITO	Installation Transportation Officer
JAAT	Joint Air Attack Team
JSSG	Joint Special Study Group
LAO	Logistics Assistance Office
LHX	Light Helicopter Experimental
LID	Light Infantry Division
LUSACH	Lyster United States Army Community Hospital
MAATAG	Mission Area Analysis Test Advisory Group
MACOM	Major Command
MAST	Military Assistance to Safety and Traffic
MCA	Military Construction, Army
MCL	Mobilization Cross Leveling
MEW	Mission Enhancement Week
MIS	Management Information Systems
MLS	Microwave Landing System
MPA	Military Police Activity
MOBEX	Mobilization Exercise
MS ³	Manpower Staffing Standards System
MTOE	Modified Table of Organization and Equipment
MTT	Mobile Training Team
MWD	Military Working Dog
NAF	Nonappropriated Funds
NBC	Nuclear, Biological, and Chemical
NETT	New Equipment Training Team
NPDES	National Pollution Discharge Elimination System
NVD	Night Vision Devices
NVG	Night Vision Goggles
OAP	Office of Accident Prevention
OCP	Office of Civilian Personnel
OER	Officer Evaluation Report
OPD	Officer Professional Development
OPMD	Office of Personnel Management Directorate
ORB	Officer Record Briefs
PAC	Personnel Administrative Center
PAO	Public Affairs Office/Officer
PCC	Pre-Command Course

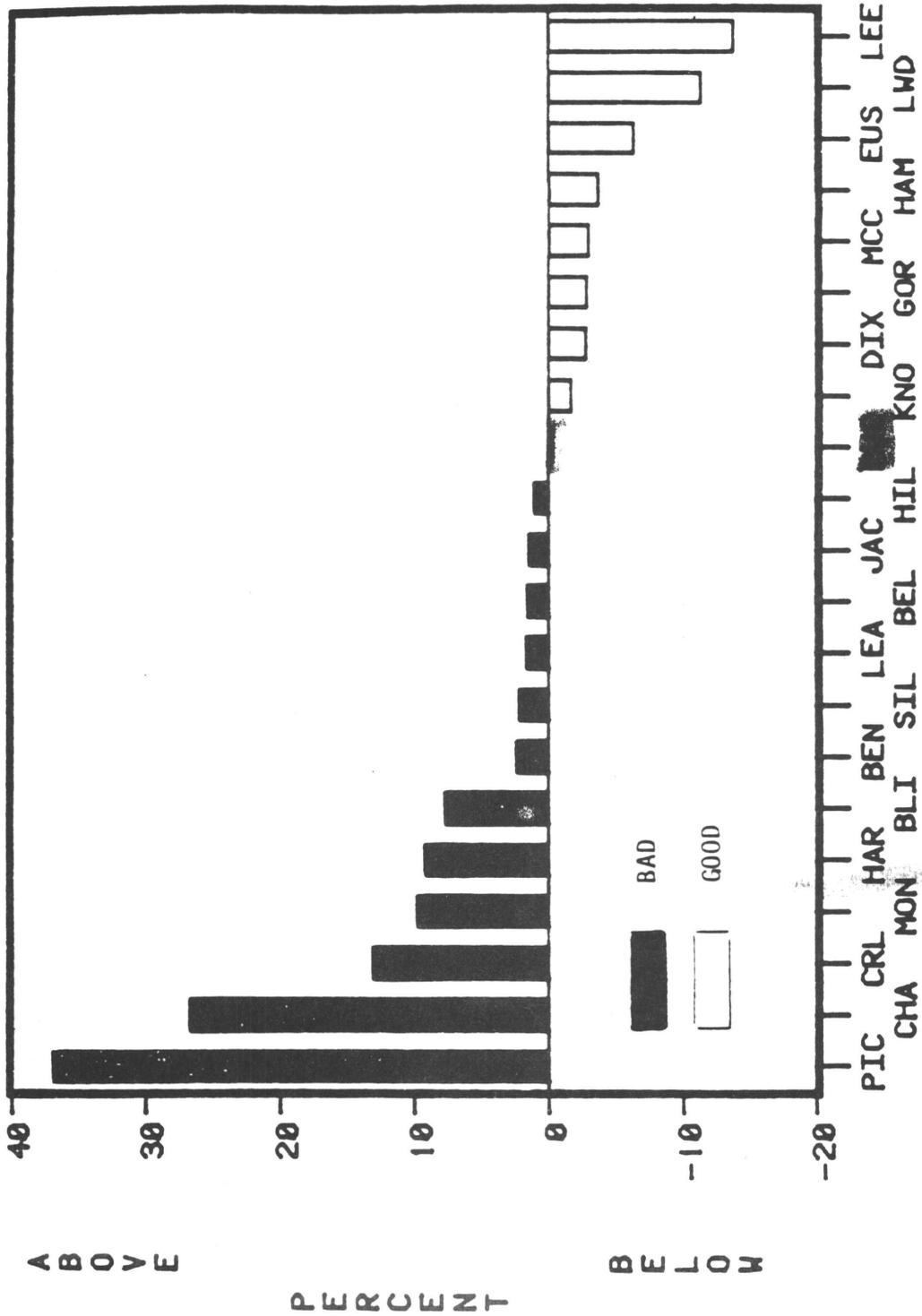
PCS	Permanent Change of Station
PECIP	Productivity Enhancement Capital Investment Program
PIC	Pilot-in-Command
PIP	Product Improvement Proposal
PNVS	Pilot Night Vision Sensors
PPMD	Progressive Preventive Maintenance Development
PPWS	Preliminary Performance Work Statement
QRIP	Quick Return on Investment Program
RAM	Reliability, Availability, and Maintainability
RDC2	Regional Data Center 2
RDP	Range Development Plan
REDCOM	Readiness Command
REFORGER	Redeployment of Forces to Germany
RTD	Resident Training Division
RWART	Rotary Wing Aviator Refresher Training
RWIFEC	Rotary Wing Instrument Flight Examiner's Course
SAILS	Standard Army Intermediate Level Supply Subsystem
SATO	Scheduled Airlines Traffic Office
SCAT	Scout Attack
SEMA	Special Electronics Mission Aircraft
SERE	Survival, Evasion, Resistance, and Escape
SFTS	Synthetic Flight Training Systems
SGS	Secretary General Staff
SJA	Staff Judge Advocate
SME	Subject Matter Expert
SOA-BDE	Special Operations Aviation Brigade
SPIRIT	Systematic Productivity Improvement Review in TRADOC
SQT	Skills Qualification Test
STRAC	Standards in Training Commission
TDA	Table of Distribution and Allowances
THE	Transportable Helicopter Enclosure
THESIS	Training Helicopter Initial Entry Students in Simulators
TOA	Trade-off Analysis
TOE	Table of Organization and Equipment
TRADOC	(US Army) Training and Doctrine Command
TRAMEA	TRADOC Management Engineering Activity
TSM	TRADOC Systems Manager
USAALS	United States Army Aviation Logistics School
USAAVNB	United States Army Aviation Board
USAAVNC	United States Army Aviation Center
USAAVNDTA	United States Army Aviation Development Test Activity
USACC	United States Army Communications Command
USACIDC	United States Army Criminal Investigation Command
USAISC	United States Army Information Systems Command
USASC	United States Army Safety Center
VIALE	Vertical Installation Automation Baseline
VSA	Vice Chief of Staff (US Army)
WAMS	Worldwide Aviation Management System
WC	Work Center
WOC	Warrant Officer Candidate
WOCMDC	Warrant Officer Candidate Military Development Course
WOEC	Warrant Officer Entry Course
WPE	Word Processing Equipment

FY84 FACILITY ENERGY PERFORMANCE
COST SAVINGS/WASTE



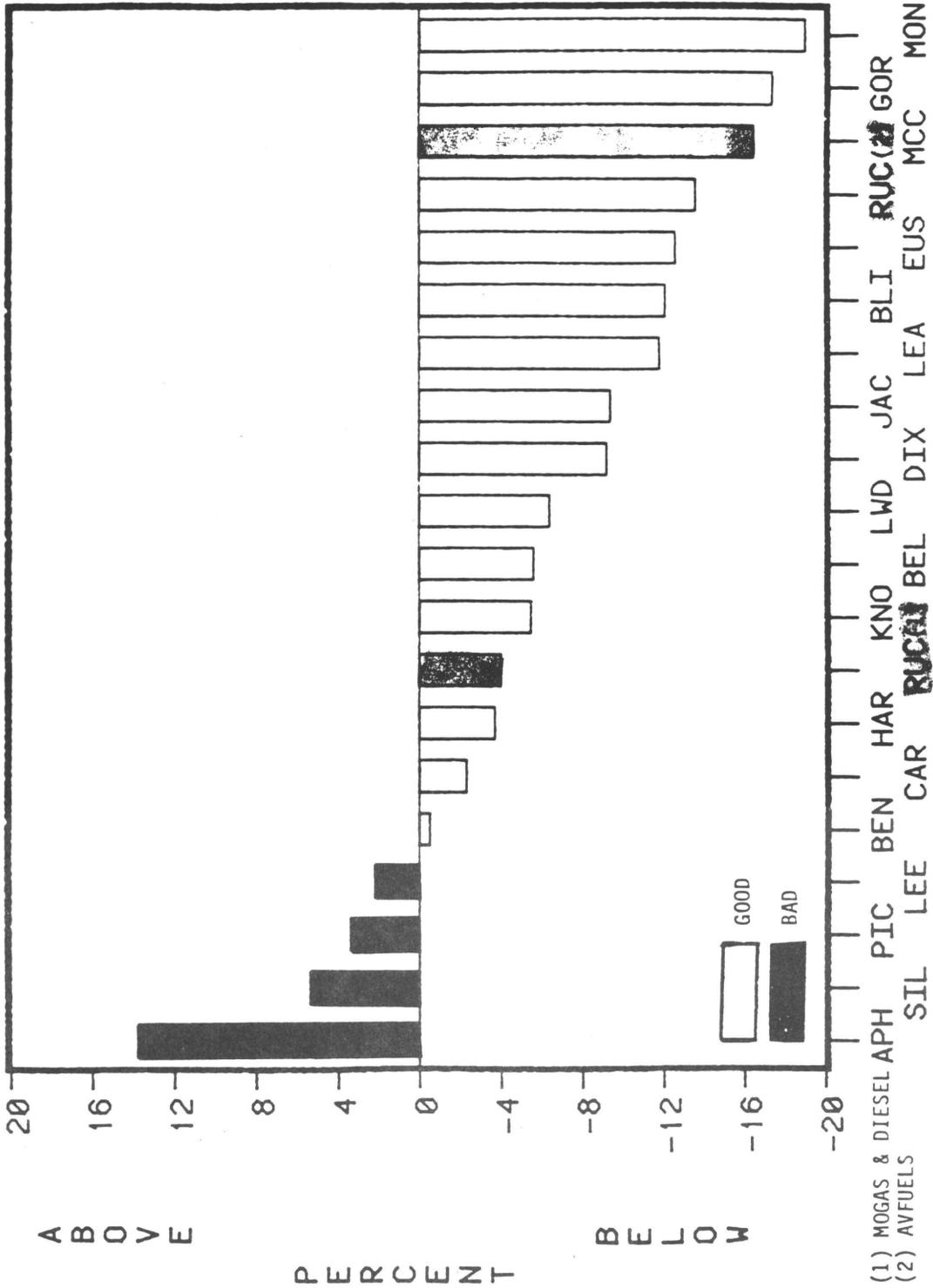
INSTALLATIONS
AS OF SEP 84

FY84 FACILITY ENERGY PERFORMANCE
CONSUMPTION VS GOALS



INSTALLATIONS
AS OF SEP 84

MOBILITY ENERGY PERFORMANCE
CONSUMPTION VS GOALS (FY 84)



FY84 TRADOC ENERGY
CONSERVATION AWARDS

Leonard Wood	\$1,413,000
Lee	1,036,000
Eustis	468,000
Dix	444,000
Gordon	330,000
Knox	313,000
McClellan	183,000
Rockers	50,000
Hamilton	30,000
	<hr/>
TOTAL	\$4,267,000

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