



**UNITED STATES
ARMY AVIATION CENTER
1985
ANNUAL
HISTORICAL REVIEW**

UNITED STATES ARMY AVIATION CENTER

ANNUAL HISTORICAL REVIEW
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By

Herbert P. LePore

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COMMANDER'S INTRODUCTION
ANNUAL HISTORICAL REVIEW

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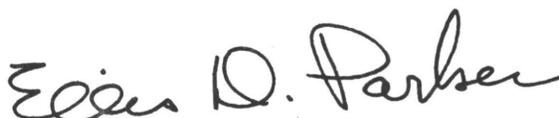
The men and women of the Army Aviation Branch can be proud of their accomplishments in 1985. It was a most productive year. Our training, academic, and building programs were expanded upon, and we received the first place award in the First Annual TRADOC Commander's Cup for the Installation of Excellence.

During 1985, the first AH-64 Apache Helicopter was delivered to Fort Rucker. The AH-64 is the world's most sophisticated combat helicopter. We were proud to have them fielded here at the Aviation Center and to begin the training of AH-64 pilots. The year 1985 was also significant because the AHIP program and LHX Study remained on track. The United States Army Aviation Center continued to graduate excellent pilots. The Aviation Training Brigade trained and graduated over 1,600 IERW students, and these students logged over 410,000 flight hours.

Classroom and field training were upgraded during 1985, and the theme of "Think, Look, and Act Like a Soldier" was well ingrained in all facets of training. New classrooms improved meaningful classroom instruction, and flight simulator programs were enhanced.

Two hurricanes, which affected the Panhandle of Florida and necessitated the evacuation of Air Force personnel and their families from Tyndall AFB to Fort Rucker, had a significant impact on the post. Three times within a ninety-day period, Hurricanes Elena and Kate required the evacuation and housing of over 2,500 men, women, and children. The men and women of Fort Rucker provided exemplary support to their Air Force colleagues and their families. Personnel from Tyndall AFB and Fort Rucker worked well together in the evacuation and subsequent housing of evacuees.

The Army Aviation Branch had an exemplary year in 1985. The Annual Historical Review serves not only to capture our many accomplishments, but also as a means to assess where we have been, and how we got there. It serves also as a reminder of important events, doctrine, and individuals who were significant in our branch, and their role in making the branch as great as it is. We also use our history as a means to determine our course for the future, and the 1985 Annual Historical Review has accomplished this.



ELLIS D. PARKER
Major General, USA
Commanding

PREFACE

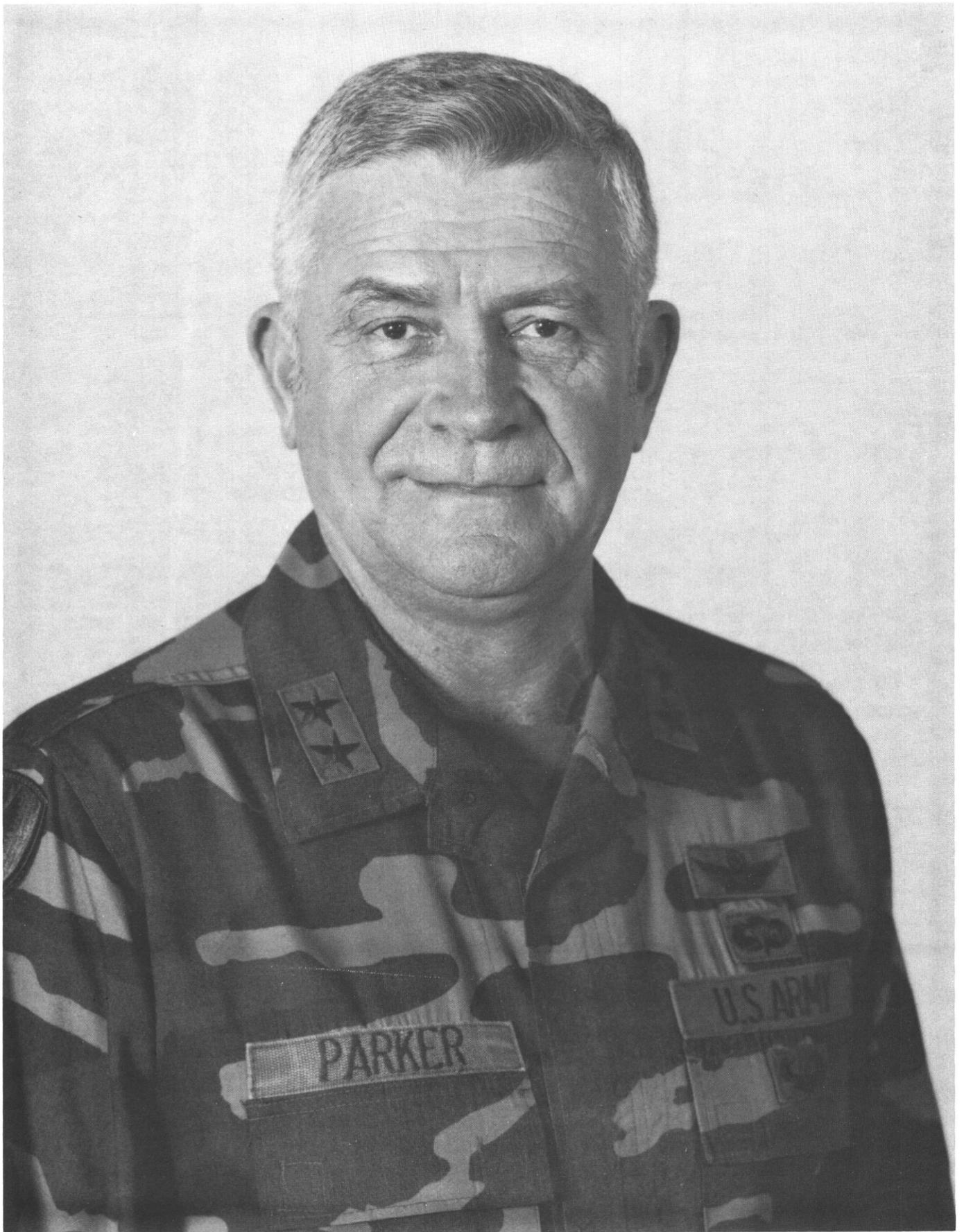
This 1985 Annual Historical Review of the United States Army Aviation Center was written by Dr. Herbert P. LePore, who ably served as the Command's first historian for some four and one-half years from 1983 until early February of 1988. The historian position was vacant for three months until the current Command Historian arrived on 9 May.

Although the test of this review was entirely the work of Dr. LePore, some of the introductory materials and the glossary were undone or incomplete at the time of his departure and remained so until the arrival of his successor. The recent directive from TRADOC establishing 31 May 1988 as the suspense date for the completion of both the 1985 and 1986 historical reviews required that the 1985 review be completed posthaste and that arrangements for duplicating, binding, and other such matters be accomplished expeditiously so that as much time as possible could be devoted to preparing a review for 1986.

The 1985 Annual Historical Review was divided into five chapters, generally reflecting the major missions and functions of the Army Aviation Center. The text is well documented, and the sources include not only the historical reports submitted by the various unit commanders but also numerous other types of data.

In the preparation of this review, Dr. LePore received administrative and secretarial support from Ms. Edythe M. Setzer, who also graciously returned to the office of the Command Historian from her new duty station to provide invaluable assistance to the current historian. Appreciation is also extended to the Director and all personnel of the Directorate of Aviation Proponency for their numerous expressions of support and encouragement, which have made it possible for this Annual Historical Review to be completed.

John W. Kitchens, Ph.D.
Command Historian



Major General Ellis D. Parker, Commanding General, US Army Aviation Center, Fort Rucker.



Brigadier General Rudolph Ostovich III, Assistant Commandant, US Army Aviation Center, Fort Rucker



Colonel Andrew J. Miller, Jr., Chief of Staff, US Army Aviation Center, Fort Rucker.

CHAPTER I

INTRODUCTION, MISSION, COMMAND SECTION AND SCHOOL SECRETARY

INTRODUCTION

The year 1985 was an exciting and productive year for the United States Army Aviation Center (USAAVNC) and tenant units at Fort Rucker, Alabama.

It was during 1985 that the USAAVNC received a new Commanding General, an Assistant Commandant, and a new Chief of Staff. These personnel changes will be discussed in the unit on the Command Section. The AH-64 Apache, the world's most sophisticated combat helicopter, was fielded at Fort Rucker in 1985, and the new living quarters and dining facilities for the 1st Aviation Brigade's 4th Battalion were completed in late summer of 1985. Fort Rucker was awarded first place in the First Annual TRADOC Commanders Cup for the Installation of Excellence Award.

Two obstreperous females by the name of Elena and Kate caused a great deal of consternation at Fort Rucker in the months of September and November 1985. They hardly personified any semblance of femininity in fact they tended to act more like barroom brawlers! Maybe it was because they were hurricanes! Their impact on Fort Rucker will be discussed in the chapter on the Directorate of Plans and Training.

During 1985, the Aviation Center underwent an expansion and concomitant refinement of academic courses, such as the Aviation Officer Basic Course (AOBC) and Aviation Officer Advanced Course (AOAC), NCO, and Senior and Advanced Warrant Officer Courses. Enlisted and technical training at USAAVNC was also expanded as well as was Advanced Individual Training (AIT). There was a sense of esprit and pride in the Aviation Branch when Colonel Sherwood C. (Woody) Spring became the second Army astronaut to walk in space in December 1985. The year closed out with the Army Aviation Branch being able to feel a great sense of accomplishment in its achievements, and with a sense of dedication and purpose to make Army Aviation remain truly "Above the Best."

MISSION

The United States Army Aviation Center's (USAAVNC) primary mission in 1985 was the command, operation, and administration of resources at Fort Rucker, Alabama. It 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 was also 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 in assigned geographical areas, unless otherwise designated.

COMMAND GROUP

On 17 January 1985, Brigadier General(P) Ellis D. Parker, Assistant Commandant of the United States Army Aviation Center became the Commanding General of the Aviation Center and simultaneously was promoted to the rank of Major General. General Parker replaced Major General Bobby J. Maddox, who was reassigned to Washington, D.C.¹

On 1 February 1985, Colonel(P) Rudolph Ostovich III, Commanding Officer of the 11th Aviation Group (Combat) assumed the mantle of the Assistant Commandant with the attendant rank of Brigadier General.² Colonel Andrew J. Miller, Jr., the Deputy Assistant Commandant became the Chief of Staff on 28 January 1985, replacing Colonel James H. Kitterman who then became the Deputy Assistant Commandant until his retirement on 30 April 1985. As the Chief of Staff of the United States Army Aviation Center for most of 1985, Colonel Miller was ably assisted by Major(P) Daniel J. Boccolucci who served as the Deputy Chief of Staff from 1 July 1985 until the end of the year, and by Lieutenant Colonel James A. Orahod who assumed his duties on 31 July 1985. Colonel Orahod served in his position for the remainder of 1985.

Colonel Donald J. Marnon was the Garrison Commander in 1985. In 1984, the position of Garrison Commander had the designation of the Deputy Installation Commander (DIC); however, in April 1985, the DIC became the Office of the Garrison Commander. There were two deputy garrison commanders in 1985. Lieutenant Colonel Richard L. Baker was the Deputy Garrison Commander from 1 January 1985 to 1 July 1985, at which time Lieutenant Colonel Leroy D. Gould assumed the duties on 1 July 1985, and remained as the Deputy Garrison Commander for the rest of 1985. With the implementation of the Office of the Garrison Commander, a position for a Garrison Sergeant Major was created, and Sergeant Major Charles Lewis became the first Garrison Sergeant Major on 15 August 1985. Sergeant Major Lewis served in his capacity the remainder of the year.

Colonel Marnon commanded all organizations assigned or attached to the Fort Rucker Garrison. He also coordinated the installation's special and personal staff offices and activities of the installation's tenant organizations.

The year 1985 was a busy and significant one for Colonel Marnon and his staff. Besides the perfunctory duties as described above, Colonel Marnon had to deal with the two hurricanes, Elena and Kate and the subsequent implementation to housing of Tyndall Air Force personnel evacuated to Fort Rucker. Along with Colonel Miller, the Chief of Staff, Colonel Marnon supervised the fruition of some small and major miracles in bringing about the smooth implementation of the logistics in the movement, housing and feeding of 1800 Air Force personnel and dependents at Fort Rucker during hurricanes Elena and Kate. On 26 December 1985, Colonel Marnon had the honor of announcing that Fort Rucker had been selected as the winner of the first annual TRADOC Commander's Cup for

Installation Community Operations Excellence Award Program. Needless to say, this was a very nice Christmas present for Fort Rucker in 1985.³

On 15 August 1985 Command Sergeant Major Roger W. Putnam retired as the USAAVNC Command Sergeant Major. He was succeeded by Command Sergeant Major Tilden R. Kirkland, who remained as the Aviation Center Command Sergeant Major for the rest of 1985.

An important unit which was under the aegis of the Command Group was the Secretary General Staff. It directed and controlled the overall operations of the Command Pilot, Protocol, and the Administrative Division of the Command Section. Major Daniel J. Boccolucci was the Secretary General Staff from 1 January 1985 until 1 July 1985, at which time Major John McDougle⁴ became the SGS and remained in this capacity for the remainder of 1985.

SCHOOL SECRETARY

The Office of the School Secretary was the primary administrative entity at the United States Army Aviation Center in 1985. It was commanded by Colonel Norman N. Ferguson who was succeeded by Colonel Lawrence A. Bell on 1 December 1985.

There were five Assistant School Secretaries in 1985. They were Lieutenant Colonel David H. Crawford; Majors Kenneth T. Satterfield, Charles J. Hersant, and Frank A. Wynne; and Captain James R. Collins, Jr. Staff Sergeant Donald R. Trusclair was the Noncommissioned Officer in Charge (NCOIC) for the School Secretary in 1985. Doctor Herbert P. LePore served as the Branch Historian for all of 1985.⁵

Aviation Technical Library

An important part of the Aviation Center milieu and Fort Rucker was the Aviation Technical Library. It provided military, scientific, and technical information to its 24,118 patrons in 1985.

Ms. Anne P. Foreman was the Chief of the Aviation Technical Library for all of 1985. Ms. Beverly Hall was the Reference Librarian and Mr. James Lee was the Technical Services Librarian in 1985.

Accomplishments

During 1985, the Aviation Technical Library played the numbers game. Incidental to serving its 24,118 patrons in 1985, it circulated a total of 10,246 items. The staff answered 11,851 information requests and researched 6,974 indepth requests. Seventy-four periodical titles were routed per month to individuals during 1985, and 9,247 bibliographies were prepared. Also during the year, 72 orientation briefings were conducted.

The Aviation Technical Library's collection was extensive, consisting of:

Books (Physical volumes)	34,254
Periodicals (Subscription titles)	456
Periodicals (Number of subscriptions)	521
Periodicals (Back file - microform volumes)	11,305
Loose-leaf/Update Services (Titles)	66
Technical Reports	39,231
DOD Administrative Publications	70,823
Maps	378

Beginning in mid-January 1985, the Aviation Technical Library and TRADOC's TRAILINET Center began a retrospective conversion of the library's book collection. The objective was to convert manual catalog records into machine readable records for an automated on-line card catalog thereby reducing requirements for space.

During January 1985, the Aviation Technical Library staff initiated electronic transmission of full text and bibliographical citations by ordering journal articles electronically from UMI Clearinghouse service. This service provided articles from over 8,000 periodicals that were available to library patrons. In addition, LEXIS, a legal full text data base of case law, and other data bases became accessible to the library.

The expansion of the basic and advanced aviator courses and other related courses, and the subsequent increase in use of the library brought about the need for a revision of its hours of operation from Monday through Thursday. The library was opened from 0730 hours to 2000 hours. The hours of operation on Friday were from 0730 - 1800 hours, and on Saturday from 0900 hours to 1700 hours.

Throughout 1985, the Aviation Technical Library staff implemented microcomputer functions in its daily work, such as the automation of periodical functions; the setting up of a data base management system; and the conversion of the library's report holding into an on-line data base known as the Defense Technical Information Center (DTIC).

Ms. Foreman and her staff used their time in an expeditious manner to learn automation systems, such as OCLC, Dialog, NEXIS/LEXIS, Data Base II, FAXON, the Mini-Micro Computer System, Word Processing, DTIC, and LOTUS 1-3. Concomitant with the training, the hardware capability improved, and dedicated telecommunications lines were installed. Also during 1985, high speed modems became available in conjunction with the above automation project.

Colonel Andrew J. Miller, Jr., the Chief of Staff, became involved with the library's activities when he signed the agreement on 5 June 1985 that acknowledged its and the Center Library's participation in the Southeast Alabama Library Network, which was a resource sharing network involving nonfederal and federal libraries in the Southeast Alabama region. Before allowing implementation of the above agreement, TRADOC examined the legal and regulatory ramifications of the agreement before it acquiesced. Finding no legal or regulator shortfalls, TRADOC allowed the Fort Rucker libraries to become a part of the regional data network.

Ms. Foreman received some prominence by being nominated to represent the U.S. Army libraries in the DOD DTIC users' council. Her colleague, Mr. James Lee, Technical Service Librarian, was named Editor of On-line Union List of Journals for TRADOC Systems, Analyses Activity Technical Library, Combined Research Library, and the USAAVNC Technical Library. A memorandum of understanding was signed on 3 September by all of the participants validating the above program.

For a six-week period, in the fall of 1985, the Aviation Technical Library was removed from under the suzerainty of the School Secretary and placed under the aegis of the Directorate of Information Management (DOIM) as per DA guidance. However inclusion of libraries in the information mission area was not finalized. The issue remained fluid for the rest of 1985.

Problem Areas

A significant problem experienced by the Aviation Technical Library was that of cutbacks in staff. Manpower studies conducted by TRADOC Manpower Evaluation Analysis (TRAMEA) articulated the need for sixteen authorized positions. However, fiscal constraints evidently precluded the hiring of additional permanent employees in 1985. To overcome the above problem, the library used supplemental personnel programs such as worker/trainees, overhires, summer students, stay-in-school, and temporaries to provide library services and operations. The high turn over and indepth training required limited productivity.

Another problem confronting the Aviation Technical Library was one of security. The library had numerous reference material and journal issues stolen. Security was difficult to implement and enforce, though one patron lost library privileges as a result of somewhat successful monitoring efforts by library staff. Funding and approval for the library security system was still pending in calendar year 1985.¹⁰

Summary

In 1985, the United States Army Aviation Center Aviation Technical Library served over 24,000 patrons, with a total of 10,246 items circulated, and answered 11,000 information requests. In April 1985, the Technical Library extended its hours of operation to handle the increased number of patrons using the library. During the year the library expanded its automation system and became involved in local and regional networking. The library also had to deal with problems such as a modicum of staff to handle the ever burgeoning work load, and the dearth of security measures and personnel to prevent thievery of library items.

The Aviation Digest

Since 19 February 1955, the United States Army Aviation Digest has been an endemic and significant part of the United States Army Aviation Center. It has long been the written disseminator of Army Aviation doctrine, technology, training, and history. It is a much sought after magazine with a worldwide circulation.

Mr. Richard K. Tierney was the incumbent Writer-Editor of the Army Aviation Digest for all of 1985, and Mr. John Marusich was the Assistant Editor. Together, along with the rest of the Aviation Digest staff, Messrs. Tierney and Marusich wrote on and edited a broad spectrum of topics such as Air-Land Battle Doctrine; Combat Brigade Operations; Armed Helicopter Operations in different battlefield scenarios; and winning on the battlefield.

One measure of success was in the increase in subscriptions to the Aviation Digest. In January 1985, the Aviation Digest circulation was 34,993 copies. By the end of December, the circulation had increased to 37,095. Surveys of Army, Navy, and Air Force periodicals indicated that 10 people read each copy of the Aviation Digest in 1985. This illustrated the fact the magazine had a wide circulation which was due in no small part to journalistic talents of the Aviation Digest staff.

Problem Areas

The Government Printing Office (GPO) was responsible for the awarding of the printing contracts to private printing firms, and in most instances, the selections were good. However, in June 1985, the GPO awarded a contract to a regional printing company to print the Aviation Digest. Much to the dismay of Mr. Tierney and his staff, each issue printed within the June to December 1985 period was documented as unsatisfactory. Poor printing and late distribution were the two significant shortfalls noticed. The calendar year ended with no rectification of the problem.¹¹

Summary

Mr. Richard K. Tierney edited the Aviation Digest in 1985. The magazine expanded its subscription rate in 1985. However, the Aviation Digest underwent the encumbrance of receiving unsatisfactory service from the printing contractor who printed the magazine.

Allied Military Training Division

The Allied Military Training Division (AMTD) had three chiefs in 1985. Lieutenant Colonel Robert S. Jones was the incumbent from 1 January 1985 to 14 September 1985. His replacement, Lieutenant Colonel Garnett E. Crask assumed the reins of leadership of AMTD and guided the division from 15 September to 8 December 1985. Major Charles J. Hersant served as temporary chief of AMTD from the 8th of December 1985 to the end of 1985.

The Assistant Chiefs of AMTD were Majors Alexander D. Tarker and Charles J. Hersant. Major Tarker served from 1 January 1985 until 12 September 1985 at which time he retired. Major Hersant was the Assistant Chief from 15 September 1985 until the end of the year. To be noted was the fact that Major Hersant wore two hats as the temporary chief and as the Assistant Chief. Staff Sergeant Larry L. Coley was the Noncommissioned Officer in Charge (NCOIC) for all of 1985.

The Allied Military Training Division was tasked with providing and coordinating all administrative support for allied military students arriving at Fort Rucker. The support rendered began with meeting of the allied student at the airport and terminated when the same student enplaned from Dothan, Alabama's, Napier Field.

Fort Rucker had the third largest number of allied students training with the U.S. Army. Only Fort Bliss, Texas, and Fort Benning, Georgia had more students.

Accomplishments

In 1985 Fort Rucker trained approximately 444 students during the calendar year. Students came from the EURO-NATO countries; the Middle East; Latin America, and some Asian nations.

The training program objectives included training allied students in Army Aviation subjects dealing with flight and non-flight programs, and providing the student an opportunity to gain a balanced understanding of United States society. The students learned about all vestiges of American life, such as the monetary system; the judicial system; women and minorities; human rights; traffic laws; and education. The students were also accorded opportunities to visit the local area; attend cultural activities, and to take part in the Host Family Sponsor Programs.¹²

Summary

In 1985, Allied Military Training Division trained 444 students from all parts of the world. The students were also encouraged to take part in cultural activities and meet the local populace during their stay at Fort Rucker.

Academic Records Division

Mrs. Betty Webb was the Chief of the Academic Records Division in 1985. She and her staff was responsible for the maintenance of student records for academic and technical programs at Fort Rucker.

Accomplishments

The year 1985 was a busy year for Academic Records. In that year over eight thousand individuals graduated from courses at the United States Army Aviation Center.

There were 1,680 Initial Entry Rotary Wing (IERW) graduates and 2,486 graduate flight students in calendar year 1985. In the category of Officer Non-Flight Students, there were 1,060 who graduated during the year, while in the enlisted ranks, 2,163 soldiers graduated from aviation related courses. The Warrant Officer Entry Course (WOEC) had 871 people graduate in 1985 and the Aviation Officer Basic Course (AOBC) had 580 graduates.¹³

Summary

Mrs. Betty Webb supervised the Academic Records Division in 1985. The division maintained records for academic and technical programs at Fort Rucker. In 1985, over eight thousand people graduated from courses at Fort Rucker.

Aviation Learning Center

The primary mission of the USAAVNC Aviation Learning Center (ALC) was to provide remedial and supplemental instruction reinforcing in-resident training programs. However, additional instruction was available in military education programs, flight and non-flight topics, and in supplemental education.

Captain Kirk Fechter supervised the ALC until October 1985, at which time he was replaced by Captain Ben H. Williams.

Accomplishments

In April 1985, the Aviation Learning Center had its \$140,000 renovation project completed. The project began in October 1984, and during the time between the beginning of the project and its completion, the ALC was temporarily housed in contract trailers. Upon relocation to the renovated facility, use of the facility increased forty percent as a result of the upgrading and consolidation of training aids.

During February 1985, contract computer training was moved from the Education Center to the ALC. Computer training in basic, intermediate, and advanced computer skills continued until training was completed in September 1985.

On 30 May 1985, a Swedish delegation toured the Aviation Learning Center to view U.S. Army training procedures and examine training aids. The delegation was very impressed with what it observed at the ALC. The Branch Chief, Major General Ellis D. Parker, visited and toured the Aviation Learning Center on 17 July 1985. Captain Fechter briefed the Commanding General, who praised the ALC staff on its mission and renovation.¹⁴

Twice in August 1985, Hollywood came to town on Post, so to speak. Film crews from CBS Television made a preliminary visit to the ALC on 6 and 27 August 1985, in preparation for a made-for-TV movie starring Patty Duke. Ms. Duke visited the Aviation Learning Center on 18 September in anticipation of several scenes which were scheduled to be filmed at the ALC. No doubt Ms. Duke took advantage of the staff's subject matter experts (SME) who gave her "Quick-Fix" lessons on how to be an Army aviator. Filming was completed on 14 October 1985, and several months later, millions of Americans saw Fort Rucker and the ALC on their television screens. It can be said that fame was fleeting; however the ALC staff members had something to tell their children and grandchildren.¹⁵

Summary

In 1985, the Aviation Learning Center completed its renovation in April 1985, and became the repository for contract computer training

during the year. The Learning Center also served as a setting for some film scenes for a made-for-television movie.

FOOTNOTES

¹Hist (U), ATZQ-CG, hereafter known as Command Group History 85, material is extracted; Msg, (U), DAPE-GO to Cdr USAAVNC, Subj: General Officer Assignment, 091230Z Jan 85, (SD 1).

²Command Group History 85, material is extracted; Msg (U), DAAG-OPA-C to DAPE-GO, Subj: General Officer PCS Order, 091100Z Jan 85, (SD 2).

³Command Group History 85, material is extracted; Msg (U), ATRL-AC to AIG 7432, Subj: TRADOC Installation Community Operations Excellence Awards Program, 241635Z Dec 85, (SD 3).

⁴Hist (U), ATZQ-SGS, 1985, material is extracted.

⁵Hist (U), ATZQ-SS, 1985, material is extracted.

⁶Hist (U), ATZQ-SS-TL, 1985, material is extracted.

⁷Ltr (U), ATZQ-CS to Betty Forbes, Dothan, AL, 5 June 85, (SD 4); Endorsement, 1st End, ATLS-AG to ATZQ-SS, Subj: Library Network for Southeast Alabama, 13 May 1985, (SD 5); Msg (U), ATLS to AIG 7432, Subj: Army Library Participation in Nonfederal Government Networks, 041737Z Mar 85 (SD 6).

⁸MOA, TRASANA to ATZQ-SS-TL, Subj: FAXON Union List Program, n.d., (SD 7).

⁹Msg (U), ATCS to AIG 7432, Subj: Realignment of Functions, Responsibilities, and Organizations in Support of the Information Mission Area (IMA), 031957Z Oct 85, (SD 8); Transmittal Slip, 7 Oct 85, (SD 9).

¹⁰Hist (U), ATZQ-SS-TL, 1985, material is extracted; DA Form, 5274-R, material is extracted.

¹¹Hist (U), ATZQ-SS-AD, 1985, material is extracted.

¹²Hist (U), ATZQ-SS-AMTD, 1985, material is extracted.

¹³Hist (U), ATZQ-SS-AR, 1985, material is extracted.

¹⁴Hist (U), ATZQ-SS-ALC, 1985, material is extracted.

¹⁵Ibid.

CHAPTER II

ADMINISTRATION, MANAGEMENT, AND OPERATIONS

This chapter deals with the administration, management, and operations of the United States Army Aviation Center. Several of the directorates and units emphasized one or more of the above elements, while others were more specific in regard to their functions. The units and directorates in this chapter were however of great importance because they "drove" the programs and functions at Fort Rucker.

1ST AVIATION BRIGADE (AIR ASSAULT)

The 1st Aviation Brigade (Air Assault) was responsible for the daily operation and training elements at the United States Army Aviation Center (USAAVNC).

As alluded to in earlier Annual Historical Reviews, the Brigade had served with distinction in Vietnam from 1966 to 1973. As the primary Army Aviation component in Vietnam, the 1st Aviation Brigade had under its hegemony over 4,000 aircraft and close to 30,000 men at the height of the Vietnam War. Its emblem, the Golden Hawk, was seen ubiquitously throughout the length and breadth of South Vietnam, and its aircraft and airmen's unparalleled feats were truly "Above the Best."

The Brigade upon standing down in 1973, was directed to Fort Rucker to become the primary training and operations organization. Since then, it has striven with great success to produce the finest military aviators and aviation specialists. It has also made innumerable friends in the Wiregrass area by its participation in community activities and has forged strong ties of friendship and respect with these communities.

In 1985, the 1st Aviation Brigade was comprised of four FORSCOM and TRADOC battalions. This included one FORSCOM (REFORGER designed engineer) (CBT) (HVY) with one RDF-A attack helicopter company, one RDF-A quartermaster company, one medical transportation company, and one each ATT flight training and support battalion.¹

Key Personnel

Colonel Lynn C. Hooper was the Brigade Commander in 1985 until 29 June 1985 at which time he was succeeded by Colonel Terry Rosser who remained in his position for the rest of the year. Lieutenant Colonel Joseph R. Gaston was the Brigade Executive Officer until 15 May 1985 when he was succeeded by Lieutenant Colonel Herman S. Heath, who completed the year as the Executive Officer. Still another significant personnel permutation was when Command Sergeant Major Bobby D. Burnett relinquished his position as Brigade Sergeant Major on 1 September 1985, to Command Sergeant Major Birdell Sturgies, Jr. Sergeant Major Sturgies served in his position for the remainder of 1985.²

Key personnel for the Brigade units will be noted antecedent to writing the respective unit's history. The 1st Battalion will be the first unit historically examined.

1ST BATTALION

Lieutenant Colonel William B. Bauer was the Battalion Commander for all of 1985. He was ably assisted for the entire year by the Battalion Executive Officer, Major Denny R. Sorensen. The 1st Battalion had two Command Sergeants Major. They were Command Sergeants Major Gene Hendricks and John McLemore, Jr. CSM Hendricks served until 14 August 1985, at which time he was succeeded by CSM McLemore.³

Accomplishments

The 1st Battalion known by its motto, "Soldiers First" was busy in 1985. During the year, the battalion underwent some significant organization changes, the most noteworthy being the activation of D Company (Air Assault/Pathfinder) in April 1985. The new company was given command and control of the Air Assault School at Fort Rucker. During 1985, D Company, 229th Attack Helicopter Battalion, 101st Airborne Division, and A Company, Military Police Activity were attached to the battalion in an administrative support mode. The remainder of the battalion units did not change their administrative status in 1985.

The men and women of the 1st Battalion participated in three post retirement ceremonies and two Aviation Brigade (Air Assault) sportsfests; these sportsfests were in the spring and fall of 1985. The battalion teams were quite successful in their endeavors. They won the Commander's Challenge in the spring and placed second in the fall. On the humanitarian side, the battalion provided a great deal of logistical support to the more than 2,000 people who were evacuated from Tyndall Air Force Base, Florida, to Fort Rucker during Hurricane Kate, which battered the gulf shores of Florida in November 1985.⁴

The 1st Battalion dining facility underwent a major renovation during the spring and summer of 1985. The renovation was completed in the fall of 1985, and its cooks received commendations and cash awards for their culinary skills, which according to 1st Battalion personnel were the best in the brigade--if not on post. The 1st Battalion further increased its pride and esprit by consistently winning the 1st Aviation Brigade and Post Soldier of the Month and NCO of the Month competition.⁵

The 1st Battalion's companies and units had diverse missions and accomplishments in 1985. At this time the individual units 1985 accomplishments will be duly noted.

Accomplishments

Headquarters and Headquarters Company (HHC), 1st Battalion did extremely well in the fall sportsfest and was declared overall winner in the male events. An HHC member, SP4 James W. Helfrich, won the Post Soldier of the Month for September 1985. A Company concentrated its efforts towards the two sportsfests and had numerous winners and placers in these sportsfests. One of B Company's soldiers, Sergeant Stephen P. Gamache, won the Post NCO of the Month for August 1985.⁶ B Company personnel also acquitted themselves well at the sportsfests.

On 3 April 1985, the Air Assault School at Fort Rucker was redesignated Company D (Air Assault/Pathfinder). Initially started by Company C, 509th Infantry in 1983, the Air Assault unit became the only company in the U.S. Army established to administer an Air Assault school. During 1985, Company D personnel conducted a spouse familiarization day and all spouses successfully completed all familiarization activities which included rappelling off the thirty-five foot tower. In 1985, the Air Assault graduated 1,355 soldiers, three Military Police K-9 Teams and Brigadier Generals Billy Johnson and Rudolph Ostovich. The 46th Engineer

Battalion built a new obstacle course and rappel tower for the Air Assault School in 1985 which greatly enhanced the Air Assault program. Kudos and honors were extended to Captain Michael Rampy, Commander, D Company, for being chosen the Army Aviation Association of America (Quad A) Trainer of the Year in 1985.

A very busy 1st Battalion unit in 1985 was the 98th Army Band. Under the command of CW4 James G. Choate, it participated in 12 retirement ceremonial reviews at Fort Rucker during the year, and in 390 other engagements throughout the surrounding areas. One important ceremony in which the 98th Army Band participated was the post change of command for outgoing Major General Bobby J. Maddox and incoming Major General Ellis D. Parker.

In February 1985, the band played for the welcoming ceremony for the new Assistant Commandant, Brigadier General Rudolph Ostovich III, at the Post Physical Fitness Center, and later in the month for the National Prayer Breakfast. The band was given the opportunity to see the sights of Tallahassee, Florida, when it went to perform at the Florida State University ROTC Military Ball on the 28th of February 1985. In March, the 98th Army Band went to Opp, Alabama, to take part in the annual Rattlesnake Rodeo. It is difficult to discern what takes place at a rattlesnake rodeo; hopefully nobody attempts to ride or bulldog a rattlesnake! No doubt, the band enjoyed itself at the Opp Rattlesnake Rodeo and was well received.

The band was also busy during the summer of 1985. It performed at Memorial Day and 4th of July salutes, and traveled to Birmingham, Alabama, to play the National Anthem for the USFL Birmingham Stallions at Legion Field. In September 1985, the 98th Army Band took part in the 1st Aviation Brigade field training exercise (FTX), where it performed its wartime mission of security.

The last three months of the calendar year saw Mr. Choate and the band playing in the Peanut Festival Parade in Dothan, Alabama; the Dothan Veteran's Day Parade, and conducting the Annual Christmas Cantata. In 1985, the 98th Army Band once again displayed the pride and professionalism inherent in its members and in its proud legacy. The 1st Battalion; the 1st Aviation Brigade; and the United States Army Aviation Center were well represented by the 98th Army Band in 1985.

The 260th Field Artillery Detachment started 1985 off literally with a bang. Beginning in January 1985, it was off to the field for the detachment where it did its first live fire exercise. During the year, the 260th fired 10,271 rounds downrange with no safety violations or injuries. Its firing missions were conducted at all hours of the day, and throughout the year. The detachment fired missions in conjunction with AH-1 Cobra and OH-58 training requirements.

The 260th also during 1985 provided a salute battery at every retirement ceremony; special salutes for Memorial Day; and the annual fifty-gun salute for the 4th of July. In March 1985, the detachment conducted a range demonstration for the Secretary of Defense, Caspar Weinberger, who was duly impressed.

In April 1985, it was time for the 260th Artillery personnel to undergo their Army Readiness Training and Evaluation Program (ARTEP). Out in the field went the men, field pieces, and support equipment to be evaluated by graders from the 82nd Airborne Division. The ARTEP was replete with firing exercises, attacks by aggressor units, and a few technical problems. However, after the ARTEP was completed, the evaluation team gave the 260th high marks for a job well done.

People throughout the Wiregrass area had several opportunities to see the 260th. It was involved in the Dothan Air Fair; the Dothan Peanut Festival Parade; and the Dothan Veteran's Day Parade. The artillery men concluded the year by firing a record 692 rounds in one week in the month of December. All in all the 260th Field Artillery Detachment kept the caissons rolling along at Fort Rucker in 1985.

What 1st Battalion unit had a busy year in 1985 doing such things as manning tactical sites, traveling to Panama for jungle training, and moving a bridge in Andalusia, Alabama? It was C Company, 509th Infantry Regiment, commanded by Captain Christopher Leyda.

The company began the busy year by managing the Air Assault School with enlisted cadre, and by also conducting support requirements for the Aviation Center. In March 1985, C/509th, as the heretofore mentioned 260th Field Artillery Detachment, became involved in the tactical demonstration for the Secretary of Defense, Caspar Weinberger.

The summer months of 1985 were important and productive for the soldiers of C/509th. In June, the company had the Post Soldier and NCO of the Month. Not very many units at Fort Rucker had such a distinction during the year. Company C went into the helicopter extraction business in June 1985 when it assisted in sling loading a wrecked UH-1 Huey helicopter from a nearby swamp in Elba, Alabama. Though the month of July was hot and humid, C Company displayed its bravura by sharpening its marching skills to the extent it won hands down the award for best marching unit at the July retirement ceremony.

In August 1985, twenty-six soldiers from C Company flew to the Republic of Panama for rigorous jungle operations training at Fort Sherman, Panama. For two weeks, the twenty-six soldiers learned to navigate and live in the jungle. Part of the training included the soldiers learning how to discern whether or not plants were edible. The 509th soldiers also conducted LCM landing craft assaults to become familiar with amphibious operations. The soldiers culminated their jungle training by returning to Fort Rucker by C-130, and then by parachuting into the Hatch Drop Zone where friends and family welcomed them back. It was two weeks that would not be forgotten by the men of the 509th.

The fall months were well utilized by C/509th. The unit conducted a parachute jump for St. Michael--the Patron Saint of the Airborne. The jump was commemorated by a field religious service conducted by Chaplain Gerald K. Bebber. In October 1985, the men of C/509th under went Survival, Evasion, Resistance, and Escape (SERE) training. This training was given to the soldiers of C/509th to reinforce skills and confidence

necessary to evade the enemy in hostile areas while also surviving under varying environmental conditions. The five day training was realistic and difficult, but well worth the time and effort. October also saw C/509th personnel participating in a joint training exercise with the Air Force, Coast Guard, Marines, and Navy. The exercise, which took place in Key West, Florida, was referred to as "Operation Sharkwater." It included aerial and water operations and a high degree of interservice coordination and cooperation. All of the units involved gleaned much from the exercise.

The men of C Company also did much in 1985 to further public relations by appearing in both the Dothan and Birmingham Veteran's Day Parades on 11 November 1985. They were well received by their precision marching, their sharp appearance, and their professionalism truly personified the theme, "Think, Look, and Act Like a Soldier." Back to more mundane things, C Company personnel linked up with a CH-47D Chinook from the 8th Battalion, Aviation Training Brigade (ATB) on 14 November 1985 to attempt to lift a 140 foot, old rusting steel trestle bridge from its moorings near Andalusia, Alabama. The 66 year-old structure, which by the way was estimated to weigh 20,200 pounds, proved a worthy match for modern technology. The CH-47D put out a total of 9,000 driveshaft horsepower in an effort to free the bridge from its moorings. It was almost to no avail; the bridge hardly moved. However, CW4 Thomas Smith, the Chinook pilot, would not give up. On his second attempt, Mr. Smith deftly applied enough power to lift the bridge from its pilings, but had to summarily drop the bridge into the Conecuh River below! The helicopter landed safely in an adjacent field. If there was one redeeming note, it was the fact the bridge rigging as done by C Company had held fast during the operation. It might be also said with a sense of levity that C Company and 8th Battalion, ATB personnel had made good their promise to move the bridge--even if it was only a few feet before it dropped! C Company spent the remaining days of the year reflecting on its successes, which included over 1,000 safe individual exits from airborne aircraft, and looking forward to 1986.¹⁰

Summary

In 1985, the 1st Battalion under the command of Lieutenant Colonel William B. Bauer provided command, control, and staff supervision for administrative functions, training operations, security and logistical support including rations and quarters to all assigned or attached units to include the post in-transit detachment. The battalion also coordinated the provision of pathfinder, field artillery and band support for Aviation Center and School missions.

1ST AVIATION BRIGADE (AIR ASSAULT) FOOTNOTES

¹Hist (U), ATZQ-BDE, 1985, hereafter cited as BDE 85 History, material is extracted.

²Ibid.

³Ibid.

⁴Ibid.

⁵BDE 85 History, material is extracted; Army Flier, 28 February 1985, p. 10, material is extracted.

⁶BDE 85 History, material is extracted; Army Flier, 20 June 1985, p. 9, material is extracted.

⁷BDE 85 History, material is extracted; photo-release, n.d.; Army Flier, n.d., n.p., material is extracted; Army Flier, 12 June 1985, material is extracted; Army Flier, 7 April 1985, p. 4, material is extracted; Army Flier, 16 May 1985, p. 10, material is extracted.

⁸BDE 85 History, material is extracted; Army Flier, 19 September 1985, p. 1, material is extracted; Enterprise Ledger, 30 October 1985, p. 6A, material is extracted.

⁹BDE 85 History, material is extracted; Army Flier, 2 May 1985, p. 16, material is extracted; Army Flier, 12 December 1985, p. 1, material is extracted.

¹⁰BDE 85 History, material is extracted; Army Flier, 27 June 1985, p. 4, material is extracted; Army Flier, 15 August 1985, p. 30, material is extracted; Army Flier, 22 August 1985, p. 3, material is extracted; Army Flier, 24 November 1985, p. 3, material is extracted.

FOURTH AVIATION TRAINING BATTALION

As in 1984, the mission of the 4th Aviation Training Battalion (ATB) was to exercise command and control over all assigned and attached units and elements. The battalion was also responsible for command and staff supervision of administrative functions, physical security, logistical support, quarters, and training of assigned personnel. Three enlisted student companies and two officer companies were assigned.

Lieutenant Colonel Ace A. Cozzalio was the incumbent Battalion Commander for all of 1985. He had two battalion executive officers serving under him in 1985. Major Lloyd D. Gary served until the end of January 1985; Major Gary L. Sims was the 4th Battalion Executive Officer from 25 February 1985 to the end of the year. Command Sergeant Major Ernest H. Williams was the battalion command sergeant major all of 1985.

Accomplishments

The 4th Battalion's primary mission was to teach and train the young enlisted and officer students to be the best soldiers and officers in the U.S. Army. This meant dealing with all facets of training and support avenues for the men and women of the battalion. (As an aside, historians sometimes become so determined to stress the mission that they ignore or forget the training, logistical, and human components which affect the mission, such as morale, living and dining quarters, field training, and accessibility to advising, assistance, and counseling. In the opinion of this historian, to forget the above is to be derelict in analyzing and presenting the facts and trends of history. It is hoped that will not happen.)

Field training being incremental to the 4th Battalion's mission was constantly undertaken throughout the year by the battalion in 1985. A noteworthy paradigm of this training was when the battalion's 600 soldiers were organized into five light infantry companies to conduct Fort Rucker's first battalion-size field training exercise (FTX), which was conducted from the 15th through the 17th of March 1985. The FTX was named Operation SOLDIER ON and beside the 4th Battalion soldiers, it also included the 282nd Aviation Company of the U.S. Army Reserve, the 123rd ATM Assault Helicopter Company (PROV), C Company 509th (Pathfinder-Airborne) Infantry, and a detachment of the USAF 5th Weather Squadron.

The weather for the FTX was at times inclement; however this did not deter the battalion from performing its training. The soldiers conducted successful movements to contact, daylight offensive and defensive actions, and an air assault undertaken by each of the battalion companies. The thrust of the FTX was to provide aviation soldiers an opportunity to experience ground operations and also to obtain a greater appreciation of the Army's Combined Arms Team. Though movement was at times difficult because of the ankle-deep mud, along with shelters being woefully inadequate because of the constant rain, the soldiers performed well and the training objectives were met.

Colonel Cozzalio believed it was imperative aviation soldiers learn how to fight because of the possibility of being involved in combat operations or a reaction to hostile force in a foreign land. He gave the FTX high marks and said that the 4th Battalion would undergo more of this type of training.²

In April 1985, tragedy struck which had an impact on aviation training worldwide. It was during this month when two officer students from the battalion died and their civilian instructor pilot (IP) died in the crash of a UH-60 Blackhawk in the local area. As the result of this crash--another in the series of accidents--all Blackhawks throughout the Department of the Army were grounded pending further investigation. It was not until approximately six weeks later that the grounding was lifted and the Blackhawks once again allowed to fly.

In May 1985, the battalion had the distinction of having two of its female soldiers be the first of their gender to graduate from Air Assault School. This served to dispel the notion that some males in the Army had that women could not perform the rigorous training of the Air Assault Course.

During September 1985, the entire 4th ATB moved to its new barracks facility located on Andrews Avenue at Fort Rucker. The facility was officially dedicated on 28 September 1985. No longer did 4th Battalion soldiers have to use a dining facility away from their living quarters as they had in 1983 and 1984. The battalion also was fortunate in that its facility was located in a relatively central location with easy accessibility to the main thoroughfares and post activities.

Commensurate with soldiering in the 4th Battalion in 1985 were the Training, Advising, and Counselling (TAC) sergeants and officers. They were responsible for the training and welfare of the soldiers as they went through their advanced individual training (AIT). The TACs spent 14 hours a day with their troops and were even with them on weekends, doing such activities as taking the troops on road marches; teaching them fire team/squad tactics; drown-proofing; air assault operations; and other aspects of soldiering. They were ubiquitous in that they were involved in practically all aspects of the soldiers lives while they were undergoing training at Fort Rucker. Colonel Cozzalio strove to get the best personnel to be TACs. He expected the men and women who were TACs to give not 100 percent but at least 110 percent! He also believed there was a correlation between a quality product (the soldier) and a quality facilitator (the TAC). Throughout 1985, Colonel Cozzalio worked closely with the Training, Advising, and Counselling enlisted personnel and officers in bringing about a fine Aviation soldier.³

Many people may not have realized it, but there was and is a correlation between training and the success of the mission. The 4th Battalion's successful mission was due in part to its exceptional TACs.

Assisting in the battalion's effectiveness was its Personnel Administration Center (PAC) which provided outstanding assistance in 1985. PAC personnel processed rapidly ID cards and leave requests; conducted in- and out-processing; and the discharging of soldiers from

the Army. The PAC was also responsible for doing the paperwork on elimination of soldiers from courses, and for the maintenance of data/status of all battalion personnel (SIDPERS). As an aside, the average SIDPERS processing rate was 99.2 percent and its late rates were well below DA standards.

On the numbers side of the house, the battalion had 2,013 students graduate from AIT courses and 3,253 officers graduated from the officer student companies in 1985. The average enlisted student strength was 555, while the average student strength for 1985 was 808.⁴

Summary

The Fourth Aviation Training Battalion (ATB) was under the command of Lieutenant Colonel Ace A. Cozzalio. Its primary mission was to teach and train the young enlisted and officer students to be the best soldiers and officers in the US Army. An example of the thrust for training excellence was the implementation of the first battalion-size field training exercise (FTX) in March 1985. Though encumbered somewhat by inclement weather, the battalion acquitted itself well in the field in this exercise. The 4th ATB suffered the loss of two of its student pilots in the crash of a UH-60 Blackhawk in April 1985, which brought about the subsequent grounding of the Army's Blackhawk fleet for a period of time.

However, the 4th Battalion stayed on track with its programs assisted in large measure by its training, advising, and counselling (TAC) enlisted personnel and officers who were responsible for the every day training and welfare of the soldiers in AIT. The personnel administrative center (PAC) also aided in the success of the overall mission by its timely and efficient processing and administering of paperwork. Overall, it was a very good year for the 4th Battalion.

4TH BATTALION FOOTNOTES

¹Intvw, H. P. LePore with LTC A. A. Cozzalio, 13 Jan 86, hereafter cited to as Cozzalio Interview; AHR (U), (RCS ATZQ-OSS-H), 1984, USAAVNC, pp. 19-20; material is extracted.; Hist (U), ATZQ-BDE-E, 1984, hereafter cited as 4th Bn 1985 History, material is extracted.

²Ibid; Cozzalio Intvw.

³Dothan Eagle "Fort Rucker TACs Guide Soldiers Through Training, 11 Sep 85, p. 13-c, material is extracted.

⁴4th Bn 1985 History, material is extracted.

6TH AVIATION TRAINING BATTALION

The 6th Aviation Training Battalion (ATB) had a diversified training mission in 1985. It was responsible for the military development and soldierization training of technical service warrant officer candidates, Aviation warrant officer candidates, and newly accessed Aviation lieutenants. Additionally, the battalion provided administrative and operational support for students enrolled in both the Officer and Warrant Officer Rotary Wing Aviator Courses. The average battalion strength was approximately 1700-1800 soldiers throughout the year.

Lieutenant Colonel Johnnie B. Hitt was the Battalion Commander from 1 January 1985 until 21 June 1985. On that day Lieutenant Colonel Clyde P. Yates assumed command of the battalion. Major Richard A. Scales was the Battalion Executive Officer from January 1985 until 11 July 1985, and Major Herman R. Yezak, Jr., served as Battalion Executive Officer the remainder of the year.¹

Accomplishments

Throughout 1985, the 6th ATB was extremely busy with the training of commissioned officers and warrant officer candidates. The young Aviation officers were challenged by an arduous three-phase, forty-five week basic course.

The first phase of eight weeks dealt with physical training, weapons, land navigation, leadership, small unit tactics, and NBC (Nuclear, Biological, and Chemical) training. It was during this phase the officers were exposed to various leadership positions and had their leadership mettle tested.

Phase two, which consisted of 34 weeks of initial entry rotary wing (IERW) training qualified the Aviation lieutenant as a pilot.

The third phase was two weeks in duration and was oriented on unit mission tasks. After the young Aviation officer graduated from flight school, they were trained in an advanced aircraft or immediately assigned to their first unit.

The warrant officer candidate (WOC) training was tough and demanding. The six weeks of the Warrant Officer Entry Course (WOEC) tended to separate the strong from the less dedicated. Once the WOCs got through the first six weeks, then it was on to the next hurdle, that of IERW training. It was a categorical imperative that the warrant officer candidate be in excellent condition--both physically and mentally--in order to get through the flight program. Most of these young men and women successfully accomplished that.

During 1985, the battalion commanders with the assistance of their spouses, conducted programs oriented to help and educate family members. The cadre officers and their wives established activities for the spouses, such as socials, briefings, and trips to local areas - all of

which were designed to educate and keep the spouses busy, and to free them from boredom and anxiety.²

Problem Areas

In 1985, the 6th Battalion was beset with the problem of extremely large Officer Basic Course classes. This was brought about by the fact Regular Army (RA) officers had to report for active duty within 30 days of commissioning. Many young officers arrived well before their classes were scheduled to begin and therefore were assigned casual officer duties. MILPERCEN recognized the problem and sent as many officers as possible to other schools enroute, such as Airborne, NBC, Air Assault, etc. In any case, the Aviation Officer Basic Course classes were quite large in 1985, with the class sizes averaging 105 people per class. Leadership training and student counseling were a challenge because of the large classes.

Summary

The 6th Aviation Training Battalion successfully accomplished its diversified training mission in 1985. Despite the challenge of large AVNOBC classes, the soldierization and military development of all students was completed in a totally professional manner.

6TH BATTALION FOOTNOTES

¹Ltr (U), ATZQ-BDE-O, Subj: Welcome Letter and Overview, 10 Apr 85, (SD 10); TP (U), 6th Aviation Training Battalion, Subj: Mission, n.d., (SD 11); Commanders Roster, (SD 12); Ltr (U), ATZQ-AB-OS, Subj: Welcome Letter, 8 Jul 85, (SD 13); Ltr, ATZQ-AB-OS-A, Subj: Company Welcome Letter, 1 Aug 85, (SD 14).

²Ltr (U), ATZQ-BDE-O, Subj: Spouse Letter, n.d., (SD 15).

³Trip Report, Cdr, ATZQ-BDE-O to Cdr, ATZQ-BDE, Subj: Trip Report: Washington, D.C., 27 Feb-1 Mar 85, 4 Mar 85, (SD 16); Memo, ATZQ-BDE/CS to ATZQ-DAC, Subj: AVNOBC Class Section Flow, 6 May 85, (SD 17).

46TH ENGINEER BATTALION (COMBAT) (HEAVY)

The 46th Engineer Battalion (Combat) (Heavy) had as its mission the following: the construction and rehabilitation of roads, airfields, pipeline systems, structures and utilities for the Army and the Air Force. The Battalion also took part in emergency recovery operations such as Hurricanes Elena and Kate. The 46th Engineers also performed infantry combat missions when required. To be noted was the fact the 46th Engineers had served with distinction in Vietnam during the Vietnam War. It was a TOE unit which served in a TDA capacity at Fort Rucker by providing troop construction and maintenance support to Fort Rucker and USAAVNC training activities.

Lieutenant Colonel Hampton P. Conley was the Commanding Officer all of 1985. Major James T. Scott was the Battalion Executive Officer from 1 January 1985 to 21 June 1985. His successor was Major Frank D. Ellis who served as the Executive Officer from 22 June 1985 to 31 December 1985. The two Battalion Command Sergeant Majors during 1985 were Command Sergeant Major Douglas Harris who served from the beginning of the year until 20 October 1985. He was replaced by Command Sergeant Major Tommy Parson who served as Battalion Sergeant Major for the remainder of 1985.

Three subordinate units came under the suzerainty of the 46th Engineer Battalion. They were the 108th Quartermaster Company (Petroleum Supply), the 427th Medical Company (Ambulance) and the 91st Engineer Detachment (Firefighting).

Accomplishments

In addition to the many significant construction projects done on post and throughout the Wiregrass area in 1985, the 46th Engineers under went a number of deployments/FIXs. Being a TOE unit, the Battalion was deployable to Southwest Asia. It was imperative, therefore, that it maintain a high degree of combat readiness. This was achieved when the 46th Engineer Battalion took part in the Joint Readiness Exercise (JRX) Bold Eagle 86 at Eglin AFB, Florida. The exercise was from the beginning of September through the end of September. Arriving at Eglin AFB on the 24th of September 1985, the Battalion remained intact at the Air Force Base for approximately two weeks.

During its stay at Eglin AFB, the 46th Engineer Battalion, as part of its training, performed several major construction tasks. They included the hauling of over 8,000 cubic yards of oyster shell for use as subbase for road networks, and floors for over 30 general purpose (GP) medium tents; the construction of over 400 plywood platforms for flooring systems to support elements of the 43rd Support Group and III Corps; the installation of major electrical systems to include a Personnel Decontamination Systems area and duplex outlets with incandescent light fixtures for two separate tent cities; the construction of a logistics support area; and the preparation of Santa Rosa Island to receive equipment during the conducting of a joint logistics exercise in conjunction with the shore operation.

After the exercise the battalion left a reinforced platoon in place to conduct upgrade and support activities which included area restoration. By 13 November 1985, all units had been redeployed to Fort Rucker.

To keep the 46th Engineer Battalion combat ready, battalion personnel engaged in C-141 air load training conducted by the 317th Tactical Air Wing, Pope AFB, North Carolina. Personnel attending the course received certification as air load planners.²

During 1985, the battalion provided a support detail to the Port of Mobile during deployment and redeployment of units for CABANAS 85. The detail assisted in loading and unloading ships, as well as minor maintenance work.

One area in which the 46th Engineer Battalion stood out was in providing support during two hurricanes, Elena and Kate, which came ashore near Mobile, Alabama, in the fall of 1985. During these emergencies, over 2,000 personnel and dependents from Eglin and Tyndall Air Force Bases were evacuated to Fort Rucker. The 46th Engineers supported the relocation of evacuees and clean-up operations on post.

Problem Areas

Though the 46th Engineers accomplished much in 1985 as far as providing support to Fort Rucker and the Aviation Center, and maintaining a high degree of combat preparedness, the unit suffered from a paucity of new M819 series five-ton dump trucks. Failure to get these new trucks decreased the efficiency of the battalion earth moving mission. The battalion had the older M35A1 gasoline-driven trucks--many of which were 25 years old, and getting parts for them was difficult.

Shortages also abounded in Low Boy trailers. The battalion was authorized 17 of the forty-ton Low Boy trailers, but only had ten on hand, and five of these were sent to Honduras in support of CABANAS 85. Further problems arose when the retread tires for the Low Boys did not hold up under highway driving conditions. A number of blowouts occurred during over-the-road convoys that were attributed to the above retreads. It seemed the axiom, "Penny wise and pound foolish" prevailed in regard to the logistics and some equipment of the 46th Engineer Battalion.³

Summary

The 46th Engineer Battalion was a TOE unit assigned to the 1st Aviation Brigade. It provided construction support to Fort Rucker, the Aviation Center, and the Wiregrass area. It was to be deployable to southwest Asia in case of a national emergency or contingency. In order to maintain its combat readiness, the battalion underwent several exercises, such as a Joint Readiness Exercise, and FIXs. There were several shortfalls in regard to equipment and logistical support. However, overall, the 46th Engineer Battalion fulfilled its peacetime mission by supporting Fort Rucker and the Aviation Center, and trained hard to be prepared for its wartime mission.

46TH ENGINEER BATTALION FOOTNOTES

¹AHR (RCS-ATZQ-OSS-H) 1983, p. 45; Hist (U), AFFR-BEB, 1985, material is extracted.

²Ibid.

³Ibid.

A COMPANY, MILITARY POLICE ACTIVITY

A Company, Military Police Activity, provided law enforcement to the Fort Rucker community 24 hours each day with three ten-man road patrol shifts. The patrols provided general law enforcement, traffic, K-9, and desk sergeant personnel. The company was directly under the command of the 1st Aviation Brigade and the operational control (OPCON) of the Provost Marshal.

Lieutenant Colonel Robert V. Arnold was the Fort Rucker Provost Marshal in 1985. Captain William A. Brent was the Commander of A Company from the beginning of 1985 until 11 June of the same year, at which time he was succeeded by Lieutenant Glen C. Stagnitta. Lieutenant Stagnitta served in his capacity for the remainder of the year. The company First Sergeant for all of 1985 was First Sergeant Willie F. Jones.

Accomplishments

A Company was busy as always in 1985. It handled everything from physical security, protective services, incidents on post, children education program, Traffic Control Points, to the Military Working Dog Section (K-9).

In the area of incidents at Fort Rucker in 1985, they were broken down into five categories:

<u>Category</u>	<u>Number of Incidents</u>
Crimes of Violence	5
Crimes Against Property	261
Marijuana and Drugs	25
DUI (Military on Post)	30
(Civilians on Post)	27
Traffic Accidents	444

The AWOL Apprehension Section processed and returned to military control 37 AWOLs and Dropped From the Rolls (DFR) personnel. The section's areas of responsibility included a 76 county area which covered southern Mississippi and southern Alabama.

The Military Police Investigations (MPI) section was responsible to investigate all non-felonious crimes at Fort Rucker, and it provided protective services to visiting VIPs. The statistics concerning investigations for 1985 were as follows:

Cases Opened	827
Solve Rate 1985	28.1%

The Crime Prevention Section maintained its emphasis in the areas of the community, the youth, and the units/activities of Fort Rucker. The section also participated in several important programs throughout the year, such as bicycle registration, quarters check program, school traffic control points, and the working dog section (K-9).

Summary

A Company, Military Police Activity, provided Fort Rucker with law enforcement in 1985. The company was directly under the command of the 1st Aviation Brigade and OPCON to the Provost Marshal, Lieutenant Colonel Robert W. Arnold. Captain William A. Brent and First Lieutenant Glen C. Stagnitta were the two A Company Commanders in 1985.

A COMPANY, MPA FOOTNOTES

¹Hist (U), ATZQ-MPA, 1985, because of the nature of its functions, A Company was not allowed to release documentation of its work. Material is therefore extracted from its unit history.

D COMPANY, 229TH ATTACK HELICOPTER BATTALION

D Company, 229th Attack Helicopter Battalion (AHB), was attached to Fort Rucker, Alabama, from the 101st Airborne Division (Air Assault). It was organized as an attack helicopter company giving support to the 1st Aviation Brigade and the Aviation Center.¹

Major Michael D. Weaver was the Company Commander from 1 January 1985 to 13 June 1985 at which time he was succeeded by Major Phillip L. Curtis who commanded the company for the remainder of the year. Captain Clark Delevan was the Executive Officer from 1 January 1985 until 1 June 1985. Captain Raymond Hayes Jr., became the Executive Officer on 10 June 1985 and remained in his position for the rest of the year. First Sergeant Wayne Closson was the First Sergeant of D Company from the beginning of 1985 until approximately 15 June 1985. His replacement for the remainder of the year was First Sergeant Charles S. Horne, Jr.

Accomplishments

As a combat unit, D Company, 229th AHB, underwent a number of rapid deployment exercises. The first one took place in Petawawa, Canada, where the company participated in a joint winter exercise with the Canadian 427th Helicopter Squadron. In turn, the 427th deployed to Fort Rucker, Alabama in March where it took part in several D Company, 229th activities. The winter deployment to Canada was beneficial in that it gave the air and support crews an opportunity to train in the climatological environment similar to a winter European scenario. The crews and aircraft did relatively well in the frigid cold of Canada.

D Company, 229th AHB then deployed from Fort Rucker, Alabama, to Fort Campbell, Kentucky, in February 1985, to support its parent battalion in an Army Training and Evaluation Program (ARTEP). Twice more in 1985, D Company deployed to Fort Campbell; once in September to participate in a command post exercise (CPX); and again in October 1985 to participate in a field training exercise (FIX).²

In May 1985, D Company, 229th conducted a deployment to the National Training Center (NTC), Fort Irwin, California, to participate for 28 days in an FIX with the 197th Brigade, Fort Benning, Georgia.

While in California, several of D Company's aircraft and personnel participated in operational tests for the United States Army Aviation Board (USAAVNBD). In May 1985, D Company aircraft and personnel were sent to Fort Chaffee, Arkansas, to participate in a radar warning receiver test for the USAAVNBD.³

Three times during 1985, D Company, 229th trained at Fort Benning, Georgia. It supported the Infantry Officer Basic Course with a live fire exercise; performed its annual ARTEP; and provided field training support to the 197th Brigade. Overall the exercise went well but the Fort Benning terrain was more conducive to air cavalry operations rather than attack helicopter operations. D Company accepted the opportunity and conducted much needed training. A valuable lesson was learned that

communication between company liaison officers and the higher headquarter S-3 in the TOC(s) be better coordinated.

D Company, 229th, finished the year on a positive note with successful water survival training at Pensacola, Florida, in November 1985 and a successful 13-day deployment in December to Fort Stewart, Georgia, in support of a joint service operation known as "Quick Thrust."

Summary

D Company, 229th Attack Helicopter Battalion, 101st Airborne Division (Air Assault) was an MTOE unit attached to the 1st Aviation Brigade and Aviation Center. Majors Michael D. Weaver and Phillip L. Curtis were its two company commanders in 1985.

D Company made a number of deployments during the year, one of which was out of country to Petawawa, Canada in January 1985, to train with a Canadian helicopter battalion. The company deployed as far west as the National Training Center (NTC), Fort Irwin, California, south to Pensacola, Florida, and southeast to Fort Benning, Georgia. D Company also deployed several times to Fort Campbell, Kentucky in 1985.

The unit had problems in areas such as communications when deployed; uncondusive training terrain; refueling and arming points; and inoperative ground vehicles. However, the company worked in an assiduous fashion to overcome the above problems and overall had a successful year.

D COMPANY, 229TH AHB FOOTNOTES

¹1985 SAR (U) ATZQ-BDE, material is extracted; 1984 AHR (U) RCS-ATZQ-OSS-H, p. 15, material is extracted.

²Hist (U) AFFR-AB-ATK, 1985, p. 1, hereafter cited as AFFR 1985 Hist, material is extracted.

³Ibid.

⁴AFFR 1985 History.

DIRECTORATE OF PERSONNEL AND COMMUNITY ACTIVITIES

The Directorate of Personnel and Community Activities (DPCA) was a unit which transcended all elements of military life at Fort Rucker including military members and their dependents. For example, the Fort Rucker Exchange, Dependent Schools, US Army Aviation Museum, Community Services, and Installation Morale, Welfare and Recreation were under the suzerainty of DPCA.

Lieutenant Colonel Stephen M. Hill served as Director of Personnel and Community Activities from January 1985 until June 1985; Colonel Dennis P. "Duke" Vasey became the Director in July 1985 and remained in his position for the rest of the year. Mrs. Helen G. Rhodes was Deputy Director of Personnel and Community Activities until she left in February 1985. Mr. Hugh Weeks was Chief, Administration and Management Branch all of 1985.

Accomplishments

The accomplishments of the respective DPCA units will be examined on an individual basis because of the diversity of their functions.

The Personnel Services Division was supervised by Major William F. Korfhage in 1985. The division planned, administered, and supervised activities which affected the quality of life of the Fort Rucker community. All military units on Fort Rucker were under the divisions relative to personnel services. Personnel Services Division had the staff supervision for the Army/Air Force Exchange Service (AAFES) and the Department of Defense Dependent Schools on Fort Rucker. In 1985, the division also provided staff supervision of command-level investigations; aircraft accident collateral investigations; Flying Evaluation Boards; and fund raising within the Department of Defense.

The Personnel Services Division also provided administrative services in regard to check control, DUI suspensions, collateral investigations, volunteer services for Fort Rucker, and solicitation by private individuals and organizations. It also participated in the Fourth Annual Great American Family Awards Program sponsored by the American Family Society. This program provided Army families at a local level who have made significant contributions to Army community life to be recognized. Three Fort Rucker families were nominated for consideration in TRADOC's Great American Family competition. One of the three families from Fort Rucker was chosen to represent TRADOC.

The Personnel Services Division, as did other Fort Rucker organizations, played an important role in the sheltering of Tyndall Air Force Base evacuees during Hurricanes Elena and Kate in 1985. The division provided coordination for PX support and morale and welfare support for the health and comfort of the evacuees. The division volunteers performed incredibly well in registering and settling people in living areas.*

*For an indepth look at the two hurricanes in 1985, refer to unit in DPT on the two hurricanes and subsequent after action report.

On 20 September 1985, the first official Suicide Prevention Plan for Fort Rucker was established. Its purpose was to present a proactive approach to suicide prevention for soldiers, family members, and civilian employees, and to create a plan of action for suicide prevention at Fort Rucker. The plan consisted of primary prevention; post-gesture attempt, and post-suicide. It also provided a ready reference chart for actions to be taken and steps to be followed in a threat and no-threat suicide situation.

A new Fort Rucker award was established in 1985 to honor spouses and family members who have given their time to support the Army Aviation Community and/or the Aviation Branch. Known as the Kathryn Wright Award, it symbolized the dedication, fealty, and concern rendered by spouses--particularly wives--in regard to flight training and activities coincidental to Army Aviation.

An important unit at DPCA which dealt with problems of the military community at Fort Rucker was Army Community Service (ACS). Mr. William Lane was Chief of ACS until November 1985, at which time Ms. Sara A. Henderson became Chief of ACS. The Fort Rucker Army Community Service unit at Fort Rucker strove to improve the quality of life for the military community by assisting in solving difficult personal, family, and community social problems. It also served as a support vehicle for the installation soldiers and families, and established and developed a community-based program for fostering the growth and development of families assigned to the post.

Sensitive areas which ACS addressed in 1985 were in child and spouse abuse. Fort Rucker had basically no more of a problem than most other Army installations in regard to the above two areas of abuse. However, the fact that child and spouse abuse did exist at Fort Rucker--no matter to what degree--was significant enough to warrant something being done about it. Everybody suffered when it came time to abuse--that meant both the abused and the abuser, and everybody around them. In 1985, ACS through its Family Advocacy Program sponsored two training workshops for Family Advocacy Case Management Team (FACMT) members who dealt directly with abuse cases. The first workshop addressed child abuse and neglect; the second workshop dealt with spouse abuse. The workshops provided guidance on both kinds of abuse. Fort Rucker managed to improve its child and spouse abuse programs and statistics thanks to the enlightened, compassionate attitudes of ACS personnel and the Commanding General.²

On a less somber side, ACS provided the Soldier Money-Management Basic Education (SMMBE) program for first term soldiers up to the rank of corporal and spouses who were permanent party. This gave these young soldiers and their spouses the opportunity to learn how to budget their money and resources, and how to undergo financial planning. ACS was successful in its Army Emergency Relief (AER) Fund Campaign in 1985. Its goal of \$60,000 was exceeded by 20 percent for a total of \$72,140.10. By year's end, a total of \$130,691.61 in loans and grants were given to soldiers and families on Fort Rucker.

Linda C. Godsey, Ph.D. was Superintendent of the Fort Rucker Dependent Schools in 1985. The school system had 1200 students; 92

professionals; and 36 support personnel housed in a central office, a Primary School, and an Elementary School. The Fort Rucker Dependent Schools provided free, public education to the dependent children of military personnel, in grades K-6.

Doctor Godsey and her teaching staff stressed not only the "three Rs," but also innovative after hour classes such as art, choral music, band, and computers. This served to heighten interests in learning and cerebral expansion, and, kept students away from interference with parents preparing evening meals. During 1985, a school-wide discipline program known as Assertive Discipline was initiated in both schools. The program was efficacious in that it brought about positive student behavior and improved student morale.

The Fort Rucker Dependent Schools expanded its physical education program to allow students to participate on a daily basis rather than on a bi-weekly basis. Parents also became very involved with the schools by the "Promoting Excellence Together" (PET) volunteer program. This program provided over 2,000 hours of service to the Fort Rucker schools. To be noted was the fact Fort Rucker parents were quite visible at school functions throughout 1985, and provided exemplary adjunct support to the schools.

In 1985, the Visiting Committees of the Elementary Commission of the Southern Association of Colleges and Schools, and the Alabama Department of Education conducted on-site observations. They evidently liked what they saw; the Fort Rucker Dependent Schools were duly awarded reaccreditation.

Since the Fort Rucker Exchange performed ongoing functions for authorized patrons in 1985 as had been reported previously in Annual Historical Reviews, it will not be necessary to elaborate on the exchange other than to say it added some new concessions, a mini mall, and a shoppette and gas station.

One organization which certainly had an impact upon soldiers and soldierization at Fort Rucker in 1985 was the Alcohol/Drug Abuse Division (ADAD). Under the supervision of Mr. Ronald R. Sorrells, the 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 and alcoholism/addiction, and above all, if possible, restore personnel to effective duty. If rehabilitation was not feasible or possible, the individual was separated from the Army. Mr. Sorrells and his staff coordinated with all unit commanders, the post physician, psychiatrist, psychologist, and the preventive medicine unit.

In 1985, the ADAD provided rehabilitative services for 147 personnel. Education/preventive education classes were provided for 214 first offender personnel. The ADAD trained 6,835 military and civilian personnel in alcohol and drug abuse.

With a post population of approximately 7500 personnel, the ADAD conducted 17,763 urinalysis tests. This averaged 2.36 tests per soldier. From all of the above tests, only 188 positive tests were indicated for a

one percent average, as opposed to the Armywide average of five to six percent. Command emphasis and support for the urinalysis testing at Fort Rucker did much to attenuate drug abuse. General Parker in briefings throughout 1985 hammered home the theme that the Army mission could not afford impairment brought about by drug abuse. Fortunately, drug and alcohol abuse had not reached epidemic proportion in the Army; however, any incidence of drug and alcohol abuse had a deleterious effect upon the mission and morale of the Army.

In order to reduce DUI/DWI incidents and accidents in 1985, ADAD mounted a vigorous campaign to educate post personnel with the utilization of DWI films; programs at service clubs; newspaper articles; and educational classes on DWI. The result was a noticeable decrease in DUIs and DWIs from preceding years.⁴

The U.S. Army Aviation Museum at Fort Rucker was under the suzerainty of DPCA. Its mission was the collecting, restoring, preserving, and displaying of significant items in operational condition which were relevant to Army Aviation history. Lieutenant Colonel (Ret) Thomas J. Sabiston was the Curator of the museum in 1985. As in preceding years, the Army Aviation Museum Foundation was working in a sedulous manner to obtain funds to build a new Army Aviation Museum at Fort Rucker. Though the foundation was able to obtain money from contributors during 1985, it was hampered by needing a large grant or gift which would be sufficient to warrant the ground-breaking for the new museum. It was not able to get this much needed money in 1985. However, Congressman William Dickinson of Alabama was attempting to get money set aside in Congress for the museum in 1986 or later.

On a more positive note, the museum hosted 104,121 visitors. A total of 202 groups visited the museum in 1985, and consisted of public school children, ROTC units, military and civilian VIPs, officers/warrant officer candidates, and maintenance training classes. Four hundred historical items ranging from personal items to complete aircraft were donated to the museum in 1985. Though beset by a shortage of space, the museum was able to add seven aircraft and six drones to its collection.

The DPCA Equal Opportunity (EO) Office assisted the Commanding General in the achievement of racial harmony and equal opportunity through education, affirmative action, and implementation of special activities. Major William P. Gammil was chief of the EO Office from the beginning of the year until 15 February 1985. He was succeeded by Sergeant First Class Robert E. Pilce who served as Chief for the remainder of the year.

During 1985, the EO Office staff performed 34 installation facility checks, such as the PX, clubs, and snack bars. The staff also conducted staff assistance visits to 28 units. The tenor of the visits was to uncover problem areas dealing with unit morale, complaints of discrimination, sexual harassment, and any problems relative to equal opportunity. Personnel counselling was conducted in 1985 along with 50 hours of EO education/instruction classes. The EO Office also provided assistance and major input in planning and conducting various ethnic week activities during 1985.⁵

A busy DPCA organization in 1985 was the Installation Morale, Welfare, and Recreational Fund (IMWRF). It was responsible for the single installation nonappropriated fund (NAF) supported business organization; and was responsible for the morale, welfare, and recreation (MWR) programs at Fort Rucker.

During 1985, the single fund concept continued in a test mode while TRADOC compiled information and statistics on areas of accomplishments. Finally, on 15 July 1985, the IMWRF consolidated budget was submitted and approved by TRADOC, and a special honor was granted to Fort Rucker when it received the TRADOC MWR Excellence Award for best installation. As an aside, the DPCA Administration/Logistical Division was the primary support activity for the IMWRF.

Possibly the most significant unit as far as affecting military personnel on post in 1985 was the Recreation and Community Program Division. It offered services and activities to enhance self-fulfillment, skill development, social activity, and leisure time enjoyment for military personnel and dependents at Fort Rucker.

The Division had four elements. They were the Community and Skills Development Activities, (CSDA) which included arts and crafts, Recreation Center and youth activities, and the Child Development Services Branch (CDS). The CDS Branch was comprised of the full day and part day Child Development Center, and the Family Child Care Home. The Physical Activities (PA) Branch was the third element being made up of the Bowling Center, Golf Course, Outdoor Recreation, and Sports. The Post Center Library was the fourth element.

A number of important post projects took place in 1985. For example, in the area of Youth Activities, a concession stand was opened at the Skating Rink, and a room in the Youth Center was renovated for a dance studio. A Career Day for high school juniors and seniors was highly successful. Also exceptionally successful was a special program for handicapped youth held during the Month of the Military Family. Two young ladies were crowned Little Miss Fort Rucker and Miss Fort Rucker and competed in the Peanut Festival. The post golf course underwent improvement, and construction began on a water-holding reservoir.

The Full-Day Child Development Center (CDC) started another Full-Day Activity Room in 1985. The significance of this action was that it allowed the separation of three- and four-year-old children whereby they could get more attention and better care. Weekly lesson plans and newsletters were developed for continuity and dissemination to parents. The CDC staff worked with determination and panache to implement a very successful summer program for the dependent children. The success of the program generated a plan for expansion of the program in 1986.⁶ Cardio-pulmonary resuscitation (CPR) certification for CDC staff was implemented in 1985, and two Resusci-Babies were purchased and used by CDC personnel to train dependents on how to use CPR. In 1985, DPCA developed the Family Child Care Program whereby dependent children whose parents worked during the day would have a place to stay after school. By the end of the year, twenty-two homes on post were active participants in the program.

Summary

The Directorate of Personnel and Community Activities (DPCA) was an integral part of the lives of soldiers and dependents at Fort Rucker. Its units, such as the Administration and Management Branch, Army Community Services, Fort Rucker Dependent Schools, Alcohol/Drug Abuse Division, and Installation Morale, Welfare, and Recreation Fund were instrumental in providing much needed services to both military personnel and dependents in 1985.

DPCA FOOTNOTES

¹Hist (U), ATZQ-PA, 1985, hereafter cited as 85 PA History, material is extracted; Intvw, H.P. LePore with COL D.P. Vasey, 4 Dec 85, hereafter cited as Vasey Intvw.

²85 PA History; Vasey Intvw.

³Intvw, H.P. LePore with R.R. Sorrells, 8 Jan 86.

⁴Ibid.

⁵85 PA History; PP, Subj: Brief Review of CDS Program Structure, Jun 85, (SD 18); Reg AR 608-10, pp. 5-5 to 5-11, 15 Oct 83, (SD 19).

⁶PP, Subj: To Present the Impact Reduction of Space in the Elementary School, n.d. (SD 20).

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 until June 1985 and was succeeded by Chaplain (Colonel) Leroy Johnson who served from June to December 1985. The Family Life Chaplain was Major(P) Robert Lee until May 1985, and Chaplain (Major) Gustaf Steinhilber completed the year of 1985. There were twelve command chaplains and fifteen chaplain assistants. SSG Joyce Hill was the Chaplain Assistant Supervisor from January 1985 until August 1985 at which time she was replaced by SFC James Richardson. Sergeant Richardson supervised the Chaplain Assistants for the rest of 1985. Sister Mary Kavanaugh was the Catholic Religious Education Director for all of 1985 and Mr. Louie Reynolds was the Protestant Religious Director in 1985. Chaplain (Lieutenant Colonel) Ernest Chance was the Pastoral Coordinator for all of 1985. Chaplain (Major) Kenneth Ruppert 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 1985. These projects were in conjunction with the regular functions that were performed by the Post Chaplains.

The Chaplain Family Life Center conducted a program designed to meet varied needs of our soldiers and family members. Programs were conducted in parenting skills, marriage preparation, marriage enrichment, stress and family preparations for Christmas. Two new programs were a retreat for single soldier parents at Camp Victory and a Waiting Spouses Support Group. The retreat was funded with a Models Grant from the Chief of Chaplains Office. The Support Group was designed to assist spouses cope with long separations from spouses due to military service. This group continued into 1986. Chaplain Gustaf Steinhilber served as an adjunct support to other post support services. He continued to integrate spiritual elements of his office with emotional support and therapy for those whom he counseled in 1985.

Additional special programs held include the following: The National Prayer Breakfast with Archbishop Oscar Lipscomb as speaker; entertainment programs by international singer Bobby Michaels and magician Andre Kole, and the Annual Good Friday Drama and Easter Sunrise Service.

Special soldier programs conducted included Duty Days with God, Canoe Retreats and classes conducted in unit areas.

The installation continued to offer a variety of worship experiences to include weekday masses, Saturday and Sunday services for Catholic, Protestant, Lutheran, Episcopal and Jewish personnel and Memorial Services. Special holiday services were conducted at appropriate times throughout the year. Monthly Spanish Masses were conducted at Fifth Avenue Chapel following Chaplain Patrick Adkins' arrival.

Problem Areas

There appeared to be no discernable problems.

Summary

Colonel James Hansen was the Center Chaplain through May 1985 and was succeeded by Chaplain (Colonel) Leroy Johnson the rest of the year. There were a total of eighteen chaplains serving the pastoral needs of Fort Rucker soldiers, their families, and retirees in 1985. In turn, the Chaplains were ably supported by Sister Mary Charlotte Kavanaugh, the Catholic Religious Education Director and Mr. Louis Reynolds, the Protestant Religious Education Director.

In 1985, 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 ecumenical revival, and various denominational and non-denominational programs. The Center Chaplain supervised the religious education programs on post, and served as an adviser to the Commander on matters pertaining to religion, morals, and morale.¹

CENTER CHAPLAIN FOOTNOTES

¹Hist (U), ATZQ-CH, material is extracted.

UNITED STATES ARMY AVIATION BOARD

The United States Army Aviation Board (USAAVNBD) was a very significant organization in Army Aviation and at the Aviation Center at Fort Rucker, Alabama in 1985.

It had a broad based mission which included the planning, conducting, and reporting on operational tests and other user-type tests of aviation materiel. As an inclusion in its broad based mission mode, the USAAVNBD also participated in flying developmental test mission profiles with the US Army Aviation Development Test Activity to support collocation of testing organizations and also provided advice and guidance concerning ground and flight tests--many times under the direction of the Commanding General, TRADOC.

The Aviation Board was commanded by Lieutenant Colonel Troy E. Burrow and Colonel Stanley E. Grett in 1985. LTC Burrow and Colonel Grett respectively wore two hats in 1985; they were both the Commander and President of the USAAVNBD. Additionally, they served as senior adviser to the Commanding General, USAAVNC, on test related matters. LTC Burrow was at the Board from 1 January 1985 until 24 June 1985, at which time Colonel Grett succeeded LTC Burrow and commanded the Board for the remainder of the year. Lieutenant Colonel John W. May was the Executive Officer all of 1985, and Sergeant Major Nicholas K. Smythe was the Board Sergeant Major for the entire year.¹

Accomplishments

Throughout 1985, USAAVNBD performed a number of classified and unclassified tests and evaluations on equipment and systems which would affect Army Aviation.

A primary example dealing with the methodology of operational testing of equipment in an aviation environment concerned the XM 40-series Chemical, Biological (CB) Protective Masks and US-11 Respirator.

The test of the above equipment took place at Fort Hunter-Stewart, Georgia, from 4 February to 6 June 1985. Seven subtests were also undertaken to assess the masks in specific areas such as aircraft control; communications; target acquisition with binoculars in the OH-58C and telescopic sighting unit in the AH-1S (MC); night vision goggles; gunnery; mission specific functions in the CH-47A, such as sling-load operations; troop insertion mission(s) in the UH-60A; and an extended wear subtest.²

The aircraft used for the test, total number of sorties, and flight hours flown were as follows:

	<u>OH-58</u>	<u>AH-1S</u>	<u>UH-60</u>	<u>CH-47</u>	<u>RU-21</u>
Sorties	175	496	86	55	5
Flight Hours	278.8	364.2	80.6	42.0	5

The above data was important because Army Aviation had not received protective CB devices until 1962 as opposed to the Infantry and other branches which had received combat protective masks during the early 1950s, and which later under went a number of changes to make them more impervious to enemy CB agents. However, it was not until 1981 that Army Aviation under went testing of a prototype XM-series mask, only to have it declared unreliable. Finally, in 1983, the Army approved the testing of the XM 40-series protective masks. Aviation was included in this testing mode. The Department of the Army approved Required Operational Capability (ROC) for an improved protective mask in May 1985. The Aviation Branch had, however, been busy since early February 1985 testing CB equipment in aircraft because it was realized that the validity of testing the mask was predicated on extensive aerial testing. The total flight hours used for the testing of the mask and respirator totaled 780.5 hours. The sample range of pilots per subtest was from 5 to 24 pilots with 10 being the most frequent.

In 1985, the Aviation Board also became involved in the testing of ground components such as the portable, lightweight aircraft maintenance shelter also known as the Shelter Maintenance Transportable (SMT). It was realized by the Army that, in a combat environment, it was not feasible to have permanent hanger structures for Army aircraft such as the UH-60 and the AH-64.

The SMT, both ground and air transportable, is made up of five inflatable, removable sections. The SMT was tested at Hunter Army Airfield (AAF), Georgia, by members of the 24th Combat Aviation Battalion (CAB). The test took place from 12 August to 13 November 1985. During this period, the mobility of the SMT was evaluated, and the shelter was tested during performance of normal aircraft maintenance functions.

During 1985, the USAAVNBD also completed a Follow-on Evaluation (FOE) of the Nap-of-the-Earth Communications System II (NOE COMM II). The purpose of this FOE was to obtain operational data for use in evaluating the relative effectiveness of the high frequency-single side band radio of the NOE COMM package when used for air-to-air, air-to-ground, and ground-to-air communications by Army aircraft operating at NOE altitudes.

NOE communications became a problem during the Vietnam conflict when Army helicopters were required to fly NOE flight profiles to reduce vulnerability to improved/ground based antiaircraft weapons systems. Very high frequency--frequency modulated communications are limited to line of sight. This degrades the ability to communicate between Army

aircraft and limits the commander's flexibility in the commitment of his forces.

One of the major issues to be answered by the FOE concerns the ability of the NOE COMM package to furnish reliable and continuous air-to-air, air-to-ground, and ground-to-air communications from zero to 50 kilometers for vehicular-mounted radios, fixed ground station installations, and Army aircraft operating in the NOE environment over desert; mountain; and rolling, hilly, wooded terrain.

Another issue that was to be answered concerned the effect hostile electronic countermeasures might have on the NOE COMM system.

The test was conducted in an operational environment at terrain flight altitudes at Dahlonga, Georgia, and Fort Huachuca, Arizona.

Two operational test projects--both of which are classified--that challenged the Board in CY 1985 were the AN/APR-39A (XE-1) Radar Warning Receiver and the AN/AVR-2 Laser Detection System.

The radar warning receiver system was developed to identify and locate highly sophisticated threat radars and Air Defense Artillery systems. The purpose of the test was to assess the survivability enhancement offered by the XE-1 system and to determine aviator training requirements for its use. Following initial training of participating personnel at Fort Rucker, Alabama, the test was conducted at the Naval Weapons Center, China Lake, California, with the final phase performed at Fort Rucker.

This test required extensive support from military units, both Army and Marine; from the Tennessee National Guard; and from civilian contractors. A variety of problems emerged to thwart its successful completion. A shortage of personnel required that the test be conducted with three fewer Board personnel than the number deemed essential.

Because a comparison of radar warning systems had to be made, two entirely different types of systems had to be maintained throughout the test. In addition, as many as six radar sites had to be operational at any given time. Further, two AH-1Ss, two OH-58s, and one UH-1 had to be deployed cross-country four times between Fort Rucker, Alabama, and China Lake, California.

Despite the shortage of test personnel, the operational test was successfully completed in a timely manner. All radar warning equipment was properly and efficiently maintained as were the radar sites, and all the cross-country flights involving the five helicopters were completed safely without any flight or maintenance problems.

While performing the test, Board personnel accomplished tasks that exceeded those required by the test. Not only did they evaluate the hardware and the maintenance support but also developed and verified new tactics for pilots to employ against threat radar sites to enhance aircraft survivability. In addition, Board personnel effected a savings of approximately \$87,000 from the programmed expenditures.

The Laser Detection System was a demanding test designed to assess the survivability that could be provided scout and attack aircraft by the laser detection system. In addition, the operational effectiveness, military utility, and operational suitability of the laser detection system in the AH-1 and OH-58 airframes were examined.

The need for such a system surfaced in the mid-1970's when the Department of Defense threat community learned that opposing forces were beginning to use weapon systems with laser rangefinders in increasing numbers. It became obvious that if U.S. Army aircraft were to survive encounters with laser equipped threat weapon systems, a device to detect lasers and warn aircrews of the impending threat in time for them to take appropriate action was essential. Subsequently, the AN/AVR Laser Detection System was developed.

This test was conducted at Fort Chaffee, Arkansas, and required two months to complete.

While enhancement of survivability of Army aircraft is of the utmost importance, it is of little value unless the safety of aircrews is similarly enhanced. Toward this end, the Aviation Board conducted the AH-64 Aircrew Protective Mask (XM-43) Operational Test II.

Some portions of the XM-43 mask test were conducted at Hunter Army Airfield, Georgia; others, at Fort Rucker, Alabama. This test was designed to assess the operational effectiveness of the XM-43 mask and its compatibility with the AH-64 subsystems. A portion of this test concerned comfort over extended periods of time. This portion was assessed using data gathered from mission profiles flown in the AH-64 by test players throughout a standard mission day.

A relatively short but significant test completed in CY 1985 was the Elimination of Hot Spots System for XM-41 Chemical, Biological (CB) Protective Mask. This test was conducted to determine which of three available suspension systems was the most compatible and comfortable system for simultaneous use of the SPH-4 Flyers Helmet and the CB mask.

Previous CB mask tests identified unacceptable levels of discomfort associated with candidate CB protective masks when worn with the SPH-4 Flyers Helmet. This discomfort is commonly referred to as "hot spots." Hot spots occur as a result of protective mask webbing straps and buckles being pressed against the head of the wearer under the weight of his helmet.

The test was conducted at Fort Rucker, Alabama. The United States Army Aviation Center provided 11 pilot participants for the test. Each of the 11 pilots planned and flew three 1.5-hour instrument profiles in a simulator environment while wearing an SPH-4 Flyers Helmet. To simulate worse case conditions, each aviator also wore night vision goggles 50 percent of the time.

Each aviator received a minimum of two days' rest between test periods of each of the three candidate suspension systems.

A pilot test was conducted on 1 November 1985 for a 3-hour period to validate the test concept and methodology, with the actual test and valid data collection commencing 4 November 1985.

Summary

The USAAVNBD at Fort Rucker, Alabama, had a broad based mission which included the planning, conducting, and reporting on operational tests and other user-type tests of aviation materiel. It also provided advice and guidance concerning ground and flight tests, often under the direction of TRADOC and DA.

Lieutenant Colonel Troy E. Burrow and Colonel Stanley E. Grett were the Commanders of the Aviation Board in 1985.

USAAVNBD FOOTNOTES

¹Hist (U), 1984 AHR (RCS ATZQ-OSS-H) 1 January 1984 to 31 December 1984, p. 50, material is extracted; Hist (U), 1985 AHR.

²Rep (U), Final Test Report, Operational Test II (OT II) of the XM-41 Chemical, Biological (CB) Protective Mask and US-11 Respirator, 27 September 1985. Report Documentation Page, p. 1-1 (SD 21).

³Ibid.

DIRECTORATE OF PLANS AND TRAINING

In 1985, the Directorate of Plans and Training (DPT) was under the command of Lieutenant Colonel Garnett E. Crask and Colonel James B. Sauer. With a total personnel strength of 223 men and women, its mission was far-reaching and impactful. Its broad diversity of functions preclude the listing of each DPT unit other than being addressed individually when being reported upon for historical purposes.

Accomplishments

The Resource Management Division supervised the administrative functions of the directorate in 1985. It became administratively responsible during the year for additional activities such as Security Division; Plans, Operations, and Mobilization Division (POMD); Directorate of Information Management (DOIM); and Educational Division. The division also incurred additional responsibility for five Army Management Structure Codes (AMSC) which gave it a total of 12 codes. It also supervised the flight training contract for a new vendor.

The DPT Resident Training Division (RTD) was the coordinator with Directorate of Training and Doctrine (DOTD) on implementation of resident programs of instruction (POI) and plans for implementing changes and future courses. In 1985, the RTD Plans Branch dealt with Instructor and Key Personnel Training (IKPT) delays dealing with the AH-64. Most of the delays were precipitated by lack of aircraft availability; however there were also delays in the procurement of training devices which forced postponement of resident training until June 1985. On the positive side, the branch planned and coordinated five interactions of Spanish-speaking helicopter training for Latin America, and scheduled the feasibility of consolidating OV-1 Mohawk training with Fort Huachuca, Arizona.

The Airfield/Airspace Branch advised DPT in 1985 dealing with operations, maintenance, and safety of airspace, basefields, stagefields, and selected civil facilities. It also provided staff planning for aircraft tactical landing areas, aircraft navigation and communication facilities, air traffic control, and aviation safety matters. During the year, the branch developed a training, airspace, and noise briefing, and presented it to civilian and military groups. It also coordinated and revised special airspace routes and corridors for use in stratified training airspace structure, and established a Hazard Alert working group for quarterly review of all airspace, routes, corridors, and procedures. Basefield and stagefield realignment plans came under the Airfield/Airspace Branch in 1985.

The DPT Programs Branch developed course class schedules for all Aviation Center POIs; determined aircraft requirements, flight hours, and ammunition requirements, and monitored student training loads at the USAAVNC.

In 1985, the branch maintained the USAAVNC flying hour program within two percent and the course shortfall rate below two percent. It also assisted in obtaining additional aircraft and instructor pilot

assets for the USAAVNC. Noteworthy was the ability of the Program Branch to manage IERW training through additional active Army warrant officer reductions and realignment of the course to decrease the casual student population between refresher courses and IERW training.

The DPT Training Division supervised the overall coordination of training activities for the directorate in 1985. Its subordinate five branches; Scheduling, Aircraft Management, Range, Individual Training, and Test Control branches were vital in all aspects of training, management, coordination, and control.

For example, in 1985, the Training Branch scheduled transportation, classrooms, stagefields, and stagefield support for 9,200 flight and non-flight students. Playing the number games successfully, the Training Branch coordinated the use of aviation fuel from local distribution sources, and distributed approximately 24,000 training schedules for over 40 in-resident courses and supporting activities each week. Over 128,000 flight simulator hours for the Aviation Center were scheduled and implemented by the branch during 1985.

The Aircraft Management Branch was responsible for the USAAVNC fleet employment with all activities and agencies at Fort Rucker in 1985. This included the scheduling of over 308,000 training flights which accumulated in over 410,000 flight hours. As an aside, there were 130 special missions flown for functions such as the Public Affairs Office, Army Recruiting Command, and Joint Services requests. Many of these missions came about with great alacrity, or with little prior planning, so the branch had to at times exhibit some juggling bravura to meet these requests, but were normally able to meet these exigencies.

DPT's Range Branch was the unit behind the gun(s) so to speak. To put it succinctly, the branch maintained and coordinated use of the Fort Rucker Range Complex. What is entailed was the assiduous supervision of two aerial gunnery ranges, 42 training areas, and numerous other small arms ranges and firing points. A significant accomplishment by the Range Branch in 1985 was the development and completion of the AH-64 Interim Range. The completion of this range expedited AH-64 firing training which was an accentuation of the positive in regard to meeting training milestones. During 1985, there were no accidents or incidents on any of the ranges to mar any training.

Acting as the installation proponent for activities and functions normally associated with G3 responsibilities in areas not related directly to aviation, the Individual Training Branch had extensive responsibilities concerning the determination, coordination, and preparation of non-aviation courses such as, the Primary Leadership Development Course (PLDC), Basic Noncommissioned Officer Course (BNCOC), and the Air Assault School.

The Test Control Branch administered the Skill Qualification Test (SQT) in over 150 MOSCs representing over 4,000 soldiers at Fort Rucker in 1985 and, during the same time frame, administered the Common Task Test (CTT) to over 2,700 soldiers on post. The DPT Test Control Branch also served as liaison between USAAVNC and the SQT Management Directorate

at Fort Eustis, Virginia. The branch in its determination to serve its USAAVNC soldiers established 43 stations to accommodate the 17 basic tasks for the CTT.¹

The Plans, Operations, and Mobilization (POM) Division had the responsibility for monitoring and coordinating all installation level activity dealing with Operational Security; Emergency and Planning and Executional Nuclear, Biological, and Chemical (NBC) Defense Activities; Operational Activities involving two or more installation organizations; and Operational Activities which involved Fort Rucker and other installations. Lieutenant Colonel Wallace J. Bowen was Chief of the POM Division.

An important DPT organization was the POM Branch which had the responsibility of development and coordination of installation contingency plans. It also provided and operated the Emergency Operations Center (EOC) facility. Mr. John E. Lewis was POM Branch Chief in 1985.

In 1985 the POM Branch was busy. It published four contingency plans and one draft plan; four Standing Operation Procedures (SOP); fifteen LOIs, and three after action reports. Three General Officer level briefings were conducted during the year. In 1985, the Emergency Operations Center responded to 108 instances of severe weather, seven of which required non-duty hour activation of the EOC; this did not include the four times the EOC was activated to handle hurricane-related contingencies. (The two hurricanes, Elena and Kate and their impact upon Fort Rucker will be reported in an adjacent unit.) Further activation of the EOC took place four times for Emergency Deployment Readiness Exercises (EDRE). Six Post Support Activity (PSA) operations and three Departure/Arrival² Airfield Support Group operations were staffed by the POM Branch.

The DPT Operations Branch was the Aviation Center's tasking agency for Mobile Training Teams and New Equipment Training Teams (MIT/NETT); Joint, Command Post, and Field Training Exercises (JTE/CPX/FIX). It also augmented the EOC operating staff upon activation; and very important to its mission was its role in planning, coordinating, and supervising parades.

The Security Division planned, executed, and administered the Intelligence, Counterintelligence, and Security programs of the Aviation Center and its tenant activities. Mr. Marion E. Hill was the Division Chief of the division which ostensibly met its goals, but suffered from a dearth of staff, and divisions of labor inappropriate to personnel grade structure.

During the calendar year, the Security Division processed 342 requests for personnel security investigations; conducted 3,982 local records checks; validated or issued 5,011 security clearances; suspended/denied/or revoked security clearances of 43 military and civilian personnel; conducted 39 security inspections; cleared 92 classified and unclassified documents for release to U.S. industrial firms; and prepared

responses to 70 foreign visit requests in clearing 316 foreign military and civilian representatives to visit Fort Rucker during 1985.

As the primary point of contact for coordination and implementation of training aids requirements for Fort Rucker, the Training and Audio-visual Support Division (TASO) was one organization long on talent, but at times fighting hard to accomplish everything for everybody. However, under the supervision of Mr. Clyde S. Tullos, TASO contributed much to bring to life the history of Army Aviation; provide high quality training devices and devices for the Aviation Branch; and process an exceptional number of photographic support items for a seemingly infinite number of users.

TASO at times during CY 85 was hard pressed for meeting work requests and establishing priorities. At times it seemed priorities were decided either by the ubiquitous tasking slips or action DFs, and better yet, the plaintiff wails of those (the Command Historian included) pleading that TASO put aside everything short of blowing their cool to complete their projects first. More often than not, their lack of cogency, or inability to look TASO staff directly to their face when making their protests of importance gave them away. The TASO staff would then summarily tell them they would have to wait their turn. Once in awhile, the Command Historian would get the TASO staff to acquiesce his exigencies by keeping a straight face and promising to write about them in glowing terms. Oh, such gullible people!!

One DPT organization "came out of the cold," so to speak, when the Army Education Center, once part of the School Secretary in 1984, came under the hegemony of DPT in 1985. Mr. Paul B. Rahenkamp was the Education Services officer for all of 1985. The Army Education Center was an operational unit for the Armywide Continuing Education System (ACES) and provided a Basic Skills Education Program (BSEP) II and an Advanced Skills Education Program (ASEP). Other educationally significant programs and services were provided, such as an ACES learning laboratory, an ACES testing service, an MOS Library, and a Programed Logic for Automated Teaching Operation (PLATO). All of the above did much to enhance the educational opportunities on post. A noteworthy addition to the Army Education Center was the implementation of a Doctor of Education Program at Fort Rucker by Auburn University. During 1985, 59 Associate Degrees; 48 Baccalaureate Degrees; and 39 Masters Degrees were awarded to Fort Rucker personnel.

The final DPT unit, but not the least significant one to be historically examined was Detachment 9, 5th Weather Squadron, United States Air Force. Under the command of Major William F. Markert, United States Air Force, Detachment 9's mission was to provide indigenous weather support to the USAAVNC and other units assigned to and/or transitioning Fort Rucker. Major Markert, as the Detachment Station Chief had the function of keeping the Chief of Staff and Commanding General apprised not only of contemporaneous weather, but also of any foreseeable climatological exigencies which might affect Fort Rucker and the surrounding community.

In February 1985, it became a categorical imperative that the Fort Rucker closed circuit television (CCTV) be updated to make extensive use of micro-computers which would bring about a technological enhancement of observational and forecast data, plus upgrading the system to a color system. The implementation of a computer generated telephone dialing system was necessary to send forecast and observational data to remote stagefields currently bereft of the above capability. The project was given the green light for construction.

Brigadier General Rudolph Ostovich III, the Assistant Commandant, showed a great deal of interest in the possible use of lunar illumination for Night Vision Goggle (NVG) training. The Assistant Commandant used the paradigm of German and U.S. weather personnel in West Germany being able to determine available light forecasts for NVG training. The Assistant Commandant queried Major Markert whether the Air Weather Service (AWS) had the capability to provide hourly light forecasts for NVG training. He was told AWS had not that capability, but would state the exigency for such a capability. The Air Force studied the Fort Rucker presentation but made no decision concerning the request by the end of the year.

In April 1985, two engineers from the Engineering Installation Division (EID), Tinker Air Force Base, Oklahoma, surveyed Fort Rucker and tentatively selected three potential sites for installation of the Next General Radar (NEXRAD) because of the important training mission and volume of air traffic. NEXRAD, a Doppler weather radar, was a vastly superior radar to the encumbent radar because it was able to provide a more rapid and accurate assessment of severe weather. After careful deliberation, the project was passed upon and construction was to begin in early 1986.

In June 1985, the USAAVNC Disaster Plan was prepared and under went a series of exercises in order to ameliorate any problems. Major Markert prepared the weather annex to the Disaster Plan which designated support policies in regard to tornados, hurricanes, other natural disasters, major accidents (aircraft and industrial) and civil disturbances. Problem areas were worked out because it would be only two months before the real thing--Hurricane Elena--was going to force activation of the Disaster Plan. Later in the fall of 1985, Hurricane Kate precipitated further activation of the Disaster Plan.

Detachment 9 personnel did not have to wait very long for implementation of the Aviation Center Disaster Plan, because on 25 August 1985, tropical storm Elena (soon to be upgraded to hurricane status) was out in the Gulf of Mexico causing a great deal of concern and rightly so. The next day, Elena became a hurricane and the Post Emergency Action Staff (EAS) was activated. It coordinated resource protection action and planned for what was to be the first of two evacuations of personnel from Tyndall AFB, Florida on 30 August 1985. Eighteen hundred military personnel and dependents from Tyndall AFB were evacuated to Fort Rucker, released the next day, only to have to return to Fort Rucker on 1 September 1985. Major Markert and his unit kept all of the significant units and personnel constantly apprised as to the status and direction of Hurricane Elena.

Less than two months later, on 20 November, the EAS was activated; this time for Hurricane Kate. The hurricane's path necessitated once again the evacuation of Tyndall AFB personnel and dependents to Fort Rucker. As with Hurricane Elena, Detachment 9 personnel constantly monitored the track of Hurricane Kate, and made proper assessment of its movements. Aided by the timely weather forecasting of Detachment 9 personnel in regard to both hurricanes, no damage was incurred to aircraft, equipment, buildings, or injuries to personnel.*

In 1985, the Army considered moving the OV-1, Mohawk training from Fort Rucker to Fort Huachuca to consolidate Mohawk maintenance. Another factor, though not of extreme significance, was that of weather. A comparison study was done of the flying conditions including ceiling and visibility and it was found that from a weather perspective, flying conditions were better at Fort Huachuca.

Summary

The Directorate of Plans and Training (DPT) and its Training and Plans Division and branches were the facilitators of training at Fort Rucker in 1985. It also dealt with command security; training aids, and weather reporting, and also emergency mobilization.

*See DPT unit on Hurricanes Elena and Kate for total assessment of the hurricanes and their effort upon the Aviation Center mission.

DPT FOOTNOTES

¹Hist (U), ATZQ-DPT, 1985, hereafter cited as DPT 85 History, material is extracted.

²Tasking Report, DPT, POM, Oct 86, (SD 22); RMOPS, Fort Rucker Mobilization and Operational Planning System, Vol III, Part 5, June 1985, material is extracted; RMOPS, Hurricane Kate, After Action Report, 18-22 Nov 85, (SD 23); Ltr (U), ATZQ-CG to AFKD, OP, 26 Sep 84, (SD 24); After Action Report, ATZQ-PT-P-EOC, Subj: After Action Report - Mobilization Station Briefing for LTG Graham, 21 Feb 85, (SD 25); Memo, ATZQ-PT-EOC, Subj: REFORGER-85 Letter of Instruction, (LOI), No. 1, (SD 26); RMOPS, After Action Report, Hurricane Elena, 28 Aug-2 Sep 85, (SD 27); Memo, ATZQ-PT-P-EOC to ATZQ-GC, Subj: Concept Plan for the Reserve Component Unit (RCU) Mobilization Conference, 8-9 Feb 86, ACTION DF, (SD 28).

³Memo, Det 9, 5th WS to 5th WS/DOO, Subj: AWDS Locations and Requirements Update, 20 Mar 85, (SD 29); Memo, Det 9, 5th WS to 5th WS/DON, Subj: Lunar Illumination for Night Vision Goggle (NVG) Training, 8 Apr 85, (SD 30); SS, DPT to DES et al, Subj: Approval of Tentative Site Selected for Installation of Next Generation Radar, 14 June 85, (SD 31); Ltr, (U), ATZQ-DIC to EID/EIELT, Subj: Approval of Your Statement of Intent, (SD 32); Encl, Statement of Intent n.d., (SD 33); ANNEX 1c to USAAVNC DISASTER PLAN, n.d., (SD 34); Memo, DPT, Subj: Limiting Weaker Conditions for Mohawk Training, 8 Jan 86, (SD 35).

MOBILIZATION AND EVACUATION: A study of two hurricanes and their impact upon the Aviation Center Mission.

HURRICANE ELENA

In 1985, the United States Army Aviation Center (USAAVNC), Fort Rucker, and the coterminous Wiregrass were influenced by the presence of two ominous forces of nature--these being Hurricanes Elena and Kate.

Because of being located in what is known as "Hurricane Alley," that area being from Corpus Christi, Texas, to Apalachicola, Florida, it was imperative that Fort Rucker have a contingency plan to deal with hurricanes, tornados, and similar emergencies. In July 1984, the Aviation Center through its Emergency Operations Center (EOC), which was under the Directorate of Plans and Training (DPT) promulgated a Hurricane Alert and Evacuation Plan which included a protection plan for Tyndall and Eglin Air Force Bases (AFB), Florida; evacuees who would ostensibly come to Fort Rucker in case of an emergency such as a hurricane. Thirteen months later because of Hurricane Elena, the Fort Rucker plan was implemented. It was also realized by the Aviation Center that if there was ever an actual hurricane, or the threat of one in the Fort Rucker area, in all likelihood, there would be an attenuation or cessation of all training which could have an adverse effect on the center and school mission. (The writer will throughout the narrative allude to the interrelationship of the Aviation Center training, mission, and the evacuation of Tyndall AFB personnel and dependents to Fort Rucker.)¹

Stage One: Plan, Notice, and Alert

What might have seemed later to some people as being a sense of prescience or fortuity, the USAAVNC in August 1985 formulated a severe weather plan. At this time, under the direction of DPT, the conferees discussed and planned a scenario which dealt with hurricane evacuation and protection for Fort Rucker and contiguous areas. One of the important discussion points dealt with to what extent a mission could or should be maintained during an emergency or emergencies. It was finally decided that the maintenance of the Aviation Center and School mission would be determined by the extent and severity of any contingency.

Few, if any, of the attendees at the above severe weather plan meeting had any idea that it would be a very short time until they would implement what they had discussed and practiced.²

On 28 August 1985, an ominous-looking weather pattern began forming off Cuba and moved into the Gulf of Mexico. Upon moving westward towards the Gulf of Mexico, it seemed the weather disturbance might possibly become a hurricane. At approximately 1200 hours on the 28th, Eglin AFB, Florida, notified the Emergency Operations Center (EOC) at Fort Rucker that it was declaring Hurricane Condition 4 (HURCON 4) status. (Four being the least threatening on a scale to one.)

The EOC in turn notified DPT's Installation Security Plans and Operations (ISPO) Division of Eglin's hurricane status. It also notified

USAAVNC units such as the Directorate of Engineering and Housing (DEH); the Aviation Training Brigade (ATB); 1st Aviation Brigade; Military Police Activity (MPA); United States Army Aeromedical Center (USAAMC); Aircraft Logistics Management Division (ALMD) of DIO; and the Directorate of Personnel and Community Activities (DPCA). These organizations were to be significant players, during the implementation of what was to be an eventual evacuation plan.³

As the 1985 Labor Day weekend approached, Detachment 9 of the 5th Air Force Weather Squadron, under the command of Major William Markert, United States Air Force, began plotting what was eventually to become Hurricane Elena. During the next several days, Major Markert and his squadron personnel were important players in the drama of Hurricane Elena. Their ongoing weather briefings during the period of 28 August to 2 September 1985 were instrumental in the successful implementation of the Fort Rucker evacuation support for Tyndall AFB.

On Thursday, 29 August 1985, the Fort Rucker EOC was notified that Hurricane Elena could possibly be a source of danger to Fort Rucker and the adjoining areas. Upon receipt of this notification, Lieutenant Colonel Wallace J. Bowen, Chief of the ISPO Division, activated the EOC at 0900 that same day. Messrs John Lewis, Cecil High, Donald Ford, and Glenn Reeder, along with support personnel were responsible for operating the EOC and coordinating the myriad of activities which took place during Hurricane Elena. DPT notified the Chief of Staff, Colonel Andrew J. Miller, Jr., of the activation of the EOC, and the severity of Hurricane Elena. He convened a meeting of the directorates and staff agencies at the EOC on the same day. His directive was simple: Get ready for any contingency as soon as possible.

Also on the 29th of August, EOC notified Fort Benning, Georgia, of the hurricane threat and the possibility of having to evacuate Fort Rucker personnel and aircraft. Fort Benning was a preassigned evacuation point so it now had the time to make at least desultory preparations to handle people and/or aircraft.⁴

The presence of Hurricane Elena made it apparent training at Fort Rucker would in all likelihood be reduced if not totally stopped. Precautionary measures were taken such as tightening loose equipment and removing debris from billeting, dining, and training areas. During the early morning of 29 August 1985, the Branch Historian maintained physical and telephonic contact with the EOC so as to be apprised of what was taking place. It was not long until it was realized the Branch Historian should record what was happening, and it was suggested he come to the EOC to chronicle the activities dealing with the saga of Hurricane Elena. The next day, 30 August 1985, he reported to the EOC, when he spent most of the Labor Day weekend taking copious notes and recording his observations. (His notes were wed in the after action reports and daily logs of that weekend. Also the Branch Historian at Fort Rucker was to be made a member of the EOC group.)⁵

By midday of the 29th of August, movement to action began. Colonel Miller directed the hanging/stacking of close to 600 Fort Rucker aircraft. The Aircraft Logistics Management Division (ALMD) of DIO

became the organization responsible for the implementation of Colonel Miller's directive. By the evening of the 30th of August, most of the aircraft were moored in the hangars at Cairns, Lowe, Hanchey, and Shell Fields, and at Yano Hall on the main post. However, a number of UH-1 helicopters were left outside, but tied down at Cairns and Lowe Fields, and some ground vehicles were utilized as a means of windbreaks for the above aircraft. With the securing of aircraft at Fort Rucker, flight and related training came to a halt.⁶

Relative to the movement of aircraft away from the path of Hurricane Elena, the Coast Guard moved 13 aircraft and 57 personnel from its facility at Mobile, Alabama up to Cairns on the evening of the 29th of August. By 1930 hours the Coast Guard aircraft and personnel were ensconced safely at Fort Rucker. However, on the 30th of August, the Coast Guard decided to move their helicopters further inland to Memphis, Tennessee and Columbus, Mississippi to lessen the possibility of damage to the aircraft and injury to personnel if Hurricane Elena struck Fort Rucker.

Tyndall AFB Evacuation to Fort Rucker

The erratic nature of Hurricane Elena from late evening of the 29th into the early hours of the 30th of August brought up the red flag. On the morning of the 30th, Elena began to move precipitously towards the coast of northwest Florida (known as the "Panhandle.") Over 100,000 people, including Air Force personnel and dependents from Eglin and Tyndall AFBs and Hulbert Field live in the area where Hurricane Elena might land.

At 0030 on the 30th of August 1985, the Tyndall AFB Emergency Operations Center notified the Aviation Center EOC of its intention to evacuate approximately 2,000 personnel to Fort Rucker. Shortly thereafter, Eglin AFB notified the Fort Rucker EOC that its personnel would not be evacuated to Fort Rucker. As an aside, it was believed that Eglin AFB personnel would ostensibly go to Maxwell AFB, Montgomery, Alabama, in the likelihood they would have to be evacuated.⁸

Meanwhile, at Fort Rucker, the wheels were being set in motion to handle the expected 2,000 or more Air Force personnel and dependents from Tyndall AFB. The Directorate of Engineering and Housing (DEH) moved swiftly to open Building 3206 to receive incoming Tyndall AFB personnel who had arrived from the Florida coast to Fort Rucker. By 0300 hours on the 30th of August, the post was ready to receive evacuees. The EOC did not have to wait long. At approximately 0400 hours, the first evacuees--from Hulbert Field--arrived at Fort Rucker and were billeted in Building 3206.⁹

During the early morning hours, LTC Bowen briefed Colonel Miller on the current alert operations. The Chief of Staff summarily ordered the cancelling of all Aviation flight training. The cancelling of flight training, though being somewhat of an inconvenience, was necessary; not only because it was apparent flying was becoming hazardous, but additional personnel¹⁰ were needed to assist in any emergency(ies) relative to Hurricane Elena.

By 0630, the Tyndall AFB evacuation was underway. LTC Bowen and the EOC staff, to use the cliché, "got the ball rolling," and notified units, such as the Military Police Activity to set up traffic control points at the Daleville, Ozark, and Enterprise gates to direct evacuees to the inprocessing area and to keep traffic moving on and through the post. Fortunately, the civilian and military work force had already reported to work (0730) by the time most Tyndall evacuees were preparing to move northward from Florida to Fort Rucker, so there was no impingement of vehicular traffic off, on, or through the post. The Branch Historian queried EOC personnel however as to why the Fort Rucker civilian work force had not been directed to remain at home if there was the possibility of a hurricane striking the area. He was told there was no eminent threat of a hurricane, and if there was a threat, the civilian work force would have been sent home in a staggered manner to mitigate traffic problems.

Throughout the day of 30 August 1985, evacuees from Tyndall AFB kept arriving. Upon their arrival, and subsequent inprocessing, they were directed to billeting areas such as the new unfinished barracks complex between Andrews Avenue and 5th Street; the Physical Fitness Center (PFC), and some older barracks.¹¹

The Directorate of Engineering and Housing; the Directorate of Personnel and Community Activities (DPCA), and the Red Cross, augmented by a number of volunteers inprocessed over 1800 people through the day and into the evening and night. On board to assist the Fort Rucker EOC was the Tyndall Evacuation Support Team commanded by Lieutenant Colonel Michael Bell, and administered by Captain Cheryl Zadlo. The EOC and the Tyndall team worked extremely well together to resolve what appeared to be a plethora of problems--most of which became resolved or at least ameliorated.¹²

What was Hurricane Elena doing during this time? It was meandering back and forth across the Gulf of Mexico. Major Markert and his personnel of Detachment 9 of the 5th Air Force Weather Detachment were monitoring the rather capricious behavior of Elena, and at times had their hands full attempting to keep everybody apprised of what Elena was doing.

Throughout the early evening and into the night of the 30th, Colonel Miller chaired several briefings at which time the directorate commanders, Major Markert, and Tyndall AFB personnel addressed issues such as weather, billeting, mess facilities, medical support, traffic control, and media communication. As with any evacuation and concomitant operation, there were problem areas. The sudden exigency made on Fort Rucker stores and supplies created shortages in some toilet supplies, paper and cloth towels; there was also a need for baby formula which was eventually met. There were also some logistical problems dealing with areas not having enough refrigerators, ice chests, etc.

Tyndall AFB provided a medical support team to augment the Lyster Army Community Hospital staff, and several Tyndall AFB hospital patients were evacuated to Fort Rucker by a Air Force hospital bus and then domiciled at Lyster where their treatment and convalescence continued. A Tyndall dependent decided to check out the obstetrics unit at Lyster Army

Hospital. She evidently found it not wanting and had her baby boy there. Lyster Army Hospital provided two helicopter ambulances (Flatirons) to be used¹³ in the event of any contingency. Fortunately no contingency occurred.

Dining facilities were kept open and meals were available to Tyndall evacuees. However there was some problem in excessive food waste.

On Saturday morning, the 31st of August, Hurricane Elena touched land near Tampa, Florida. Hurricane warnings were dropped from the Florida Panhandle and contiguous areas. The weather detachment down graded Hurricane Elena to HURCON 3 at 0900 hours. By 1145, Eglin AFB declared an all clear and at 1200, LTC Bell of the Tyndall support team directed that Tyndall evacuees begin returning to Tyndall AFB. At 1600, LTC Bowen, EOC IOC, directed the deactivation of the EOC as Tyndall's Commanding General, Brigadier General Richard A. Pierson extended his sincere thanks to Fort Rucker for its support and solicitous concern for the comfort, safety, and well-being of the Tyndall AFB personnel¹⁴ and dependents. Fort Rucker aircraft were returned to their own fields.

After spending approximately 24 hours in the EOC, the historian went home to get some much needed rest. He and the EOC chiefs decided it was extremely important to have a historical record kept concerning emergencies such as Hurricane Elena and to determine its impact upon the training and mission of the United States Army Aviation Center.

Re-Emergence of Hurricane Elena and the second evacuation from Tyndall AFB to Fort Rucker.

On 1 September 1985, Hurricane Elena did an abrupt 180 degrees and moved away from the Tampa area back out into the Gulf of Mexico. It headed northwest towards Panama City, Florida and Tyndall AFB. At 1200 hours, Governor Bob Graham of Florida issued a terse order, instructing all people living along the Gulf Coast to move inland immediately. At the same time, Tyndall AFB personnel were given the order to evacuate and return to Fort Rucker. It was the same scenario, only this time the number of evacuees coming to Fort Rucker numbered approximately 2600 as opposed to the 1800 who had evacuated to Fort Rucker the first time.

The Branch Historian was notified of the re-emergence of Hurricane Elena at approximately 1300 hours on 1 September. He returned to the EOC and upon entering the post, he noticed traffic control points were already set up at different gates to direct traffic. The EOC reopened at 1330. LTC Bowen and Colonel Miller were in the EOC shortly thereafter and by 1400 the post skating rink was reopened as the inprocessing center.

Colonel Miller directed that one building at a time be occupied by Tyndall AFB evacuees and that the overflow be sent to the Physical Fitness Center. The Aircraft Logistics Management Division (ALMD) moved rapidly to restack aircraft with the personnel it could muster.¹⁵

By 1500, Hurricane Elena was in the HURCON 3 mode and massive congestion on highways into Alabama from Florida was being reported.

People leaving Florida drove as far north as Montgomery, Alabama, to get away from Hurricane Elena's winds. Being this weekend was the Labor Day weekend, the post was on holiday status so military and civilian personnel were away, thus traffic moved even more smoothly on Sunday, the 1st of September 1985, than it had the previous two days.

By mid-afternoon of the 1st of September, all available Aviation Center and School personnel along with selected tenant organization personnel were pressed into service once again to provide support for the 2600 people coming to Fort Rucker. Tyndall AFB once again brought a medical support team to augment the Lyster Army Community Hospital staff. Seven Air Force patients--one of which was in labor--were processed into Lyster on the 1st.¹⁶

With the re-opening of the EOC, the Aviation Center directorates went into the operations mode. DIO reactivated the supplying of additional sheets, blankets, and rations and the 1st Aviation Brigade reopened mess facilities to prepare the evening meal (1700 hours); DPCA recalled volunteers and extended PX hours. Two Flatiron helicopters and five ambulance vans were placed on standby status on the 1st. With the increased number of evacuees, there were some problem areas such as with the acquisition of additional cribs, cots, bedding, toilet supplies, and related items. However, by the evening, most if not all of these had been rectified. Shell Field was opened as a rest stop in the early evening.¹⁷

Throughout the afternoon and into the evening weather briefings were given by Major Markert, and PAO provided ongoing news releases to local radio stations. Hurricane Elena was moving with alacrity in a northwest direction with a possible land fall in the Gulf Port, Mississippi area, and in fact, in the early morning hours, Elena came ashore in that region.

For having been uprooted twice in a three-day period, the Tyndall AFB evacuees' morale was quite good. Though they underwent some inconveniences, frustrations, and anxieties, they literally and figuratively "weathered the storm" quite well, aided in no small measure by the presence of Mrs. Sandra Pierson, wife of the Tyndall AFB Commander, Brigadier General Richard A. Pierson. Upon coming to Fort Rucker, ostensibly in the capacity as both an evacuee and the base commander's wife, Mrs. Pierson made her presence felt. Colonel Miller invited her to sit in on a situation briefing in the EOC, at which time she asked how she could visit the billeting areas. Colonel Miller graciously gave her carte blanche to visit where she wanted to and provided an escort for her. She visited Air Force personnel and dependents throughout the post and her solicitous attitude and presence made everybody with whom she came into contact feel reassured that all that was possible was being done for them and everything was going to turn out alright.¹⁸

Though as previously mentioned, traffic into and around the post was not a problem. The congestion on the highways from Florida to Alabama however was a different story. It took the Tyndall AFB Support Team over four hours to get from Tyndall AFB to Fort Rucker. The trip normally is no more than one and one half hours. The last official Tyndall vehicle

did not arrive on post until 2003--which was close to six hours after it had left Tyndall AFB.¹⁹

By 0100 on 2 September, the MPs closed traffic control points, and the early morning hours were uneventful at Fort Rucker. However, back over the Gulf of Mexico, Hurricane Elena was moving ponderously along north by northwest at a speed of between 12 and 15 miles per hour. By the early morning hours of the 2nd of September, Hurricane Elena had skirted Panama City, Florida and Tyndall AFB and struck land-fall near Gulfport, Mississippi. Fort Rucker²⁰ suffered the inconvenience of high winds, some downed trees and lines.

The weather along the Gulf Coast started clearing around 0800 on the 2nd of September; by 1100, Tyndall personnel began departing from Fort Rucker and heading southward to Florida. Later that afternoon, Tyndall notified the EOC that all personnel who evacuated to Fort Rucker had returned safely. Once again,²¹ kudos were extended to Fort Rucker by Brigadier General Pierson.

Looking retrospectively, the evacuation operation was a "team" effort by the men and women of both Tyndall AFB and Fort Rucker. Inter-service cooperation, camaraderie, dedication, pride, and professionalism was obvious. Fort Rucker officially closed the EOC at 1530 on 2 September 1985. It had been a busy four days and many lessons were learned. They will be discussed in the subsequent after action report analysis.

After Action Report Analysis

On 13 November 1985, the Emergency Operations Center of the Directorate of Plans and Training issued its after action report on Hurricane Elena. The report which went all the way to FORSCOM addressed a number of significant problems and issued numerous suggestions.

Persnnel

In the area of persnnel, certain Aviation Center units found their persnnel needs were somewhat affected, not by the hurricane itself, but from a lack of definitive guidelines concerning the use of soldiers during contingencies.

The 1st Aviation Brigade voiced no antipathy in regard to providing support to evacuees during the two Tyndall evacuations to Fort Rucker. In fact, it was the observation of the historian, based on his log sheets and the after action report, the 1st Aviation Brigade took pride in its support of the billeting and feeding of Tyndall AFB persnnel and dependents. However, the 1st Aviation Brigade believed its persnnel should be better utilized as far as providing specific services. It seemed to the Brigade S3 that the 1st Aviation Brigade was too often requested to have persnnel on call or standby, thereby reducing the assets available for mission accomplishment. This did not allow proper utilization of persnnel.

The Aviation Training Brigade (ATB) was very explicit concerning the use of its personnel. It recommended that all Fort Rucker personnel be placed on standby until released from duty by their chain of command. The training brigade believed standby status would reduce inequities in taskings and provide greater relief for shift work during emergency conditions. Also, the training brigade commander was not impressed with the fact his brigade was tasked to provide personnel to monitor buildings for evacuee assistance as the EOC Hurricane Plan had not stipulated such a tasking.

The ATB recommended it should not be tasked to provide evacuee assistance due to the requirements to evacuate and relocate aircraft, man the Tyndall Refuge Center at Shell AHP and provide VIP and disaster relief aircrews. The ATB further recommended that various course classes (OBC, AVNOAC, WOSC, WOAC, etc.) and/or personnel from other directorates be used to provide support. The ATB also stated that Eglin and Tyndall AFB personnel should also be required to provide self-help personnel, and attend pre-hurricane season briefings to better monitor their personnel and situations.

The ATB recommendations and comments were valid. Its personnel had been pressed into service to do things which mitigated its effectiveness to perform its primary mission of moving/flying aircraft out of the hurricane danger area. Other personnel were available to be used for hurricane support. The recommendation made by the ATB to involve Tyndall and Eglin AFB support personnel in pre-hurricane briefings was to be tentatively implemented in 1986.

The only other discernable personnel shortfall was with the Directorate of Personnel and Community Activities (DPCA), and that was the propensity of Red Cross and Army Community Services (ACS) volunteers being used for tasks other than their primary task of providing administrative support.

Billeting and feeding of the Tyndall evacuees were also addressed in the after action report. The Directorate of Engineering and Housing (DEH) believed the 1st Aviation Brigade should upon notification of an evacuation, order the consolidation of barracks space and notify DEH as to the number of beds available, and prioritize billeting areas and beds for families, and place refrigerators in these areas as soon as possible. It was brought to the attention of the EOC and the Chief of Staff during one of the briefings that there were no refrigerators and therefore baby formulas and milk could not be kept cold. DEH also brought out the fact there had been no central distribution of linen/bedding during the two times Tyndall personnel and dependents had come to Fort Rucker. It was suggested there be a central location for distribution of bedding and linen. However, a disclaimer was issued to the effect that Fort Rucker was not responsible for providing linen/bedding to evacuees; though it would probably continue to do so for the comfort and health of those individuals who did arrive at Fort Rucker without the necessary bedding.

Concerning the feeding of evacuees, the problem was not that there was a lack of food, but that food had been wasted. It seemed the dining facilities prepared too much food and not all evacuees in the billeting

areas ate at the dining facilities. What was recommended was that dining facilities prepare the normal number of meals on hand and supplement these meals with short order foods.

The Aircraft Logistics Management Division (ALMD) of DIO had some discernable problems with which it had to deal. First, there was the lack of effective use of hangars out at Cairns Field and Yano Hall on the main post. The U.S. Army Aviation Development Test Activity dispersed its aircraft in three hangars as opposed to using one hangar. Also C-12 fixed wing aircraft were placed in a hangar and the keys to them removed and taken out of the area, thus being difficult to find. ALMD requested that stacking be better organized and aircraft keys be left at the Operations Desk at Cairns.

The second problem was that aircraft stacking had taken place at Cairns Field without permission having been granted through official channels. Needless to say, ALMD recommended strongly that before stacking is attempted in the future, permission be requested and granted by going through DIO.

ALMD also wanted the EOC to validate and coordinate all transportation requirements during emergencies such as hurricanes and tornados, and not let bus coordination be desultory at best.

There were some other problems concerning logistical support; however, they had no adverse effect upon the mission, and recommendations were made which would attenuate the likelihood of these problems from coming back.

All of the data collected, including the Hurricane Elena After Action Report, illustrated the ability of the Aviation Center and School along with the rest of Fort Rucker, to move from a training mode to that of a contingency mode in a short period of time. Fort Rucker personnel, equipment, and facilities were utilized to support a unit from a sister service, not once, but twice in less than a twenty-four hour period. Officially, the mission of the Aviation Center and Fort Rucker was to train aviation soldiers. However, these same soldiers gave selfless service to many, and by their actions proved they were "Above the Best."

HURRICANE ELENA FOOTNOTES

¹Rpt (U), Fort Rucker Mobilization and Operational Planning System (RMOPS), Hurricane Elena After Action Report, 28 Aug-2 Sep 85, p. 2 hereafter cited as Hurricane Elena (RMOPS) Report, material is extracted. Entire After Action Report will be SD 23.

²Ibid p. 2, Hurricane Elena (RMOPS) Report, p. 33.

³Hurricane Elena (RMOPS) Report, pp. 2, 33, material is extracted; MFR (U) Phone Log, H.P. LePore with LTC W.J. Bowen, ISPO, 28 Aug 85, material is extracted.

⁴Hurricane Elena (RMOPS) Report, pp. 2, 33-34, material is extracted; Historian's Log, 2 Sep 85, hereafter cited as Historian's Log I and Log II.

⁵Ibid; MFR (U), Phone Log, H.P. LePore with Mr. Cecil High, EOC, 30 Aug 85, material is extracted; Hurricane Elena (RMOPS) Report, pp. 35-41, material is extracted.

⁶Ibid pp. 38-41; PAO News Release, 9 Sep 85, material is extracted; Newspaper, Gulf Defender, 13 Sep 85, pp. 12-15, hereafter cited as Gulf Defender, material is extracted.

⁷Historian's Log I, see f.n. 4; Hurricane Elena (RMOPS) Report, pp. 39, 47, material is extracted.

⁸Ibid p. 40; Gulf Defender, pp. 12-13, material is extracted; News Release, Army Flier, 5 Sep 85, p. 1, hereafter cited as Flier 5 Sep 85, material is extracted; Historian's Log I, see f.n. 4.

⁹Ibid; Hurricane Elena (RMOPS) Report, p. 41, material is extracted.

¹⁰Historian's Log I, see f.n. 4; Hurricane Elena (RMOPS) Report, p. 41, material is extracted.

¹¹Ibid p. 43; Gulf Defender, pp. 12-13, material is extracted; Historian's Log I, see f.n. 4.

¹²PAO, News Release, 9 Sep 85, material is extracted; Flier 5 Sep 85, material is extracted; Historian's Log I, see f.n. 4.

¹³Ibid.

¹⁴Hurricane Elena (RMOPS) Report, pp. 48-49, material is extracted; Historian's Log I, see f.n. 4; Gulf Defender, pp. 12-13, material is extracted.

¹⁵Hurricane Elena (RMOPS) Report, pp. 50-51, material is extracted; Historian's Log II, see f.n. 4; Gulf Defender pp. 13-15, material is extracted.

¹⁶Historian's Log II, see f.n. 4; Hurricane Elena (RMOPS) Report, p. 51, material is extracted.

¹⁷Ibid pp. 53-54; MFRs, EOC to various units dealing with equipment and service requests in numerical order, 1 Sep 85, Numbers 1-15, material is extracted; Historian's Log II, see f.n. 4.

¹⁸Ibid; Gulf Defender pp. 13-15, material is extracted.

¹⁹Hurricane Elena (RMOPS) Report, pp. 54-55, material is extracted; Historian's Log II, see f.n. 4.

²⁰Hurricane Advisories, 2031 hrs 1 Sep 85 to 0800, 2 Sep 85.

²¹Gulf Defender, material is extracted; Hurricane Elena (RMOPS) Report, p. 58, material is extracted.

²²Ibid, pp. 61-100, section on After Action Report, material is extracted.

HURRICANE KATE

The ink was barely dry on the after action report on Hurricane Elena when Fort Rucker became involved in another hurricane. This hurricane was given the name of Kate. Its period of activity was from 18-22 November,²³ and once again, Fort Rucker provided support to 1886 evacuees.

As its predecessor, Hurricane Elena, Hurricane Kate moved capriciously across the width and breadth of the Gulf of Mexico during the above cited period of activity. Though for all intents and purposes, the hurricane season was on the wane, it appeared that Hurricane Kate was one hurricane that wanted to close out the season with a bang! Its peregrine nature first caught the attention of the weather squadron at 0730 on the 18th of November 1985; at that time Kate was close to Cuba. Perfunctory weather checks were done throughout the day with no discernable change in Kate's movement.²⁴

However the 19th of November was a different story. Both Eglin AFB and Fort Rucker went on HURCON 4 status. On Wednesday, the 20th of November, activity increased in regard to Hurricane Kate. Tyndall AFB notifies EOC it has scheduled a meeting on base to determine whether or not it will evacuate its personnel and dependents. Early the same morning, the Branch Historian phoned the EOC to check status of the hurricane and was told to be in a position to be called if the situation warranted his reporting to the EOC. Meanwhile, units such as DEH, 1st Aviation Brigade, DOL, DOIM, Aviation Training Brigade, and DPCA met, at 1300 hours at the EOC to discuss issues raised during Hurricane Elena.²⁵

A weather update on the evening of the 20th indicated that Hurricane Kate was expected to hit land at approximately 1200 hours on 21 November somewhere in the neighborhood of Panama City, Florida. By that same evening (the 20th), Tyndall advanced support party had arrived at the EOC to begin coordination with the Fort Rucker EOC for the billeting of Tyndall AFB personnel--some of whom had already been at Fort Rucker by the time the Tyndall advanced support party arrived at the EOC. In fact, the Branch Historian was already ensconced in a corner of the EOC making observations by the time the Tyndall advanced party arrived.²⁶

Tyndall personnel and dependents were told to bring bedding, and if possible, cribs, and other usual necessities. However, cribs were available at Fort Rucker and were dispersed whenever and wherever necessary. Lyster Army Hospital was ready to take patients from Tyndall if necessary, and in fact took one premature baby and an expectant mother who gave birth to a boy on the 21st of November in the Lyster facility.²⁷

Movement from Tyndall AFB to Fort Rucker by the close to 1900 evacuees went rather smoothly; some Tyndall personnel came by bus convoy and arrived at Fort Rucker by mid morning of the 21st of November. Speaking of busses, the 1st Aviation Brigade provided outstanding bus shuttle service for the evacuees to and from the inprocessing area to the billeting areas and to dining facilities and the PX, and commissary. This shuttle service reduced the need for privately owned vehicles (POV)

to be on the road and thereby kept streets and roads opened for traffic moving into the post.

1st Aviation Brigade personnel worked hard to meet the needs of the evacuees. It provided refreshments to the Physical Fitness Center (PFC), EOC, and Buildings 3220 and 3702, and administered the dining facilities for the evacuees. During Hurricane Kate, the 1st Aviation Brigade was able to attenuate the problem it had with wasted food which had plagued it during Hurricane Elena. This was brought about by better utilization of food and food services. The 1st Aviation Brigade also handled with relative ease the movement of refrigerators, cribs, sheets, personal supplies and various items to and from areas which required equipment.²⁸

Throughout the day and evening of the 21st of November, Hurricane Kate's winds were felt at Fort Rucker. Some trees and power lines were down and a few carpools were blown over. However there was no major damage or problems. During Hurricane Kate, training was slowly reduced as the situation warranted it; therefore, some degree of flexibility²⁹ was maintained concerning the use of troops for emergency conditions.

To be noted was the fact inprocessing of the evacuees went smoothly, because of improvement in the inprocessing technique, and the use of a new form which expedited the registering of evacuees.

By late evening of the 21st of November, Hurricane Kate was changing directions and appeared not to be the threat it was initially thought to have been. Weather briefings during the night and early morning indicated clearing conditions along the Gulf Coast and a diminution of winds at 0745 on 22 November 1985; Tyndall AFB received the all clear and at 0900, Tyndall evacuees were allowed to begin clearing their respective billeting areas. By 1300, all the evacuees³⁰ were on their way south from Fort Rucker, and at 1400 the EOC closed.

It appeared that lessons had been learned from the Hurricane Elena scenario and these lessons were put to good use in the implementation of the Hurricane Kate evacuation plan. There were still some problems which had to be addressed. (These problems will be referred to in the after action reports.)

After Action Report Analysis

The Office of the Adjutant General, in its after action report, dealt with three major problems. The first one was predicated on individuals being returned to the Registration Center after being sent to a shelter area that was fully occupied, because of inaccurate estimates of shelter capacities. The second problem was the need to have an inventory of available shelter spaces from which this utilization of shelters would be controlled. The third problem dealt with evacuees having to wait for shelters to be opened. The Adjutant General's Office believed a timely notification from Tyndall AFB concerning movement of its personnel and dependents and prior designation of shelters could have eliminated the waiting period. A minor problem was the absence of an AUTOVON line in the vicinity of the shelters whereby evacuees would have been able to communicate with Tyndall AFB. However, the AG extended kudos to

personnel who worked in the Physical Fitness Center during Hurricane Kate who provided support to the needs of the registration center.

The Military Police Activity (MPA) noted that during Hurricane Elena, people had been processed at the Post Skating Rink. Therefore, most of the evacuees during Hurricane Kate went to the Post Skating Rink only to find out the PFC was where they were to have gone. This brought about some traffic congestion. The MPA recommended that DPT post signs from all main entrances and along the way to identify a processing site.

The USAF 3588th Flying Training Squadron (FTS) voiced the opinion that since its primary mission dealt with flight training, it should not be made to provide support unless the training was cancelled, and it was given specific guidance concerning providing hurricane support.

The Aviation Training Brigade (ATB) reiterated its opinion that its primary mission was flight training and that this should be maintained until local weather was unacceptable, and that its personnel should not be tasked to be evacuee building monitors.

Though problems existed concerning Hurricane Kate, the overall evacuation plan went well and in all likelihood, further training and coordination with Tyndall AFB and other units will make implementation of future EOC operations smoother and better.

HURRICANE KATE FOOTNOTES

²³Rpt (U), Fort Rucker Mobilization and Operational Planning System (RMOPS), Hurricane Kate, After Action Report, 18-22 Nov 85, p. 1, hereafter cited as Hurricane Kate (RMOPS) Report, material is extracted. Entire after action report will be SD 23.

²⁴Ibid, pp. 1, 4.

²⁵Ibid, p. 6.

²⁶Ibid, pp. 9-11.

²⁷Ibid, pp. 12, 21-22.

²⁸Ibid, pp. 12-13.

²⁹Ibid, pp. 43-45.

³⁰Ibid, pp. 15-16; FM 614, Evacuee Registration Form, 1 Nov 85.

DIRECTORATE OF LOGISTICS

The Directorate of Logistics (DOL), formerly the Directorate of Industrial Operations (DIO), provided installation logistical support to Fort Rucker in 1985. This support included supply, transportation, equipment maintenance, aircraft maintenance, quality assurance, laundry and dry cleaning, food services, and mortuary services. DOL also provided installation logistical support for mobilization and other contingencies--such as Hurricanes Elena and Kate.

DOL had two directors in 1985. Lieutenant Colonel Louis A. McAdams served as Director of DOL from 1 January 1985 to 14 April 1985, at which time he was succeeded by Colonel Rodney D. Bither who retained his position for the remainder of the year. The Deputy Director of DOL was Mr. Perry S. Grantham and Sergeant Major Richard Thomas was the NCOIC for all of 1985.

Accomplishments

DOL's divisions had numerous significant accomplishments in 1985. For example, the Supply and Services Division worked assiduously to enhance its Installation Food Services Program. This was accomplished by providing wide diversification in its menu selection through short order, ethnic, family nights, and diet items. Dining facility personnel underwent training in nutrition relative to providing low-calorie, cholesterol-free menus for troops.

The 1st Aviation Brigade reduced the number of dining facilities in 1985 from four to three, however, there was no diminution of quality and quantity of food offered to the soldier. The installation food service provided ongoing assistance to the Brigade through visits, orientations, equipment management, nutrition, KP support, inspections, and other requirements to the dining facilities, esprit and pride in regard to the dining facilities and services with the implementation of the "Best Cook and Dining Facility of the Quarter," and as a "Cook of the Month" program.

The Supply and Services Division of DOL also became the facilitator for a Government-Owned Contractor (GOCO) laundry operation, which was awarded to Robertson-Penn, Inc., of Rolla, Missouri, for an eleven months period beginning 1 October 1985, at a cost of \$304,646.53. The contractor was provided services such as direct exchange of linen, hospital/medical treatment work, organizational bulk laundry, 72-hour individual piece rate (IPR), and same day IPR.

Endemic to the functions of the Supply and Services Division, a survey/inventory was conducted during June and July 1985, ensuring component-items of Automatic Data Processing Equipment (ADPE) and Word Processing Equipment (WPE) were located and accounted for on the Consolidated Installation Property Book, and ADPE/WPE documents were reconciled with the property book. In 1985, the division directed exchange facility (DX) programmed to be converted from a Maintenance Division function to that of a Supply and Services Division function. This was done to make

the function more cost² effective, and operation of the converted function was to begin in 1986.

In 1983, the DOL Resource Management Division became the facilitator for the Installation Management Study concerning authorized personnel spaces to gauge which ones were contractible. It was discerned that 44 military and 295 civilian spaces were contractible and should be studied to validate the efficacy of contracting out certain personnel positions. The study was scheduled for a completion date of May 1984; however, an extension was requested and new milestones and completion dates granted.

The Resource Management Division had also the responsibility of managing support agreements with other branches of the Armed Forces, the National Oceanic and Atmospheric Administration, Postal Services, Credit Union, Defense Logistics Agency, and numerous Army installations. Governmental units as far west as Arizona and California were supported by Fort Rucker in 1985, though most off-post logistical support, other than aircraft maintenance was in the southeastern part of the United States.

Defense Regional Interservice Support (DRIS) functions were increased significantly in the previous three years because of Commercial Activities (CA) studies in DOL and DEH resulted in personnel wanting to know about activities with which Fort Rucker has agreements, workload, services provided, personnel supported, extent of support, etc. Also the increase in DRIS functions was expected to bring about better computations of savings and reporting of agreements into the DRIS Data Bank.³

With the emplacement of the AH-64 Apache Helicopter into the active Army inventory, and at Fort Rucker in January 1985, it became only a matter of time as to when the first AH-64 Combat Mission Simulator would arrive at the Aviation Center. DOL Maintenance Division had the responsibility of supervising the installation, operation, and maintenance of the first such simulator which arrived at Fort Rucker in July 1985. Other than the visual systems, the simulator equipment was installed and operational. The total system was scheduled to be ready for training in August 1986. Three AH-64 Cockpit Weapons and Emergency Procedural Trainers (CWEPT) were installed in 1985, and some initial training undertaken--this in spite of the devices not being signed for by the government.

DOL maintained 46 training devices such as maintenance and cockpit procedural trainers during 1985 and the Maintenance Division also took care of the Air Traffic Control (ATC) simulator, which included an on-line computer system, which by the way was changed in 1985 because the old system could no longer be supported due to obsolete repair parts. The directorate applied the use of small computers throughout its units in various ways in 1985. As an example, a much-needed IBM microcomputer (PC) was installed in the heretofore discussed flight simulator maintenance section of the Maintenance Division, in September 1985. This computer was used to assist in control of inventoried line items supporting flight simulators. Commercially available software was implemented⁴ to assist in the monitoring of the flight simulator contract performance.

Earlier in CY 84, DOL established meaningful precedents by use of multi-user microcomputers in the automation of many administrative and management functions, and also in 1985 implemented a software program to assist in accountability of hand-receipted property.

DOL's Plans and Operations Division was actively involved in providing support for ten exercises in which FORSCOM active and reserve component units were deployed. The Plans and Operations Division conducted Arrival/Departure Airfield Control Group (A/DACG) for six of the above exercises. A/DACG support entailed multiple deployments and redeployments for most exercises, with each operation consuming several days. At times, deployment and redeployment took place at several different locations, and one A/DACG operation was conducted outside the Fort Rucker Support Installation (SI) area of responsibility.

The Plans and Operations Branch initiated DIO/DOC participation in hurricane relief operations on three separate occasions. Twice during Hurricane Elena and once during Hurricane Kate, Fort Rucker received evacuees from the coastal areas, and provided them with shelter and supplies to remain overnight. The Plans and Operations Branch served as the focal point for the logistics aspect of the Aviation Center operations.

Problem Areas

The Directorate of Logistics performed its functions in an exemplary manner in 1985. However, the directorate had to address some significant problem areas, some of which were ameliorated, while others were either in abeyance or being worked on by DOL personnel.

For example, the DOL Supply and Services Division dealt with the fact that petroleum aviation storage capability was far below that required by DA directives, which stated a minimum of 15 days supply of bulk aviation fuel storage be provided. In CY 85, Fort Rucker only provided 4.4 days of storage for turbine fuel, grade JP4, and 8.4 days storage for aviation gasoline, grade 100/130. There was an ongoing Military Construction Army (MCA) project at Fort Rucker to build additional bulk aviation fuel storage. The project however was delayed and this served somewhat as an incubus to getting the project back on-line for the 1988 completion date.

In 1985, the Standard Army Intermediate Level Supply System (SAILS) had a problem which seemingly defied resolution. It seemed the SAILS program at Computer Systems Command (CSC) was contractor operator during regular duty hours. At Fort Rucker, however, the SAILS cycle was administered during the second work shift, therefore, any problems encountered during processing requiring CSC assistance could only be dealt with the succeeding duty day. This brought about at least a one-day delay in processing, and if encountered during a Friday evening processing, the delay was until the following Monday. Prior to SAILS being contracted, CSC had standby personnel who could be reached any time for problem resolution, thereby ensuring continued processing of the SAILS cycle. DOL worked with as much dispatch possible to alleviate the problem. However, by the end of 1985, the problem still existed.

Another problem besetting DOL was the impact of funding constraints in regard to its Information Management Master Plan (IMMP). DOL's Information Management Master Plan was of cardinal importance because it addressed the replacement of obsolete data communications circuits and automation equipment used to support the aircraft maintenance contractor who was already experiencing excessive equipment down time. DOL's IMMP was consolidated by the Directorate of Information Management (DOIM) for the Aviation Center into the Installation IMMP in 1985. On 17 October 1985, DOIM told DOL that TRADOC had approved the Installation IMMP, with one exception, that being an initiative already taken care of by the major command (MACOM). Needless to say, DOL felt some sense of exultation after hearing the above information. However, by the end of 1985, it became apparent that funding constraints promulgated by government directives would impact on the DOL's IMMP. In fact the FY 86 funding was in jeopardy, and at year's end, there was no funding relief in sight. DOL was going to have to make due with what it had in regard to the above equipment.

Relative to the above communications shortfall, DOL's program for updating test, measuring, and diagnostic equipment was not successful at Fort Rucker in 1985. The Army's Communications and Electronics Command (CECOM), the equipment facilitating unit, gave DOL anything but good news. Indications were there would be a long lead time before any test equipment could be expected. Quintessentially, DOL attempted to improvise wherever and whenever possible, to varying degrees of success. Operation of some emergency communications equipment in 1985 was adversely affected because of the dearth of testing equipment. The ongoing exigencies for equipment which worked meant that some equipment was sent to outside test contractors. This cost money and time--and the Aviation Center could ill afford either.

In 1985, the Directorate of Logistics had a problem which affected not only the DOL mission, but the overall Center mission. The problem was the prolonged periods of non-supply support for flight jackets and flight coveralls--both of which were vital to the Aviation mission and safety.

The National Inventory Control Point (NICP) places requisitions for the above clothing items for extended periods of time. When queried as to reasons for the delay, the riposte was "contractual problems; the vendor is behind schedule on deliveries." The frequency of this answer in 1985 certainly lent credence to the belief that the vendor was simply not attempting to overcome logistical or other problems, nor seeing fit to meet its obligations.

Operational stocks of the above items fell to precipitously low levels, which in turn meant a number of IERW students not receiving a complete complement of flight clothing. This meant at times that clothing assets were issued on a desultory basis at best. Further to be noted was the fact flight students were required to do their laundry more often in order to maintain required personal appearance standards; this added laundry time deducted from class preparation time. To add insult to injury, when the backlogged clothing finally came, the IERW students were required to take time from flight training to go to Central Issue

Facility (CIF) a second time for the additional clothing. Training schedules therefore had to be juggled.⁶

In dealing with its problem areas, DOL displayed a probity which was refreshing and illuminating. However, most of the problems alluded to were not resolved or ameliorated in 1985--through no fault of the directorate. In fact, the Directorate of Logistics made a concerted effort to address and rectify its problems.

Summary

In 1985, the Directorate of Logistics (DOL), formerly the Directorate of Industrial Operations (DIO) provided ongoing logistical support to Fort Rucker. DOL also provided support for mobilization exercises, and to the 2500 evacuees from Tyndall AFB, Florida, during the Hurricanes Elena and Kate in the latter part of 1985.

DOL FOOTNOTES

¹Fact Sheet, ATZQ-DOL-SS, 28 Feb 86, (SD 36); Fact Sheet, ATZQ-DOL-SS, 28 Feb 86, (SD 37).*

²Fact Sheet, ATZQ-DOL-SS, 28 Feb 86, (SD 38); Fact Sheet, ATZQ-DOL-SS, 21 Feb 86, (SD 39).

³Fact Sheet, ATZQ-DOL-RM, 20 Feb 86, (SD 40); Fact Sheet, ATZQ-DOL-RM, 20 Feb 86, (SD 41).

⁴Fact Sheet, ATZQ-DOL-M, 21 Feb 86, (SD 42); Fact Sheet, ATZQ-DOL-IS, 28 Feb 86, (SD 43).

⁵Fact Sheet, ATZQ-DOL-PO, 21 Feb 86, (SD 44).

⁶Fact Sheet, ATZQ-DOL-SS, 21 Feb 86, (SD 45); Fact Sheet, ATZQ-DOL-SS, 21 Feb 86, (SD 46); Fact Sheet, ATZQ-DOL-IS, 28 Feb 86, (SD 47); Fact Sheet, ATZQ-DOL-SS, 28 Feb 86, (SD 48).

*Though some DOL Division Fact Sheets have the same date, they have different information in them.

DIRECTORATE OF CONTRACTING

The Directorate of Contracting (DOC) was responsible for planning, directing, and executing the procurement and contracting mission. The DOC provided procurement support to USAAVNC, tenant organizations, and USAR installations.

The DOC was organized into the following divisions:

Contracting Division
Contract Administration Division
Purchasing Division
Support Division

<u>Key Personnel</u>	<u>Position</u>	<u>Arrival/Departure Dates</u>
Mr. Peter C. Polivka	Director of Contracting	Entire year
Mrs. Gloria G. Wheeler	C, Contracting Division	Entire year
Vacant	C, Contract Admin Div.	
Mrs. Nelda B. Livesay	C, Purchasing Division	Entire year
Mr. Lucius Toney, Jr.	C, Support Division	20 Oct 85 to present
Mr. James Snellgrove	Contracting Officer	Entire year
Mrs. Lenneia Jennings	Contracting Officer	Entire year
Ms. Sylvia J. Moody	Contracting Officer	Entire year
Mrs. Diana F. Davis	Contracting Officer	Entire year
Mrs. Dolores H. Riley	Contracting Officer	Entire year
Mrs. Linda T. Smith	Contracting Officer	Entire year
Mrs. Charlotte Corkran	Contracting Officer	Entire year
Mrs. Mary Troha	Contracting Officer	Entire year
Mrs. Betty Stinson	Procurement Analyst/Small Business Specialist	Entire year

Accomplishments

Conversion to a separate directorate on 1 April 1985.

Implementation of Competition in Contracting Act (CICA) - 1 Apr 85. Went smoothly. No extension of procurement lead-time as a result of the new Act.

Post laundry became operational (Nov 85) as a Government Owned Contractor Operated plant. Quality of service tremendously improved.

Successful achievement of our business goals as follows:

Small Business Goal for FY 85 was 29.5%. Our accomplishment was 33%.

Minority Owned Goal for FY 85 was \$1,230,000. Our accomplishment was \$1,248,000.

Women Owned Goal for FY 85 was \$2,394,000. Our accomplishment was \$2,430,000.

The Directorate of Contracting achieved a record competition rate of 96.7% in FY 85.

DOC FOOTNOTES

¹Hist (U), ATZQ-C, 1984, material is extracted; Ltr, ATCS-A to ATZQ-C, Subj: Reorganization of Contracting, 21 March 1985 (SD); Review and Analysis Charts for CY 85.

DIRECTORATE OF RESOURCE MANAGEMENT

The Directorate of Resource Management (DRM) was the Commanding General's principal staff unit for financial management, manpower management, United States Army Aviation Center (USAAVNC) organizations and approved management programs.

DRM also planned, directed, and controlled programing and budgeting, force management and manpower, management analysis and improvement, review and analysis, accounting policy, and accounting and disbursing responsibilities of USAAVNC.

Lieutenant Colonel(P) Lavern D. Rovig was DRM's Director all of 1985. Mr. Danny L. Wright was the Deputy Director; Mr. Roy Locklar was the Installation Accountant, and Mrs. Elizabeth A. Potts was the Administrative Officer. The number of military and civilian personnel working at DRM in 1985 totalled 229 people.

Accomplishments

The Directorate of Resource Management's six divisions were busy in 1985. There was some realignment; some gaining of functions; and some loss of division functions.

The Cost Analysis Division was under the supervision of Mr. James H. Woodard. The Cost Analysis Division had a three-fold mission in 1985. The first part of this mission was concerned with planning and developing methods, systems, and activities to produce training cost estimates for the Aviation Center Command Group, TRADOC, and HQDA. The mission's second tier involved preparation of government in-house cost estimates for all Commercial Activities (CA) studies which had an impact on TRADOC units at the Aviation Center. The Division's third part of the mission entailed management of PROJECT SPIRIT (Systematic Productivity Improvement Review in TRADOC), the umbrella under which TRADOC management and productivity improvement programs operated.

The Cost Analysis Division submitted to TRADOC reports which provided information for developing course costs and cost and manpower estimations for the USAAVNC. Also in 1985, Force Modernization resource requirements for the Aviation Center for FY 88-92 were submitted to TRADOC and FORSCOM for staffing and approval.

The Army of Excellence Aviation Training System (Initial Entry Rotary Wing (IERW), Multi-Track Aviator Course), Enlisted Aeroscout Observer Training Course, and Active Guard Reserve (AGR) manpower for Aviation Training were three initiatives submitted to TRADOC in 1985 for its consideration for implementation during the 1988-92 time period. The Cost Analysis Division also administered productivity improvement programs, and four significant projects were funded under the aegis of capital investment programs. Three of these projects were Quick Return on Investment Projects (QRIP) for a C-5A/C-141 mock-up costing \$98,000 for the 46th Engineer Battalion to practice loading and unloading of

vehicles; a POS-1 camera costing \$9,253 for the Directorate of Training and Doctrine (DOTD); and word processing equipment for the Directorate of Engineering and Housing (DEH) totalling \$14,821. An automated graphics production system costing \$114,000 for the Directorate of Plans and Training (DPT) became the fourth project of note.

DRM had the unenviable task of trying to save money in 1985. Headquarters TRADOC issued a directive to Fort Rucker to save eight million dollars. Fort Rucker more than met the exigency placed upon it. It saved the government seventeen million dollars in 1985 by effective management of its money.

The DRM Force Management Division under the supervision of Mr. Howell L. Flowers, exercised staff responsibility for manpower organization, equipment, force structure, and commercial activities. Mr. Flowers and his staff were also 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.

In 1985, the Force Management Division found itself making note of organizational changes--which seemed to abound at the Aviation Center.* For example, the Directorate of Plans and Training (DPT) underwent an appellative change to the Directorate of Plans, Training, Mobilization, and Security (DPTMSEC). Force Management Division had also to chronicle the establishment of the Directorate of Information Management (DOIM) which was formed through integration of the Directorate of Automation and Information Management (DAIM), less the Aviation Systems Development Branch, and the U.S. Army Information Systems Command Signal Battalion. Also in 1985, the DIO Procurement Division was reorganized as the Directorate of Contracting (DOC).

The Directorate of Industrial Operations (DIO) was renamed Directorate of Logistics (DOL), and the Directorate of Contracting was created from the DIO Procurement Division.

The DRM and DOL were important players in the Memorandum of Agreement (MOA) signed between the Commander, USAAVNC and Commander, U. S. Army Signal Command in July 1985. This MOA transferred staff planning and management functions for all Career Management Field (CMF) 28 from Fort Gordon, Georgia to Fort Rucker, Alabama, effective 10 October 1986. The training component itself was to be transferred during the FY 90-92 time frame.

The Directorate of Resource Management and Directorate of Logistics Resource Management Division were responsible for the transfer of funding for CMF 28 training and management from Fort Gordon to Fort Rucker. Both of the directorates spent the remainder of 1985 preparing for the eventual transfer of funding and manpower.

*Although there may seem to be obvious replication of historical references which are in other chapters or units, the writer believes that because of the importance of the Force Management Division concerning force structure and manpower, it is important to note once again these organizational changes.

Mr. R. Joel White was the Chief of Management Analysis Division in 1985. He replaced Mr. Harry Howell who transferred to another division within DRM. The Management Analysis Division conducted Commercial Activities studies of the DOL and DEH organizations and compiled and projected installation economic data. The division also administered installation programs, such as Command Committee Management, Internal Controls, Value Engineering, Model Installation, and Review and Analysis presentations, along with coordinating analytical and support services for the programs.

There were some division mission changes. The Productivity Capital Investment Program (PCIP) was realigned within DRM to Cost Analysis Division, and the Management Information Control System was realigned in December 1985 to DOIM.

The Management Analysis Division primarily involved itself in Commercial Activities (CA) studies in 1985. It conducted the DOL and DEH CA studies concurrently which remained ongoing throughout the year. Although desirable, no management analysis surveys of USAAVNC organizations were under taken by the division in 1985 because of the shortage of manpower and the milestones for completion of the CA studies.

However, at the request of Major General Ellis D. Parker, the Commanding General, a revision was conducted of the review and analysis presentation. The objective of the revision was to make certain Fort Rucker was examining performance levels in the same context as that of TRADOC. The Management Analysis Division in addition to its above functions, assembled DRM consolidated performance data and published it for use at the quarterly command presentation. Simultaneously, actual and projected economic impact data for the installation was also compiled and published on a quarterly basis.

The division lost three senior Management Analysts in 1985 who transferred to other installations. The loss of these personnel, however noticeable, did not adversely affect the Management Analysis Division's mission, and it did its job in accordance with TRADOC milestones.²

The DRM Program and Budget Division was also a busy organization in 1985. Under the supervision of its Chief, Mr. George H. Broxton, Jr., the division exercised staff supervision over the formulation, presentation, execution, and policy phases of the USAAVNC portion of the TRADOC/FORSCOM Army Budget. The division also was responsible for the consolidation and justification of fund requirements for base operations and mission accounts.

On 17 January 1985, the Commanding General of Fort Rucker, Major General Bobby J. Maddox signed the Installation FY 85 Contract. The contract, amounting to \$230 million, was the result of a mutual agreement between the TRADOC Commanding General William R. Richardson and Major General Maddox. The Installation Contract reflected both funding and manpower resources with which the Commanding General agreed to accomplish his 1985 Fort Rucker work load.³

The Program and Budget Division's central theme during 1985 was programing, budgeting, executing, reviewing, and reporting of the last three quarters of FY 85 and the first quarter of FY 86. An example of the above activities was the FY 85 Budget Execution Review (BER) which was developed and submitted to HQ TRADOC in March 1985. The 1985 BER presented an OMA funding guidance of \$230 million dollars. However, actual funding requirements were \$255 million dollars, of which \$25 million was for unfinanced requirements. The USAAVNC Budget Executive Review took into account the USAAVNC execution experience for the first five months, plus a program for the remaining seven months. In accordance with TRADOC BER instructions for FY 85, the civilian pay raise requirements, the training load withhold, and utilities were excluded for the local BER.

The DRM Program and Budget Division worked diligently to develop and transmit to major commands the installation Command Operating Budget (COB) for FY 86. The COB, a comprehensive budget report, contained the installation's detailed program; provided data to support the Army's apportionment request and established the basis for developing annual funding programs. On 4 November 1985, DRM submitted its FY 86 Budget Contract of \$234 million to TRADOC. This was actually \$88 million less than the USAAVNC requirement of \$322 million. The wheels of progress and decision appeared to move slowly, because as of 31 December 1985, TRADOC had not acted upon the DRM submission. Needless to say, not having the FY 86 Budget Contract signed in 1985 was a discernible problem. The proverbial questions as to where the money for the operation of the Aviation Center work load was coming from had to be answered. Hopefully, it would be answered early as possible in 1986.

DRM's Finance and Accounting Division was responsible for the supervision and administrative control over public fund disbursements, and appropriated and nonappropriated fund accounting functions. Major Oscar A. Faulkenberry served as the Finance Officer until 31 July 1985, at which time he was succeeded by Major Walter R. Beyer III. The division, as an ancillary service, 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 and National Guard Components Annual Field Training from April to August 1985. Over 25,000 Army Reserve and National Guard personnel received disbursements totaling \$15 million. Its total disbursements in CY 85 totalled \$320 million.

Summary

The Directorate of Resource Management (DRM) served as the Commanding General's principal staff unit for overall financial management, manpower management, USAAVNC organizations, and approved management programs. Under the command of Lieutenant Colonel Lavern D. Rovig in 1985, the six divisions of DRM dealt with a diversity of programs and functions such as with cost estimates, commercial activities, management analysis, the USAAVNC budget, and finance and accounting. The year was a productive year for the men and women who served in DRM.

DRM FOOTNOTES

¹Hist (U), ATZQ-RM, 1985, hereafter cited as DRM 85 History, material is extracted; Memo, ATZQ-CS, Subj: Establishment of Directorate of Contracting, 28 March 1985, (SD 50); Memo, ATZQ-RM, Subj: Standard Installation Organization (SIO) Changes for FY 86, 16 Sep 85; MOA, ATZQ-ATZH, Subj: Guidelines and Operational Relationships for Avionics Training, 9 July 1985, (SD 51).

²DRM 85 History.

³Ibid.

⁴Ibid.

DIRECTORATE OF INFORMATION MANAGEMENT

The Directorate of Information Management (DOIM) had its genesis on 1 October 1985, replacing the disestablished Directorate of Automation and Information Management (DAIM). Both organizations were under the suzerainty of the United States Army Information Systems Command (USAISC).

The directorate was under the command of Major Steve A. Baber from the beginning of the year until 14 January 1985. Major Kirk M. Knight guided the directorate from 15 January 1985 until 30 September 1985 at which₁ time Mr. Rex Thompson became Chief of DOIM for the remainder of the year.

The directorate's mission was to provide data processing support to USAAVNC and all tenants. Included were all major standard systems functioning on the Vertical Installation Automation Baseline Network (VIABLE) and the Sikorsky aircraft maintenance contractor supply network. DOIM was also responsible for providing Air Traffic Control (ATC) services in conjunction with the USAAVNC training mission.₂

Accomplishments

The directorate had its presence felt throughout all of Fort Rucker in 1985. It established the Aviation Local Area Network (A/LAN) in January 1985. The network had been agreed to by the USAAVNC in 1984 and was to have been implemented in the same year. Delays however brought about a change in the milestones.₃

DAIM realized the necessity of getting the A/LAN on board, and used its influence to bring about the installation of A/LAN broadband cable, and the procurement of hardware and training for the users. As the cable was being installed, the question arose as to whom would be the first to get the terminals. After some deliberations, it was decided the DAIM and command group would be the first to receive them, followed by the major directorates. Captain James Harville continued the network extension, and served as the post's chief Information Systems Officer (ISO). On 1 October 1985, DAIM underwent a reorganization change. It changed its name from DAIM to DOIM--the Directorate of Information Management. As the result of this change, DOIM became an operating division of the U.S. Army Information Systems Command (USAISC).₄

Under the new directorate, all existing DAIM personnel remained in place although DOIM now was a USAISC organization. DOIM equipment however was no longer under the installation TDA property book (TDA Property Branch). The Directorate of Industrial Organization (DIO) under whose control the Property Branch section was, effected the transfer of the property book account to DOIM. The transfer took place with few if any problems.

In regard to funding, DOIM was to receive its funds in 1986 from the operating budgets of both USAISC and TRADOC. This meant that automation services and equipment would be forthcoming to all TRADOC installations--

including Fort Rucker. There was however one small wrinkle, that being the fact that Fort Rucker and its sister TRADOC installations would receive only the defined level of automation services and equipment financed in the FY 86 budget.

Colonel Andrew J. Miller, Jr., the USAAVNC Chief of Staff, instructed DOIM to provide new office symbols and USAAVNC staff directory revisions to the Office of the Adjutant General, and as concomitant instruction, he tasked the DOIM to prepare and publicize information in the media as to the establishment. This was done, and by year's end, 1985, Fort Rucker personnel were aware of the new directorate. DOIM was a new acronym for an extant organization with an expanded mission whose future and impact upon Fort Rucker looked bright.

Summary

In 1985, the Directorate of Automation and Information Management (DAIM) underwent a noteworthy permutation. As of 1 October, 1985, it became known as the Directorate of Information Management (DOIM). Major Steve A. Baber, Major Kirk M. Knight, and Mr. Rex Thompson were the three directors of DAIM and DOIM in 1985. The directorate provided integrated information systems support to USAAVNC and tenant units during the year and underwent a major reorganization, changing its major command from TRADOC to USAISC.

DOIM FOOTNOTES

¹Hist (U), ATZQ-I, 1984, material is extracted; Diagram (U), DOIM, 1985, (SD 52); Memo, ATZQ-RM, Subj: Standard Installation Organization (SIO) Changes for FY 85, (SD 53); hereafter cited as SIO Changes, 1985.

²LOI, ATZQ-CS, Subj: Letter of Instruction (LOI) - Establishment of Directorate of Information Management (DOIM), 18 Sep 85, hereafter cited as DOIM LOI, (SD 54); Information Paper, Directorate of Information Management (DOIM, 17 Oct 85), (SD 55).

³SIO Changes, 1985, material is extracted; DAIM Statement, material is extracted; Mission Statement, DOIM, n.d., (SD 57).

DIRECTORATE OF ENGINEERING AND HOUSING

The Directorate of Engineering and Housing (DEH) directly or indirectly affected everybody on post in 1985. Under the command of Colonel James A. Ward, Jr., who in turn was ably assisted by Deputy Director Frank O. White, DEH made its presence felt during the year. Though there was not a declension of functions in 1985, the Directorate of Engineering and Housing was as in other years, able to meet its requirements. Its mission statement was anything but pedestrian. Action verbs such as planning, directing, executing, supervising, acquiring, managing, maintaining, and administering depicted rather well what DEH did in 1985.

The Directorate has nine subordinate functional elements which will be discussed on an individual basis.

Accomplishments

Mrs. Kathryn W. Cooper was the DEH Administrative Officer in 1985. The DEH Administrative Services Office had a highly successful year in 1985. It passed the Inspector's General inspection in 1985, with two subsequent laudatory comments. One area of laudation was in the area of publications wherein the DA-12 series had been administered in an excellent manner. The other area of praise dealt with civilian performance appraisals, in which internal controls were established so that all appraisals were completed in a timely fashion.

In 1985, the Administrative Service Office implemented a plan to provide civilian identification badges to its directorate personnel. Badges were necessary to control and authorize directorate personnel movement throughout the installation. Identification of DEH employees was a categorical imperative since employees were required accessibility to homes in order to do maintenance and repair work. Another significant Administrative Services Office accomplishment was the automation of the DEH TDA and related administrative reports.

The DEH Environmental Management Office, under the supervision of Mr. Henry L. Dowling, had as its primary function the enhancement of the human environment at Fort Rucker without impairment to the Army's mission. The office served also as the focal point for environmental affairs on post. Working with the U.S. Army Environmental Hygiene Agency, the directorate began work to assess noise of the post range and at several airfields. This assessment was undertaken to establish noise contour maps. In reference to airfields, the Environmental Management Office installed monitoring wells at two fields to determine if pollution was contaminating ground water. The ground water evidently was not contaminated.

In 1985, the Environmental Management Office worked in close cooperation with the National Park Service to evaluate significant archaeological areas to determine if eight sites qualified for nomination to the National Register of Historical Places. However by the end of 1985, no definitive decision had been reached as to whether or not the eight sites qualified for nomination. The industrial contaminate polychlorinated

biphenyl (PCB) was a problem that had to be resolved. DEH ameliorated this problem by establishing a covered and secure storage for PCB which met both federal and state environmental guidelines.

The Supply and Storage Division was under the supervision of Mr. William P. Treadaway until 3 November 1985, at which time he was replaced by Mr. Myron J. Brown. The division had an extremely busy year inventorying truck/shop stock, updating standby listings and maintaining a reasonable status quo on the routine supply functions.

The Supply and Storage Division coordinated with a sister DEH unit, Engineering Resource Management Division, to exact a smooth execution of document control on engineer supply items, processing equipment, maintaining stockage levels; and the retention of stock on hand. The zero balance listing was reduced to a steady five percent through the combined efforts of supply personnel.

The Engineer Plans and Services Division of DEH was comprised of three branches. They were Engineer Services, Master Plans, and Construction Services. Mr. Julian Botts was the Division Chief throughout 1985. Mr. Milce McLaney was the Engineering Services Chief in 1985, and Mr. Roy Powell was Construction Services Chief in 1985. In July 1985, Mr. Delmer Owens replaced Mr. Larry Herbst, who had earlier retired.

The division was responsible for Engineering Services and Design; Master Planning, and MCA programming; and Contract Management for maintenance, repair and minor construction contracts at Fort Rucker and USAR centers in Alabama and Mississippi.

The following construction contracts were either underway or completed during 1985:

<u>Category</u>	<u>Number of Projects</u>	<u>Costs</u>
OMA	69	\$10,353,707.00
Reimbursable	25	958,303.00
USAR	17	81,557.00
NAF	10	654,673.00
MCAR	0	-
MCA	10	36,964,000.00
FH	17	1,269,904.00
Services Rendered	62	175,829.00
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TOTAL	210	\$50,457,973.00

Mr. Bobby H. Skipper was Division Chief of the DEH Engineering Resources Management Division which had a wide range of functions in 1985, such as planning, programming, coordinating, estimating, scheduling, and evaluating.

The division also managed the facilities assignment and space utilization program and maintained the Integrated Facilities Systems. It also through effective planning and preparatory work took advantage of migratory year-end funds to accomplish work not covered by existing funding.

The Buildings and Grounds Division was a significant player in the DEH in 1985. It addressed problems such as erosion, renovation, pest control, and land management. Erosion control efforts were undertaken by DEH in 1985 within the Lake Tholocco watershed. These efforts entailed the grading, shaping, and grassing of the area contiguous to Alabama Highway 27.

DEH in its land management endeavors, removed old growth tree stands, i.e., stands of trees which either reached maturity or passed it. It was found these stands had suffered, in many cases, impaired or stunted growth due to the intense competition for sunlight and moisture. It was therefore imperative that pruning be done to ameliorate the above problem. Building and Grounds Division personnel by careful pruning resolved the above problem.

With the propensity for termite infestations in wooden facilities on post, DEH undertook numerous wood decay inspections of post facilities and even utility poles. Twenty-seven structures were treated for subterranean infestations, and 32 utility poles were replaced because of rotting.

Inspection procedures for termiticide applications in new construction were strengthened to reduce future requirements for costly remedial treatments. Contemporaneous to the improved inspection procedures, self-help programs were implemented to supplement the DEH pest control services, and new equipment for space treatments in the warehouse addition to the Commissary was purchased and installed.

Supervised by Mr. Joseph B. Hayes, the Division Chief, the DEH Utilities Division directed the operation, maintenance, and repair of real property electrical and mechanical systems. The division also had the responsibility of managing the post utilities energy conservation program, along with dealing with the production and distribution of steam for the heating, air conditioning, and other uses as required by various facilities. The Utilities Division also supervised the production, treatment, and distribution of water, collection and treatment of waste water and refuse collection and disposal.

In 1985, the Utilities Division, relative to its functions, implemented the repair and/or replacement of numerous heating, ventilation, and air conditioning (HVAC) equipment and systems. The repair or replacement of the above equipment and systems brought about an upgrading of maintenance intensive or inefficient heating and air conditioning systems. A paradigm of the work included the replacement or repair of several high pressure boilers located at the various central boiler plants.

Two important studies were completed in 1985. One of the studies dealt with the Natural Gas Distribution System, and was to determine the number, location, and severity of leaks with the distribution system. A total of 239 underground and 228 surface leaks were located. The Utilities Division made the necessary repairs to the system, thereby reducing the loss of natural gas within the system. The second study concerned the Infiltration-Inflow Analysis of the Fort Rucker Sewer System and was performed to determine the condition of the post sewage collection system. What was found was that the sewage system being forty years old needed to be replaced. DEH, in turn, moved to replace the affected parts of the collection system.

Throughout 1985, the Utilities Division showed its mettle by the renovation and upgrading of the three main gates (Daleville, Enterprise, and Ozark). The above work included the reworking of the electrical distribution and lighting systems in these areas. Along with renovation of the gates, DEH was also involved in the renovation of Building 114 (Post Headquarters). Additions were also made to the Hospital, Skill Development Center, the Post Exchange Complex, and the new Enlisted Personnel Barracks Complex.

Energy conservation was an area which caused some small measure of consternation. In 1985, Fort Rucker failed to achieve the TRADOC energy conservation program goal by .2 percent, though DEH was successful in reducing energy usage and cost, and more importantly, had met the established energy goals four of the five years since the beginning of the program. Extenuating circumstances such as new construction, weather, mission changes, and increased load resulted in an increase in electrical consumption during 1985. However, overall energy consumption was cut.

Fire Chief Jeary B. Grammont headed the Fire Protection Division in 1985 which was quite busy. The division was responsible for the planning, directing, and coordinating of an active fire protection and protection program at Fort Rucker.

In 1985, the Fort Rucker Fire Department conducted 7,325 on-post fire inspections; inspected 750 sprinklers and alarms, and serviced 10,550 fire extinguishers. During the same year, the fire department responded to five mutual aid responses at the request of Ozark, Ariton, Daleville, and New Brockton, which were eleven less than in 1984.

Approximately 9,850 personnel attended 205 classes and demonstrations which provided instruction on what to do in the event of fire; the implementation of fire prevention measures; and the use of fire extinguishers. Emphasis was placed upon fire prevention during Spring and Fall Clean-Up Weeks, National Fire Prevention Week, and during the Christmas holiday season.

Though fires did not certainly abound at Fort Rucker in 1985, 137 fires did occur on post during 1985, of which 57 were classified as reportable and reported to higher headquarters. Also noteworthy was the fact fire crews responded to 4,787 aircraft emergencies. Chief Grammont's staff also completed renovation projects at Fire Station One, Cairns Fire Station, and Building 403.

Three 21-hour stagefields were in serious need of construction in order to provide adequate housing facilities to accommodate two crash fire crews (CFC) at each site. These facilities were to support AH-64, UH-60, and CH-47 flight activities, and were to be located at Ech, Toth, and TAC Runkle Stagefields. By year's end, work orders were submitted to eliminate overcrowded conditions at these stagefields.

Mrs. Patricia A. Sales was Division Chief of the Housing Division in 1985. Dealing with on-post housing, Ms. Sales' staff handled the housing needs of 1,042 Army families in 1985 with a turnover rate of 69 percent during 1985. By year's end of 1985, the Housing Division's listing consisted of 8,292 units, 8,304 rentals, and 210 sales. Also during 1985, 3,267 soldiers were processed by the Housing Division, which in turn assisted in the housing of 2,233 soldiers.

DEH worked with determination to see that transient quarters were utilized as much as possible in 1985. The Department of Army established utilization rate for the above type of quarters was 75 percent. Fort Rucker however exceeded that goal by 15 percent. For example, the below quarters had the following utilization rate:

Visiting Officers/Enlisted Quarters	91 percent
Distinguished Visitors Quarters	66 percent
Unaccompanied Officers Quarters	82 percent
Unaccompanied Senior Enlisted Quarters	84 percent

Utilization of all unaccompanied quarters with the exception of Building 308, was attenuated somewhat during the first quarter of 1985 due to renovation of these quarters. However, by the middle of the second quarter, the above utilization rates were achieved.

In 1985, Ms. Sales and her staff supported 43 conferences/symposiums and 541 aviation-related training classes relative to billeting of students on post. A total of 6,469 statements were issued which is an increase of 755 over last year's statements.

Summary

The Directorate of Engineering and Housing (DEH) served as an important catalyst in regard to maintenance, planning, and administering of programs which affected energy, environmental, fire protection, and housing on post. Its nine subordinate elements were under the supervision of Colonel James A. Ward, Jr., in 1985. Mr. Frank O. White was the Deputy Director of DEH in 1985. DEH worked long and hard to keep energy and environmental programs in line, and to maintain equitable housing policies for families and students on post.

DEH FOOTNOTES

¹Hist (U), 1985, ATZQ-DEH, material is extracted.

DIRECTORATE OF EVALUATION AND STANDARDIZATION

Colonel Turner E. Grimsley was the Director of the Directorate of Evaluation and Standardization (DES) in 1985. DES was the USAAVNC proponent agent for the U.S. Army Aviation Standardization Program, and as importantly, was the extension agent of the Office of the Deputy Chief of Staff for Operations and Plans, Department of the Army (DCSOPS).

Quintessential to its mission, DES collected and analyzed training effectiveness data as related to unit, resident, and nonresident training programs; the directorate also managed the Aviation Standardization and Training Seminar (ASTS). The purpose of ASTS was to maintain productive dialogue between USAAVNC and aviation/air traffic control units in the field.

Accomplishments:

The Directorate was divided into three branches. They were the Flight Standardization Division, the Evaluation Division, and the Operations/Resource Management Division. These divisions will be reported upon separately.

The Flight Standardization Division had two commanders in 1987. Major Joe T. Hatfield served as Commander from 1 January 1985 until 12 August 1985; Lieutenant Colonel John W. Hall assumed command of the division on 13 August 1985, and remained in his position for the remainder of the year.

During 1985, the division completed 2,742 individual flight evaluations and visited more than 111 major Army units worldwide. As part of its evaluations, the division administered 719 instructor pilots and end-of-course evaluations and 570 quality control evaluations of aviators in courses at Fort Rucker. It was also appointed by the USAAVNC in October 1985 to administer the OH-58D Instructor and Key Personnel Training (IKPT). These evaluations served to ensure that instructor pilots (IPs) acquire skills and knowledge of aircraft systems prior to leaving IKPT at Bell Helicopter Textron.

DES personnel also participated in the design and engineering of the Classroom Systems Trainer (CST) and the Cockpit Procedural Trainer (CPT) for the OH-58D. These personnel were also instrumental in implementing the Individual Combat Skills (ICS) process and assisted Bell Helicopter in writing the Course Content for the OH-58D IKPT.

An important event was when the Flight Standardization Division took part in the Army acceptance of the AH-64 combat mission simulator and the implementation of USAAVNC's first combat skills qualification course. The new simulator lent itself to the enhancement of flight training for AH-64 pilots.

In October 1985, the Eastern Flight Standardization Branch came into existence as the result of a memorandum of understanding between the National Guard Bureau and the USAAVNC. The new standardization branch

domiciled at the Eastern Aviation Training Site (EAATS) at Fort Indian-town Gap, Pennsylvania, served as the field representative of the Aviation Center, and was authorized to conduct evaluations in support of the school mission at the EAATS and the DA mission through FORSCOM, thereby conserving USAAVNC resources while maintaining aviation standardization.

The Flight Standardization Division performed other functions in 1985 such as evaluating training manuals; conducting emergency touchdown procedures; and took part in reverse training effectiveness under the auspices of the Army Research Institute (ARI).

The DES Evaluation Division was served by three commanders in 1985. Major Emerson H. Morgan guided the division from 5 January 1985 until 3 August 1985. Captain(P) David J. Franz served as interim commander from 4 August 1985 until 16 September 1985. Major Michael T. Parham, the third commander assumed the reins of command on the 17th of September 1985, and was the Commander for the remainder of 1985.

The Evaluation Division had the responsibility of implementing and conducting the USAAVNC internal and external product evaluations. In 1985, it conducted Aviation Standardization and Training Seminars (ASTS) along with Branch Training Team (BTT) visits to Aviation units in diverse areas such as Korea, Alaska, Hawaii, Kwajalein Missile Range; Forts Lewis, Carson, Ord, Riley, Drum, and Sill. Training assistance and external evaluations were rendered and well received by field units.

Evaluation Division personnel also provided methodological and analytical support to all internal and external projects for the Aviation Center. Such support included evaluation of courses such as the Officer Advanced and Basic Courses, and UH-60 AQC Systems Instruction Evaluation.

The DES Operations/Resource Management Division managed and controlled organizational resources for six Army Management Structure accounts. The division was also responsible for disbursement of TDY funds, along with management of career development and/or enhancement programs.

Lieutenant Colonel John W. Wall was Division Commander from the beginning of the year until 1 May 1985. Major Robert J. Scurzi became Division Commander on 10 June 1985, and guided the division for the rest of 1985.

The division was quite busy in 1985 with a vast array of projects. Such projects included the management and dispersal of organizational resources to undergraduate pilot training, evaluation and standardizations, training support to units, and training development. During 1985, the Resource Section dispersed \$564,000 in support of more than 300 trips conducted by DES worldwide.

Over 800 TDY orders for DES were processed in 1985. Resource personnel worked an inordinate number of hours to be certain that all TDY mission requirements were met with a modicum of shortfalls, and also to maintain the exemplary quality of staffing actions performed.

The Literature Review Branch of the Evaluation Division applied an indepth knowledge of aircraft systems and flight operations to DES standardization and evaluation objectives as well as monitor the adequacy of flight regulations and safety procedures. The branch's technical experts processed comments and recommendations to individual requests for changes to aircraft operator's manuals and checklists. An ancillary function of the branch was the chairing of numerous user review conferences concerning Army aircraft. The branch also provided input to the Army Aviation Policy Committee Work Group, Army Aviation Commander's Conference, Enlisted Aviation Study, AR 95-series regulation reviews, and MACOM standardization and safety conferences.

In 1985, an administrative change was made which brought about the realignment of the Evaluation Division's Technical Support Branch to the control of the Operations/Resource Management Division, in order to better utilize support and administrative functions. Training effectiveness underwent a number of evaluations by the Technical Support Branch so as to gauge its results as far as its application as a training tool. The branch also reviewed and assisted in the revision of POIs, thereby bringing about an enhancement of the quality of instruction at the Aviation Center and School in 1985.

Summary

In 1985, Colonel Turner E. Grimsley was Director of the Directorate of Evaluation and Standardization (DES) which represented the USAAVNC as proponent agent for the United States Army Aviation Standardization Program, and also was the extension of DCSOPS. The directorate also collected and analyzed training effectiveness data as related to unit, resident, and nonresident training programs. DES had also the responsibility of managing training seminars relative to its mission.

DES FOOTNOTES

¹Hist, (U), 1985, ATZQ-DES, material is extracted; MOU, Chief, NGB and CG, USAAVNC, Subj: Utilization of Army National Guard Tour Personnel to Conduct a Standardization Program, 18 April 1985, Encl, MOU, 1984, (SD 58).

²DES, 1984 History.

DIRECTORATE OF RESERVE COMPONENT SUPPORT

The Directorate of Reserve Component Support (DRCS), as it had been in 1984, served as the primary point of contact (POC) at Fort Rucker for coordination of training, administration, and logistical support for authorized reserve and National Guard units. The Directorate had under its support umbrella United States Army Reserve and Army National Guard units in 29 counties in Alabama and 41 counties in Mississippi. Five Senior and 43 Junior Reserve Officer Training Corps units in Alabama, Florida and Mississippi were also supervised in 1985 by the Directorate of Reserve Component Support.

On 3 October 1985, a noteworthy permutation came into effect; it was the realigning of what had been the Reserve Components Division, of the Directorate of Plans and Training, to the Directorate of Reserve Component Support. This was done in compliance with AR 5-3 Standard Installation Organization. The Reserve Component Support Branch became the Reserve Component Supply Division at the time of reorganization. DRCS as part of the antecedent Letter of Instruction of 18 September 1985 was aligned under the Office of the Garrison Commander. This realignment enhanced the distribution of Fort Rucker training facilities and funds for the regional reserve and guard units.¹

Lieutenant Colonel David H. Crawford became the Director of the Directorate of Reserve Component Support on 12 November 1985. Prior to the assumption of this position, LTC Crawford had served as Special Assistant to the Aviation Training Brigade Commander. Lieutenant Colonel Geary W. Hancock had been the United States Army Reserve (USAR) Coordinator for all of 1985, and upon Colonel Crawford becoming the Director, LTC Hancock was given the additional duty as the Deputy Director.

Lieutenant Colonel Rodney H. Bora became the Army National Guard (ARNG) Liaison Officer on the 15th of November 1985 and remained in his position for the rest of 1985. The two civilian incumbents were Mr. Milton Doggett and Mr. Billy J. Alberson. Mr. Doggett, the Plans and Operations Specialist for the Directorate, and Mr. Alberson, Chief of the Supply Division, served in their respective positions for all of 1985.²

Accomplishments

During 1985, fifteen National Guard and Army Reserve units, with a total strength of 1,235 personnel performed annual training at Fort Rucker. Aviation Center and tenant personnel, along with indigenous personnel for the units, served as trainers, facilitators, and support cadre for the men and women from these units. Speaking of units, Reserve and Guard Aviation, engineer, medical, signal, finance, and other units made their presence felt on post. According to LTC Hancock, over 50,000 mandays of weekend training was supported by Fort Rucker.

Two significant programs administered by DRCS in 1985 were the Individual Mobilization Augmentee (IMA) and Individual Ready Reserve (IRR) programs. It was responsible for coordinating mobilization

training and counterpart training tours of over two hundred IMA and IRR personnel at Fort Rucker. It did this well.

The Reserve Component Supply Division was responsible for the planning and coordinating for ongoing logistical support of USAR/ROTC units and activities in Fort Rucker's area of support. It also conducted annual supply inspections to 107 USAR/ROTC units located in Alabama, Mississippi, and Florida. The Reserve Component Supply Division rendered invaluable customer assistance along with technical advice on administrative supply procedures. In the logistics arena, the division maintained property book control over receipt, storage, and issue of supplies, clothing, and equipment for fifty-six units and activities during their annual training and significant activities.

In addition, the division provided shelter for 1100 Air Force personnel and their families during two hurricane evacuations in September and November 1985.*

In 1985, DRCS had the responsibility of being the redistribution point for extra clothing obtained from USAR and ROTC units. Requisitions for individual clothing were filled from supply source, if available, before being forwarded to distribution depots. Approximately \$46,337.36 was realized from this current redistribution program. DRCS also provided technical assistance and courtesy visits to one USAR unit and two ROTC units at their request in 1985.

Summary

The Directorate of Reserve Component Support (DRCS) provided ongoing support to USAR, Army National Guard (ARNG), and ROTC units in the area contiguous to Fort Rucker. In October 1985, DRCS was removed from the administrative support of the Directorate of Plans and Training (DPT) and was granted autonomy as a separate directorate. Lieutenant Colonel David H. Crawford assumed the position of Director on 12 November 1985, and Lieutenant Colonel Geary W. Hancock became the Deputy Director at the same time.

Throughout 1985, DRCS provided logistical support to USAR, ARNG, and ROTC units, along with providing shelter for Air Force personnel and their families during two hurricanes.

*Because a number of Fort Rucker and Aviation Center units were actively engaged in two hurricane evacuations in 1985, most of the supporting documentation will be done in the unit on the Directorate of Plans and Training (DPT) who was responsible for the implementation of the hurricane evacuation plans.

DRCS FOOTNOTES

¹MFR, Intv, H. P. LePore with LTC G. W. Hancock, ATZQ-DRC, 6 Sep 86, hereafter referred to as Hancock Intvw, (SD 59); LOI, ATZQ-CS to DPT et al, Subj: Letter of Instruction (LOI) Establishment of Directorate of Reserve Component Support (DRCS), 18 Sep 85, hereafter referred to as LOI-DRCS, (SD 60); DF, DRM to DIO et al, Subj: Standard Installation Organization (SIO) Changes for FY 86, 16 Sep 85, hereafter referred to as DF - DRM, 16 Sep 85; Hist (U), DRCS, 1985 hereafter referred to as DRCS History.

²Ibid; Hancock Intvw, (See above SD 59).

³Hancock Intvw, (See above SD 59); DRCS History.

INTERNAL REVIEW AND AUDIT COMPLIANCE OFFICE

From 1 January 1984 through 30 June 1984, the Internal Review (IR) organization operated as a Division under the staff supervision of the Directorate of Resource Management (DRM). Mr. Kenneth D. Barrett was the Chief of the Division and was assisted by Mr. Don W. Phillips, the Senior Auditor.

On 1 July 1984, the IR Division was realigned under control of the Chief of Staff, United States Army Aviation Center, Fort Rucker, Alabama and assumed the designation of Internal Review and Audit Compliance (IRAC) Office.¹

Mr. Kenneth D. Barrett served as Chief of the IR Division in 1984; realignment, however, brought about the change of his title from that of Chief to that of Internal Review Officer. Mr. Barrett maintained that position from 1984 throughout all of 1985. He was ably assisted by Messrs. Don W. Phillips and Woodrow J. Farrington in both 1984 and 1985. The increased responsibilities brought about by the above realignment necessitated an increase in office staff from nine in 1984 to twelve in 1985.

The IRAC mission in 1984 and 1985 included staff supervision over the installation IRAC program. Comprehensive internal reviews and audits of functions and activities were performed by the IRAC Office on an ongoing basis. The IRAC staff also supervised and coordinated all visits by external audit agencies. Another important part of the IRAC mission was the preparation of reports for higher headquarters regarding implementation of audit recommendations and other major audit/review initiatives. The IRAC Office implemented and conducted the USAAVNC Internal Control Systems Program (ICSP) until 1 October 1984, at which time it was transferred to the Management Analysis Division of DRM.²

Accomplishments

The years of 1984 and 1985 were very productive for the newly reorganized IRAC Office. In 1984 and 1985, the IRAC Office performed 52 internal reviews/audits of appropriated fund activities at Fort Rucker. Six audits were accomplished in 1984 and 1985 on nonappropriated fund (NAF) instrumentalities. Twelve follow-up reviews/audits were performed by the IRAC Office, and 60 audit-related administrative projects were completed. There were a great number of external audit agency visits/contacts made to and with the USAAVNC during 1984 and 1985. Mr. Barrett and his staff provided audit liaison for 35 of these visits/contacts.

One important contribution made by the IRAC Office in both 1984 and 1985 was that of identifying and documenting monetary benefits. Approximately one million dollars in monetary savings and benefits were identified as the result of the IRAC Office staff activity.

Some noteworthy activity took place in 1984 and 1985 in regard to reviews, surveys, and visits which were performed by external audit agencies and Mr. Barrett and his staff.

The United States Army Audit Agency (USAAA) performed an audit of the Synthetic Flight Training System in both 1984 and 1985. The audit which began on 30 April 1984 continued into 1985 with a final report being issued on 23 August 1985. This audit scrutinized the effectiveness of the above system and the number of hours the system was in use.

Facilities Support for Force Modernization underwent an audit at Fort Rucker during the 9th through the 12th of April 85. The USAAA however issued no report. With the fielding of the AH-64 Advanced Attack Helicopter at Fort Rucker in 1985, a survey of the fielding facilities, and support modes was undertaken in June 1985. Ironically this was undertaken during the same time the first six of an eventual twenty-eight AH-64s arrived at Fort Rucker. The survey apparently was a look-see at the new aircraft and its components. No report was issued to Fort Rucker.

An important internal review on the acquisition and use of small computers by organizations on Fort Rucker was performed during the January to September 1985 time period. The IRAC Office review was most effective; it identified about \$599,992 in monetary benefits. Further monetary benefits were identified in 1985 in connection with an audit of the operation of a contractor-operated parts store. The amount in monetary benefits came to \$66,743.

Summary

The IRAC Office resulted from realignment on 1 July 1984 of what had been the IR Division of DRM. Mr. Kenneth D. Barrett supervised both organizations in 1984 and 1985 with a staff of twelve civilians.

In both 1984 and 1985, the IRAC Office supervised the installation IRAC program. It performed comprehensive internal review and audits of functions, and served as liaison for outside audits. The IRAC Office also prepared reports to higher headquarters.

IRAC FOOTNOTES

¹Hist (U), ATZQ-IRO, 1984-85, hereafter cited as IRO History, material is extracted; Msg (U), HQDA-DACS to TRADOC, Subj: Organizational Placement of Internal Review and Audit Compliance Elements, 161550Z Apr 84, (SD 60); Staff Summary, ATZQ-DRM to ATZQ-C/S, Subj: Realignment of the Internal Review and Audit Compliance (IRAC) Function, 16 May 1984, (SD 61); Memo, ATZQ-RM-IR, Subj: Realignment of the Internal Review and Audit Compliance (IRAC) Function, 16 May 1984, (SD 62).

²Ibid.

³IRO History; Rpt, ATZQ-IRAC to ATIR-C, Subj: US Army Audit Agency (USAAA) Report No. SO 85-18, Follow-Up Audit, n.d., (SD 63); Rpt, ATIR-C to ATZQ-IRAC, Subj: USAA Report No. SO 85-18, Follow-Up Audit of Synthetic Flight Training System, 29 Aug 85, Encl (SD 64).

CHAPTER III

TRAINING

Training was the primary function of the departments and directorates discussed in this chapter. The training included flight training, academic subjects, enlisted training, and other significant TRADOC directed training. The organizations examined in this unit became the facilitators for new concepts, objectives, and missions relative to training.

AVIATION TRAINING BRIGADE

As in 1984, the Aviation Training Brigade (ATB) conducted all formal flight instructions at the USAAVNC, and served as Contracting Officer Representative (COR) for all flight instruction undertaken by the civilian contractor.

Under the command of Colonel Haspard R. Murphy, the Brigade's three battalions were busy with their unique aviation missions in 1985.

Accomplishments

The year 1985 was a notable year for the ATB. A total of 1,648 Initial Entry Rotary Wing (IERW) students graduated and received their aviator wings. From the above number of graduates, 107 were National Guard; 44 Reserves; 89 Air Force; 67 EURO/NATO; and 32 Allied officers. The advanced programs of instructions graduated 980 students. The Aviation Training Brigade personnel flew 410,421 hours relative to the training support mission, with no fatalities incurred. Kudos were given to the ATB 7th Battalion for winning the prestigious Daedalian Trophy for safety in 1985.

Speaking of the 7th Battalion in 1985, it had the responsibility for coordination of the personnel, administrative, and logistical support required to conduct flight instruction for Initial Entry Rotary Wing (IERW) and advanced rotary wing flight training for officers, warrant officers, warrant officer candidates, allied officers and enlisted observers. The training given these aviators emphasized individual, crew and team skills in terrain flight, night fighting, gunnery and airland battle tactics. The 7th Battalion was also responsible for the operation of Hanchey Army Heliport.

The 7th Battalion was commanded by Lieutenant Colonel Clarence S. Ivie, from the beginning of the year until 26 November 1985. He was replaced by Lieutenant Colonel Alvin B. Cobb who commanded the Battalion for the remainder of the year.

The 7th Battalion trained aviators to fly the AH-1, OH-58A/C, OH-58D, and AH-64. In the AH-1 arena, the battalion trained 512 United States and Allied aviators, and qualified 70 DA and Allied instructor pilots. Close to 200,000 hours were flown without a major accident. In 1985, the Officer Rotary Wing Aviation Course (ORWAC) and the Warrant Officer Rotary Wing Aviation Course (WORWAC) along with the Instructor Pilot Course (IPC) and the Enlisted Aerial Observer Course qualified 700 students.

During 1985, the battalion initiated a new training flow for ORWAC/WORWAC called 6-4-2. The first six weeks were spent by the students in the OH-58A/C, being taught how to navigate in a terrain flight environment, and introduced to the basic skills which an Aeroscout needed to successfully accomplish his missions. Forty-one flight hours were utilized during this stage. The students during the second stage of four weeks were introduced to night flying and were qualified in the AN-PVS 5

Night Vision Goggles. Twenty-five flight hours were used in this stage. During the final stage of two weeks, the students were introduced to a J-Series TO&E organization, and AH-1 (Cobra) and A-10 (Jet) aircraft as a Joint Attack Team (JAAT).

In October 1985, the battalion began training enlisted soldiers to be Aeroscout Observers (Enlisted Aerial Observers Course). The enlisted aerial observers flew forty-nine hours during the day and eighteen hours during the night.

The 8th Aviation Training Battalion was located at Cairns Army Airfield (CAAF), one of the busiest Army airfields in the world, logged over 480,000 movements in CY 85.

Under the command of Lieutenant Colonel L. Dean Gould from the beginning of 1985 until 19 July 1985, at which time Lieutenant Colonel Richard L. Baker became the Battalion Commander for the remainder of the year. Major Alvin R. Sneckenberger was the Battalion Executive Officer for the entire year.

The 8th Aviation Training Battalion had as its mission the planning, organizing, conducting, and supervising of all flight instruction courses at Cairns Army Airfield. It also evaluated the flight contractor's operations and performance, and recommended changes to POIs and pertinent training literature; and the 8th Battalion operated Cairns Army Airfield.

Incidental to its mission, the battalion developed the script, provided coordination and conducted all of the Student Parent Aviation Reviews (SPAR), which served as both a history and flying overview of Army Aviation which was presented to all graduating flight school classes and their families. A modified version of the SPAR was developed and presented by the battalion at the Dothan Airport in June 1986 as part of Alabama's Air Fair '85.

The 8th Aviation Training Battalion provided CH-47 support for ARTEP, field problems, and airmobile training for several units at Fort Rucker such as the 260th Field Artillery, and the 1st Aviation Brigade. The battalion also provided community action support in November 1985 by assisting in the dismantling of a road bridge near Andalusia, Alabama.* The battalion logged over 67,000 flight hours in 1985 with only one Class D mishap.³

The ATB 9th Training Battalion at Lowe Field was busy in 1985. Under the command of Lieutenant Colonel Robert J. Stallings, the battalion trained over 1,500 graduate and undergraduate flight students from the United States and various foreign countries. Over 160,000 flight hours were flown in the conduct of UH-1 and UH-60 aircraft qualification, night/night vision goggles, tactical and instructor pilot training. Concerning the UH-60 Blackhawk, a tragedy took place in March 1985 when a Blackhawk helicopter from the 9th Battalion crashed, killing all

*See adjunctive remarks in unit of 1st Aviation Brigade.

occupants. This led to the grounding of the entire Army Blackhawk fleet for a number of weeks. As the result of this tragedy, the 9th Battalion began the planning and coordinating for the construction of a memorial court to be dedicated to all aviators who were killed while training on flights originating from Lowe Army Airfield. However, the battalion, in spite of the above tragedy, pressed on successfully with its mission in 1985.⁴

Summary

The Aviation Training Brigade under the command of Colonel Haspard R. Murphy, had a successful year. Its three battalions were responsible for flight training at Fort Rucker. Numbers were an important ingredient in the brigade's mission. For example, the brigade graduated over 1,600 IERW students and logged over 410,000 flight hours.

The three training battalions emulated the brigade by training over 1,400 students and well over 200,000 flying hours. The only thing to mar the above figures and the brigade's mission was the crash of a UH-60 Blackhawk in March 1985 with the loss of all occupants.

ATB FOOTNOTES

¹Hist (U), ATZQ-ATB, 1985, hereafter cited as ATB History, material is extracted.

²Ibid.

³Ibid; SPAR Review, 9 Aug 85, (SD 65).

⁴ATB History.

DEPARTMENT OF GUNNERY AND FLIGHT SYSTEMS

The USAAVNC Department of Gunnery and Flight Systems (DGFS) was under the command of Colonel Merwyn L. Nutt. Lieutenant Colonel Robert E. Harry was Deputy Director and Sergeant Major Frederick D. Haney served as the unit Sergeant Major.

DGFS had four branches: Headquarters, Administrative, Supply, and Operations. The department was also responsible for three training divisions: Aviation, Flight Simulator, and Weapons and Gunnery. In the area of training, DGFS provided aviation academic and systems training, cockpit procedural training, and flight simulator training for students, staff, faculty, and other Army aviators. It served also as the proponent for aerial gunnery.

Accomplishments

During CY 85, DGFS implemented academic training in support of 37 Programs of Instructions (POI), and was the proponent for thirteen of these POIs as well as for aviation weapons and gunnery doctrine. The Department of Gunnery and Flight Systems also was actively involved with the integration of aviation into the combined arms training at the National Training Center (NTC). Mobile Training Teams (MTT) and New Equipment Training Teams (NETT) were also supported by DGFS.

The Operations Branch served as the coordinating agency for the department in 1985. The branch completed two major projects in 1985, that being the automation of course scheduling and the initiation of a suspense document program. The branch also was the Point of Contact (POC) for the A/LAN system of post-wide computer interface and automation of the Aviation Information Management System (AIMS). Throughout 1985, the Operations Branch coordinated external and internal academic training while refining DGFS Standing Operating Procedures (SOP).

The DGFS Supply Branch maintained effective operations during 1985, though having to move to a new location during the year, which was completed without loss of equipment or interruption of service.

The Administrative Branch in 1985 provided administrative support for 255 officer, enlisted, and civilian personnel. Automation was introduced into administrative activities during the year, and several data base programs were developed by the branch which enhanced administrative effectiveness.

The DGFS Aviation Division underwent reorganization in 1985. Its Aviation Systems Branch split into the Scout Systems Branch and the Cargo Utility Branch. The division was responsible for the design, development, and instruction of aviation subjects and aircraft systems. Design, development, and instruction of aviation subjects and aircraft systems came under the suzerainty of the division, that was provided to students during initial entry and graduate flight programs and officer professional development courses.

In December 1984, the Commanding General, Major General Bobby J. Maddox revitalized the Multi-Track initiative. The Aviation Division was tasked to be the facilitator for the initiative. Multi-Track was efficacious because it modernized the Initial Entry Rotary Wing Aviator Course (IERW).

The current IERW flight training course at USAAVNC consisted of 175 hours of flight instruction in as many as three different helicopters and 42 hours of instruction in the Synthetic Flight Training Simulators (SFTS).

Multi-Track however was better because it was a bi-level training program which incorporated the IERW course at the undergraduate level and multiple aircraft transition courses at the graduate level. Under Multi-Track, the UH-1 was to be the Primary Phase vehicle instead of the TH-55. Expanded UH-60 and AH-1 training programs added IERW (Multi-Track) diversity, and increased flexibility to meet fleet exigencies. Training in the above two aircraft was designed to build on the foundation established in the UH-1. IERW, under the above concept, was to provide advanced combat skills training to aviators in one of four aircraft: UH-1H, OH-58, UH-60, and AH-1. Instrument training in the Multi-Track mode was to be extended from 55 to 67.5 hours. Multi-Track was tentatively to begin in FY 88 with full implementation in FY 89.²

The Aviation Division curriculum was all inclusive. It included aerodynamics, weather, instrument academics, aircraft systems, instructor pilot fundamentals, safety, and dynamics of aircrew communication and coordination. These subject areas supported multiple flight courses, aircraft transitions, refresher training, flight surgeon training, and instrument training.

In 1985, the division under went automation, which provided faster, better controlled, and more reliable processing of publications, rosters, action reports, lesson plans, examinations, and student handouts. One means of interaction that DGFS believed to be important was that between a user and a computer. It therefore proposed the implementation of the Interactive Video Disc System (IVD) for utilization of academic blocks of instruction. IVD was what DGFS needed. It was a visual medium for information delivery, which was controlled by a computer, and had inter-actional capability between a computer and its user. The system had heightened efficacy because it allowed rapid access to large quantities of information, and could modify the level of difficulty associated with such a system. It had also immediate feedback capability and could provide a means to manage multiple skill levels of aircraft systems related to specific subject areas.

The Flight Simulator Division (FSD) provided synthetic flight training system (SFTS) support for all fixed and rotary wing training at the Aviation Center. It was also the proponent for SFTS configuration management and software support for all flight simulators worldwide.

FSD had the responsibility for procurement of personnel for NEIT and DES assistance visits. The Flight Simulator Division also had the

cockpit procedural training and performance planning for all UH-1 courses at the Aviation Center.

The FSD flight simulators were extensively used in 1985. The UH-1 simulators logged 112,155 hours and the UH-60 flight simulators logged 7,095 hours. In turn, the CH-47 flight simulator logged 3,410 hours. Noteworthy was the fact that compared to actual aircraft costs, simulator use represented a cost avoidance of over 45 million dollars.

A milestone was reached on 18 June 1985, at which time the UH-1 flight simulators reached their millionth simulator hour. This was more hours flown than any other simulator worldwide. The one million hours represented a cost avoidance of 365 million dollars, with of course, the benefits of no injuries or loss of life.³

The Weapons and Gunnery Division (WGD) developed, conducted, and evaluated performance oriented instruction on aircraft and weapon systems for U.S. Army attack and advanced attack helicopters. For example, instruction was given in the AH-1 Flight Weapons Simulator (FWS), the AH-64 Cockpit and Weapons Emergency Procedures Trainer (CWEPT) as well as the classroom environment. The division was also the Army-wide aviation proponent for aerial range and gunnery operations, Standards in Training Commission (STRAC) issues, Multi-Purpose Range Complex (MPRC) development, and FM 1-140. It served also as USAAVNC lead for aviation integration at the National Training Center (NTC).

In May 1985, the WGD chaired a committee known as the National Training Center Joint Working Committee. The committee's primary purpose was to coordinate the integration of aviation into the combined arms training at NTC.

FM 1-140, the Aerial Gunnery Manual under went revision in 1985 and was scheduled for further revision in 1986. STRAC education visits were conducted by the WGD during the months of October and December 1985. The visits were to brief major installation commanders on the rationale for and against the STRAC programs, and to provide instruction on how to smoothly integrate STRAC into current training programs.

DGFS trainers completed academic and special device training at Yuma Proving Grounds in Arizona on the AH-64 in April of 1985. Three CWEPTs were delivered in May 1985; contractor provided training literature was developed; and on 12 June 1985, the first AH-64 Aircraft Qualification Course (AQC) at Fort Rucker commenced. By July 1985, the first AH-64 AQC students had begun in CWEPT.

Summary

The Department of Gunnery and Flight Systems (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 Merwyn L. Nutt served as the DGFS Director for all of 1985.

DGFS FOOTNOTES

¹Hist (U), ATZQ-GFS, hereafter cited as GFS History, material is extracted; Lessons Learned, ATZQ-DGFS, Subj: NTC Lessons Learned, n.d., (SD 66).

²GFS History, PP, Army of Excellence Training System, n.d., (SD 67).

³Certificate, "One Million Hours," 18 June 1985, (SD 68).

⁴Minutes, ATZQ-GFS-WG, Subj: Minutes of the 21 June 1985, NTC Work Committee Meeting, (SD 69).

DEPARTMENT OF ENLISTED TRAINING

The Department of Enlisted Training (DOET) played a significant role at the Army Aviation Center (USAAVNC) in 1985. Under the command of Sergeant Major W. R. Dunn, who served as Director for all of 1985, DOET provided academic training (less medical) for the Army Aviation Center in areas such as aircraft maintenance, flight operations, air traffic control, noncommissioned officer advanced course, and officer/warrant air traffic control instruction.

DOET was composed of a Headquarters element which included an Administrative, Supply, and Operations branches. It also had two training divisions which came under the supervision of the department--the Maintenance Training Division and the Air Traffic Control Division.

Accomplishments

Though DOET had been established for only a year, it positioned itself as one of the bright new boys on the block. In conjunction with its academic support of seven programs of instruction (POI), the Department of Enlisted Training tested the field mettle of its soldiers by restructuring the Field Training Exercises (FTX) for the 67N, 67V, 93J, 93H, and 93P AIT soldiers. The young soldiers learned and sharpened their soldiering and technical skills in the field.* The five-day, four-night FTX served to toughen the young soldiers and at the same time, served to instill a noticeable sense of elan and pride in the Branch and in the Army.

In January 1985, DOET moved its field training site from RT-9 to TAC-X which is located near Samson, Alabama, approximately 30 miles NW of Fort Rucker. Live air traffic training was initiated in March 1985. The movement to the new area of training facilitated an enhancement of training for Aviation soldiers at Fort Rucker.

The Department of Enlisted Training excelled in its first Adjutant General's Inspection held in March 1985, and did equally well in the TRADOC Aviation Resource Management Survey Inspection. DOET also during the year developed and revised seven POIs for MOS 67 and 93. This revision brought the POIs more₁ into line with the exigencies and expectations of the Aviation Branch.

Summary

The Department of Enlisted Training, with its varied mission of academic, technical, and field training for its branch soldiers, contributed much to the fielding of a exemplary Aviation soldier. The men and women of DOET in 1985 made the axiom, "Above the Best," truly noticeable and cogent to all who saw the Department's finished product--the Aviation soldier serving his or her branch and nation. They truly provided an extra "Dimension of Excellence."

*Refer also to unit on 1st Aviation Brigade for related data.

DOET FOOTNOTES

¹Hist (U), ATZQ-ET, 1985, material is extracted.

DIRECTORATE OF TRAINING AND DOCTRINE

In 1985, the Directorate of Training and Doctrine (DOTD) performed its multiple mission in its usual capable manner. DOTD conducted collective and individual missions relative to aviation doctrine, and also performed job and task analysis. The directorate also exercised staff management of design and development of resident and extension training and doctrinal literature. An attendant function, equally as important as those previously mentioned, was serving as the trainer representative in the acquisition of new systems flight simulators, and new aviation equipment. The USAAVNC and faculty were also given in-service training by DOTD staff.

DOTD had two directors in 1985. They were Colonel James P. Hunt who served from the beginning of 1985 until November 1985, and Colonel Jack E. Easton who served as the incumbent for the remainder of the year.

The directorate had three deputy directors in 1985. Lieutenant Colonel Alfred J. Davis served from 1 January 1985 until 13 March 1985. His replacement was Lieutenant Colonel Louis McAdams who served from 1 April 1985 until 11 September 1985, at which time Lieutenant Colonel Ronald J. Wimberly assumed the position of DOTD Deputy Director.

The directorate was initially comprised of six divisions in 1985. They were Course Development, Individual Training, Unit Training, Publications, New Systems Training and Simulator Acquisition, and Staff and Faculty Development. DOTD however underwent a reorganization in May 1985 to better align it with the objectives of School Model 83.* The reorganization brought about two less divisions based on the combining of Individual Training and Unit Training into one division.

Accomplishments

The year 1985 was a significant year for DOTD. It served as the facilitator for three Armywide aviation meetings. They were the Assistant Commandant's Conference, 8-9 January 1985; Aviation Council Emeritus (ACE 85), 23-25 September 1985; and the Brigade Commanders' Conference, 8-11 December 1985. These conferences brought together key aviation personnel to discuss important issues relative to the Combined Arms Team.

In May 1985, the heretofore mentioned Individual and Unit Training Division (IUTD) had its beginning. The IUTD combined the Individual Training Division, Unit Training Division (which became Unit Training Branch), and Course Development Division.

Flight Systems, Extension Training, Enlisted Training and Officer Training emanated from the Course Development Division, and in turn enhanced the implementation of mission requirements.

*See the 1983 Annual Historical Review for unit on School Model 83.

The IUTD had three Division Chiefs in 1985. Lieutenant Colonel Terry J. Welch served from 1 January 1985 until 3 July 1985. Major Brian L. Trach became Division Chief on that day and served as Division Chief until 28 October 1985, at which time he assumed the position of Operations Officer. His replacement, Major(P) Gus M. Meuli, II, served as Division Chief from 28 October 1985 until the end of the year.

Officer and Warrant Officer Professional Development Training was enhanced in 1985 with completion of the Front-End Analysis (FEA) for the Aviation Officer Advanced Course (AVOAC), Aviation Officer Basic Course (AVOBC), and Officer Air Traffic Control (OATC). Critical tasks, skills, and knowledge appropriate for job positions held by Aviation captains, lieutenants, and ATC specialists were identified by FEAs, which brought about changes in POIs. All of the above came under the control of the DOTD Officer Training Branch (OTB). The OTB in 1985 studied the feasibility of Small Group Instruction (SGI) in the AVOAC, and after extensive examination, the OTB in conjunction with DCAT and the 1st Aviation Brigade decided SGI was the wave of the future and planned for its eventual development and implementation.

In 1985, the OTB also assumed responsibility of POI management and implementation of the previously mentioned courses and the Aviation Pre-Command Course (PCC) and the Aviation Warrant Officer Advanced Course (AWOAC). The OTB made certain FEAs and POIs meshed as outlined in TRADOC Regulation 350-7.

The Enlisted Training Branch (ETB), was program manager for establishment of MOS 93B Aeroscout Observer. Important actions were completed in support of this program. They were organizing and chairing of the Task Selection Board; staffing and distribution of POIs; recommendation that the proponency shift from DCAT to DOET; preparation of documentation for AR 611-201; and spearheading efforts to develop soldier training publications (STPs).

ETB took the initiative to make sure that the voluminous MOS 93H and 93J consolidation study was completed for submission to TRADOC for its examination, and hopefully, its approval. ETB, in conjunction with the above study, organized and chaired the team that prepared the Consolidation Implementation Plan, and also prepared documentation for AR 611-201.

ETB and the Aviation Proponency Office (APO) collaborated to prepare documentation of CMF 28 and MOS 93D from the Signal Branch to the Aviation Branch. Phase I of the transfer began with the signing of the Memorandum of Agreement (MOA) on 9 July 1985 between its two branch schools. Phase II was to ostensibly begin on 1 October 1986, at which time the USAAVNC was to begin conducting job and task analysis, and writing of the Individual Training Plan (ITP).²

DOTD completed in 1985 an analysis of flight following tasks for MOS 93H and 93J. A board was convened to inquire into field complaints regarding flight following task training. An action plan was written and approved and a questionnaire was prepared to conduct field surveys in Germany and Korea. Questionnaire data was processed and critical tasks

chosen by a task selection board; these tasks were added to Systems Training Plans (STP) for the new consolidated air traffic control MOS, and will be incorporated into the school when the new POI is implemented.

In 1985, analysis for establishment of a new Basic NCO Course (BNCOC) was completed and worksheets handed off to the Department of Enlisted Training (DOET). The analysis actually came about by a message from TRADOC which directed that training strategies for combat support MOS' be the same as those for combat arms. To comply with the new strategies, the USAAVNC used correspondence courses in lieu of nonexistent technical courses. ETB however was looking down the road to 1987 at which time a new resident BNCOC, replete with technical courses, was to be implemented.

ETB also served as manager of the Joint Service Command (JSC), directed implementation of Joint Interoperability Tactical Command and Control Systems (JINTACCS) training at the Aviation Center. It also prepared and staffed the Aviation Annex to the TRADOC Individual and Collective Training Plan (ICTP), which identified funding, equipment, time, facilities, and personnel needed to implement training.

Colonel Easton tasked ETB to research and brief directorate-level management on TRADOC soldierization requirements and how soldierization was being incorporated into enlisted courses.

In conjunction with the Staff and Faculty Division, ETB prepared the five-year study reaffirming the Southern Association of Colleges and Schools (SACS) Accreditation Study. A seven-person SACS team came to the Aviation Center from 9-11 July 1985. Its primary mission was to examine the education program standards prepared by ETB. The team gave ETB kudos for its standards.

By the end of the year, ETB had successfully staffed, obtained approval, and distributed the revised 93H, 93J, 93P, and advanced NCO POIs. The ASI Z1 Enlisted Aeroscout and MOS 93B10 Aeroscout Observer were also developed and staffed.

The DOTD Unit Training Branch had as its primary mission the management of the USAAVNC Army Training and Evaluation Program (ARTEP).

The Commanding General directed the development and fielding of USAAVNC ARTEP products by 1 July 1985. DOTD ARTEP developers assumed total responsibility for complying with the directive. The Unit Training Branch moved with great alacrity to develop and revise when necessary, all ARTEP products. USAAVNC ARTEP products were on-line by 1 July 1985. This placed the Aviation Center well ahead of other TRADOC installations in complying with the Combined Arms Center (CAC) guidance of transitioning from the previous ARTEP format to an improved ARTEP.

In its new role as the ARTEP manager, the Unit Training Branch (UTB) conducted a training workshop for the Aviation Center training departments which focused on new improved ARTEP development processes, milestones, and associated responsibilities and requirements.

The Unit Training Branch in 1985 also hosted the Air Defense Artillery (ADA) and Army Aviation Cooperative Training Exercise Critical Task Selection Board. Only exercises which involved Army Aviation and air defense were discussed.

The Light Infantry Division Aviation Brigade was assisted by UTB developers in developing a generic, branch-oriented, Train the Trainer and Light Fighter Course II. Individual and collective tasks were delegated as a starting point for the development of Light Infantry Division instruction.

The Extension Training Branch served as the manager of a number of programs such as the Training Extension Course which was a civilian developed course; the Army Correspondence Course Program (ACCP); the Department of the Army Audiovisual Program (DAAP); and two Joint Optical Information Network (JOIN) programs for the recruiting commands. The branch did things other than just management procedures. It conducted an annual review of 126 fielded television programs, and assisted in the development of the AH-1S Scenario Pilot Program for interactive video disc development.

The Flight Systems Branch (FSD) was an important player in DOTD by virtue of its leadership in providing task analysis and reviews for development of aviation training materials. In 1985, the branch conducted front-end analysis (FEA), task analysis reviews, and assumed responsibilities for POIs and Aircraft Training Manuals (ATM) management functions. Speaking of FEAs, a complete FEA was undertaken by the Flight Systems Branch for the OH-58D systems to determine combat skills for both seats of the aircraft.

The branch conducted tasks analysis reviews for both rotary and fixed wing aircraft. Subject Matter Experts (SME) from the Aviation Center and other Aviation units provided input to the development and refinement of critical task lists.

Reviews were also conducted for the Rotary Wing Instrument Flight Examiner (RWIFE) Course, UH-60, AH-1, CH-47, OV-1 Aviator Qualification Course (AQC), and U-21 Instructor Pilot Course (IPC), and revised where necessary.

Publications and training literature were administered by the Doctrinal Literature Management Division (DLMD). It administered the TRADOC-directed Armywide Doctrinal and Training Literature Program (ADTLP) for 97 DA publications. This included determining ADTLP requirements for assigned categories of publications and coordinating with academic departments to supply writers and subject matter experts (SME). This was done in close coordination with departments responsible for each area of expertise. DOTD also prepared field manuals, DA pamphlets, training and field circulars, ARTEP, soldier training publications, military qualification standards, officer support packages, and USAAVNC literature products.

The year 1985 proved to be a very productive and educational one for DLMD. With the tremendous cooperation of the training departments, DLMD

ensured that USAAVNC met all its TRADOC contract obligations for doctrine and training literature. This was a significant accomplishment considering USAAVNC was still in the process of creating its own set of Aviation Branch publications. The introduction of UPDATE publishing made 1985 a very educational year. While it sounded good in concept, UPDATE proved to be too resource intensive in application. The time and money spent on trips back and forth to Fort Eustis, strongly indicated the system was impractical for doctrinal literature production.

In 1985, the New Systems Training and Simulator Acquisition Division (NSTSAD) was responsible for planning and coordination of training development actions which were necessary for support of development of aviation systems, subsystems and related subjects. It also provided liaison and coordination regarding the development of the Aviation systems and subsystems. NSTSAD was the TRADOC user representative for the development of simulators and training devices. The division had three chiefs in 1985. Lieutenant Colonel Roger Stallings served from 1 January 1985 to 8 February 1985. Major Ronald Racinowski became division chief on 8 February and served in his position until 13 June 1985. Lieutenant Colonel Raymond Sheaffer was the division chief from the 13th of June 1985, for the remainder of the year.

NSTSAD in 1985 was the Training Management Agency (TMA) for Aircraft Survivability Equipment (ASE), and made certain all training milestones, technical manual validations, and testing of training were complete for ASE requirements.

The division developed an interim training device (Aircraft Survivability Equipment Trainer (ASET I)) as a quick fix to a critical ASE training need, and was also able to acquire 17 MICROFIX systems to support the ASET I training package. NSTSAD also defined the requirements for ASET II, which was the follow-on desktop trainer for a permanent fix to the ASE training needs; ASET III, an airborne training device; and ASET IV, a family of ground-based, threat training devices replicating various Soviet Bloc threat vehicles.⁴

NSTSAD was exceptionally busy within the training mode in 1985. For example, it developed an exportable training package for Identification Friend or Foe (IFF); sent ASE equipment to Fort Gordon prior to establishment of ASE training; taught an ASE class to the 7th ATC in Germany; demonstrated ASET I at the Aviation Commander's Conference; briefed the CG on the approved training strategy for ASE; and briefed Lieutenant General Robert W. Riscassi, the new Deputy Commanding General, TRADOC, on ASE.⁵

As the User Representative, NSTSAD was instrumental in ensuring that user requirements were met through direct involvement in the fielding of two AH-1 Flight and Weapons Simulators (FWS), three Doppler Navigation System Trainers, an upgrade of computers for a Radar (Target) Operator Training Complex (RTOTC), the defining of requirements for an area scoring device, and a 2.75 inch training rocket warhead. NSTSAD was able to get the UH-60 Air-Ground Engagement System (AGES) program accelerated to get under operational contract. Relative to this, the division

obtained Required Operational Capability (ROC) for the AH-64, CH-47D, and OH-58D.

To enhance combat effectiveness training in simulators with visual systems, NSTSAD developed a threat data base for the AH-1, UH-60, and CH-47D flight simulators. DOTD also found time to get Aviation included in the Laser Target Interface Device (LTID) system.

NSTSAD conducted several major studies in 1985. They included a Delphia study of visual simulators now fielded, UH-60, AH-1, and CH-47, to determine the annual hour requirements for an aviator to maintain flight and combat skills. Other studies included a UH-1 FS; a J-22 operator's study; a AH-1 FWS location study; and a laser training requirement study. Training device studies were undertaken on the AH-64 CWEPT and the Aviation Combined Arms Team Trainer (ACATT). On the LHX side of the house, NSTSAD⁶ initiated a simulator manning study and a HARDMAN and MANPRINT study.

The NSTSAD accomplishments were many and noteworthy in 1985. However, in 1985, the division faced some glaring problems. For one thing, its requirements increased while conversely authorizations decreased. There was also a shortage of military personnel to fill available slots and several individuals were on extended special duty. The manpower shortages caused delays in project initiation, while reduction of TDY funds caused problems in user representation at critical decision meetings which resulted in lost training benefits of some training systems and increased costs in other areas of training. The division was also encumbered by much time being wasted addressing problems after the fact when attendance at meetings could have prevented additional effort and loss of time.

The DOTD Staff and Faculty Development Division (SFDD) developed policies and procedures relative to the operation and administration of instructional programs in support of the Army Aviation Center. The division was the proponent of USAAVNC Pamphlet 310-4, Preparation and Use of Lesson Plans and Instructor Guides; USAAVNC Pamphlet 350-10, Staff and Faculty Development Program; and USAAVNC Regulation 350-15, Criterion Testing. SFDD personnel served as training consultants and trainers of the Aviation School's staff and faculty.

The division taught a variety of courses for the USAAVNC staff and faculty to include: Enlisted and Officer Instructors Training, Basic and Advanced Counseling and Human Relations, Education Statistics, and Combat Development Orientation. The Instruction System Development Course was replaced by the Systems Approach to Training Course, to comply with TRADOC Regulation 350-7.

Mr. Edward Ewell was Chief of Staff and Faculty Development Division through 14 July 1985. He was followed by Mr. Charles A. Thomley on 15 July 1987 who was the Chief for the remainder of the year. Three vacant education specialist positions were filled during 1985 by Mr. Mike Rogers, Mr. Ken Marchman and Mr. Franklin Veal; and Ms. Judy Hudson became the division secretary. With these personnel changes, the division, with one exception made a complete turnover.

In order to enhance the quality of academic instruction, the Deputy Assistant Commandant directed the implementation of the Academic Instructor of the Quarter and Year Programs. More than 600 classroom evaluations were completed and the Academic Instructor Badge Program initiated in 1985. Professional development of academic instructors was continued at the Aviation Center by the awarding of 21 Senior Academic Certificates and 12 Master Academic Instructor Certificates.

The Staff and Faculty Development Division underwent many important and positive changes in 1985; this resulted in a noticeable enhancement of the mission, and subsequent improvement in staff and faculty professionalism.

Summary

The Directorate of Training and Doctrine (DOTD) had the responsibility of job and task analysis; staff management of design and development of resident and extension training; in-service training and development for the USAAVNC staff and faculty, and trainer representation of new systems, flight simulators, and new aviation equipment.

Colonel James P. Hunt and Colonel Jack E. Easton were the two directors of DOTD in 1985.

DOTD FOOTNOTES

¹Hist (U), ATZQ-TDO, 1985, hereafter cited as TDO 85 History, material is extracted; Exec Summary, U.S. Army Aviation Council Emeritus, ACE 85, 23-25 Sep 85, (Agenda), (SD 70); Exec Summary, Brigade Commanders Conference, 8-11 Dec 85, (Agenda), (SD 71).

²MOA, ATZQ-ATZH, Subj: Guidelines and Operational Relationships for Avionics Training, 9 July 1985, (SD 72).

³TDO 85 Hist.

⁴Action Document, ATZQ-TD-ST, ASMD, Aircraft Survivability Equipment Trainer I (ASET I), (SD 73); Msg (U), ATZQ-CG to AETT-TD-AV, Subj: Aircraft Survivability Equipment Training I (ASET I) Fielding Europe, 151200Z July 85, (SD 74); DF, ATZQ-TD-ST-ASMD to et al, Subj: User Requirements for Aircraft Survivability Equipment Trainer, (ASET II), 22 Aug 85, (SD 75); Memo, ATZQ-TD to ATZQ-CG, Subj: Response to Commanding General Inquiry About ASET I Letter to III Corps Aviation Officer, 10 Sep 85, (SD 76); Ltr, ATZQ to AMSAV, Subj: Aircraft Survivability Equipment (ASE) Training Support, 26 April 85, (SD 77); Msg (U), A FOP-TV to Cdr, D Co, 229th Avn Bn, ATZQ, Subj: Aircraft Survivability Equipment Trainer (ASET I), 030930Z Jun 85, (SD 78).

⁵SS, ATZQ-TDO to ATZQ-ATB, Subj: MODE 4 Identification Friend or Foe (IFF) Training, 26 Feb 85, (SD 79); Msg, ATZQ-CG to ATSA-AC, Subj: Identification Friend or Foe (IFF), 251500Z Feb 85, (SD 80); Msg (U), ATSA-AC to ATZQ-CG, Subj: IFF, 151600Z Feb 85, (SD 81); Hist (U), Aviation Systems Training Research Branch (ASTR), Calendar Year 1985, (SD 82); Msg (U), ATZQ-CS, Itinerary for Visit, 260900Z Jul 85, (SD 83).

⁶Memo, NGB-AVN-00 to ATIC-DMD, Subj: UH-1 Flight Simulator Requirements Study, 5 Sep 85, (SD 84); Memo, AMSAV-LS to ATTC-OMD, Subj: UH-1 Flight Simulator Requirements Study, 26 Nov 85, (SD 85); Memo, AFOP-TV to ATTC-DMD, UH-1 Flight Simulator Requirements Study, 26 Nov 85, (SD 86); Ltr, ATIC-DMD to ATZQ-TD-ST-ASTR, 18 Dec 85, (SD 87).

⁷TDO 85 History.

DEPARTMENT OF COMBINED ARMS TACTICS

Colonel Jacob B. Couch, Jr., was the Director of the Department of Combined Arms Tactics (DCAT) in 1985. Lieutenant Colonel Raymond J. Kane served as Deputy Director of DCAT from the beginning of the year until 29 April 1985. Lieutenant Colonel Trevathan N. McCarther became the Deputy DCAT Director on 1 August 1985. Colonel Couch, though serving as the Director of DCAT for all of 1985, was given orders in November 1985 to become the Brigade Commander of the 101st Aviation Brigade at Fort Campbell, Kentucky -- effective May 1986.

DCAT, as in previous years, was the proponent agency for assigned Aviation courses. Working closely with the Directorate of Training and Doctrine (DOTD), it reviewed and evaluated instructional presentations to ensure completeness and effectiveness. DCAT and DOTD served also to analyze systems approach to training to attenuate academic and instructional shortfalls.

Accomplishments

The year 1985 was a pivotal one for DCAT. It continued conducting resident instruction for assigned courses and provided academic counselling for attendees. However, as opposed to 1984, DCAT was dealing with more personnel and courses.

DCAT in 1985 was also responsible for the designing and development of individual and unit training requirements for resident and extension training, which were incorporated into the curriculum with alacrity, thus entailing the need by DCAT to constantly revise and review their products for currency and accuracy. An important function of DCAT in 1985 was the providing of subject matter expertise to write, review, and critique doctrine, lessons, and other training support material. Field Circulars (FC), Field Manuals (FM), Training Manuals (TM), Skill Qualification Tests (SQT), and Army Training and Evaluation Programs (ARTEP) were the training support materials closely scrutinized by DCAT.

As in 1984, the Department of Combined Arms Tactics provided Branch Training Teams (BTT) and Mobile Training Teams (MIT) instructional support Armywide as directed. In fact, it expanded its support to the extent that it was ongoing. DCAT also refined its Aviation Officer Advanced and Basic Courses and made them higher in quality. The Department also performed operator maintenance of training equipment and conducted in-house electives as directed. It also made certain that systems met prescribed internal control standards.¹

Summary

In 1985, the Department of Combined Arms Tactics expanded its mission and responsibilities. It reviewed and refined its products and worked closely with the Directorate of Training and Doctrine to ensure systems integrity and validity. Overall, the DCAT mission was highly successful.

DCAT FOOTNOTES

¹Hist (U), ATZQ-CAT, 1985, material is extracted; Orders 2-20, 3 Jan 85, (SD 88); Orders 231-4, 29 Nov 85, (SD 89).

DIRECTORATE OF COMBAT DEVELOPMENTS

The Directorate of Combat Developments (DCD) was program manager for actions affected by the force developments/combat developments (CD) process for which the United States Army Aviation Center (USAAVNC) was proponent. DCD implemented necessary and effective interface, handoffs, and integration with the Aviation Center training developments' training, training analysis, and evaluation programs; and other related actions.

DCD's primary units were the Program Management Office (PMO); the Test and Evaluation Division; Concept and Studies Division; Organization/Force Developments Division; Materiel and Logistics Systems Division (MLSD); and Scenario-Oriented Recurring Evaluation System (SCORES) Branch.

Colonel Clark A. Burnett, the Director of Combat Developments from 1 January 1985 to 2 August 1985, retired after a long and distinguished career in Army Aviation. His replacement was Colonel Frank H. Mayer who assumed the position of Director on 3 August and remained in his position for the rest of 1985. Lieutenant Colonel Richard G. Dickson served as DCD Executive Officer for all of 1985.

The Director wore many hats in 1985. He advised the Commanding General and the Deputy Commanding General on matters relative to force and combat developments. The verb "advised" was endemic to the Director's mission in that it was one of the essential functions of the Director. He not only advised the Commanding General on combat developments, but also other general officers, directors, and individuals with a need to know.

As an aside, but incidental to the submission of historical data for the 1985 AHR is the fact that the nature of the CD mission precluded the general dissemination of many supporting documents. However, when feasible, some supporting documents have been made available for use. Also, the large number of DCD units being examined attenuates the opportunity of indepth evaluation of all branches. What will be undertaken instead will be highlighting of important data.

DCD Units and Accomplishments

The DCD Program Management Office (PMO) served as the program manager for the Directorate. Mrs. Janice L. Treadway was the Chief of PMO for all of 1985. The Program Management Office had the responsibility for program and budget functions for DCD and TRADOC Systems Managers (TSMs), and developed and coordinated personnel and monetary requirements in support of DCD and DA directed study groups and other special studies. The office also provided administrative support to DCD.

Noteworthy in the area of PMO accomplishments in 1985 was its logistical support for the TSMs, and its analysis of resources utilization. PMO was also the Computer Software Management and Information Center (COSMIC), North American Treaty Organization (NATO), control point for USAAVNC, and was the host activity and liaison office to the USAAVNC

Special Security Office (SSO). The Program Management Office was an important link in the DCD chain of command and functions.

The Test and Evaluation Division has two chiefs in 1985. Lieutenant Colonel William T. McMahan was Division Chief from the beginning of the year until 15 June 1985, at which time he was succeeded by Major(P) Harry D. Hall who remained as Chief for the rest of the year. The division performed independent evaluations of aviation equipment, organizations, ancillary equipment, and innovative concepts for which the USAAVNC was not designated as proponent.

In 1985, the Test and Evaluation Division had the responsibility of an overall assessment of a system's readiness to be moved into the next phase of materiel development or to be implemented as an organizational or doctrinal change. The above assessment included a review of information and reports coming from the Army, other services, industry, foreign countries, and user tests, if applicable, and the system's capabilities against any aviation-stated requirements.

Endemic to its requirements, the Test and Evaluation Division completed four independent evaluation plans (IEP), one independent evaluation report (IER), two test support packages (TSP), one operational test readiness statement (OTRS), and one concept evaluation program (CEP) resume sheet. These documents covered projects such as Air-to-Air STINGER (ATAS), Mini-boat Flotation Kit, Helicopter Oxygen System (HOS), and Nap-of-the-Earth Communications (NOE COMM). Other projects included the Army Helicopter Improvement Program (AHIP), and the digital color map.

The division closed out the year by having been involved in the development of the attack helicopter battalion validation Evaluation Plan (EP). The division also developed, drafted, and performed a front-end analysis of issues and criteria for the Aviation Brigade in 71D certification, and assisted the Department of Combined Arms Training (DCAT) in developing subject matter expert (SME) requirements for 71D certification.

During 1985, the Concepts and Studies Division was commanded by Lieutenant Colonel Thomas S. Scrivener until 16 April 1985, at which time Lieutenant Colonel Stephen S. MacWillie assumed command.

The division added a Command, Control, Communications, and Computer (C⁴) Branch to manage the proliferation of systems and requirements in Aviation. Also a Space Technology Branch design was completed in compliance with TRADOC guidelines.

The Space Technology Branch came about as the result of activation of the TRADOC Space Directorate on 1 January 1985, at the Combined Arms Center at Fort Leavenworth, Kansas. RAND Corporation served as facilitator of a Master Plan. RAND Army Space Teams visited TRADOC schools in 1985 to clarify the TRADOC and Army organization in space. In June 1985, the Army implemented a space policy document, acknowledging the Army's role in space. From the 8th of October 1985, a General Officer Seminar was held on Army space initiatives. At that time, the Army Vice Chief of

Staff, General Maxwell Thurman, tasked those Army organizations working on space or space related activities, (the USAAVNC DCD) to send reports concerning involvement in the program. The Concepts and Studies Division did this shortly thereafter. By the end of calendar year 1985, the Space Technology Branch was implemented with complete staffing to take place during CY 86.²

The Concept Studies Division was also involved in an Advanced Aviation Forward Area Refueling System (AAFARS) requirement study, and additional studies such as suppression of enemy air defense, countering the heliborne threat, and airborne warning and control system (AWACS) interoperability.

The Scenario-Oriented Recurring Evaluation System (SCORES) Branch had an extremely busy year in 1985. An important SCORES accomplishment in 1985 dealt with Southwest Asia (SWA) I, Low-Resolution Scenario. SWA I was developed by the Combined Arms Operations Research Activity (CAORA) with the help of TRADOC schools. Its purpose was to provide a standard Army framework for combat development studies. SCORES Branch participated in the development of SWA I by providing aviation input for the operational scenario. The input it provided included a Corps Aviation Brigade operation orders; input to division operations orders specifying what division aviation assets would do; and a laydown of all aviation units in the scenario.

Concerning scenarios, the SCORES Branch became involved in High-Resolution Scenarios (HRS) which were more detailed extensions of low-resolution scenarios. They provided specific solutions required for combat development wargaming in models such as Carmonette or Janus. SCORES Branch participated with other TRADOC schools and CAORA in developing standard HRS' in Europe and SWA.

SCORES also developed Mission Profiles for Blackhawk Improvement Plan (BHIP), Improved AH-64, V-22 Osprey, Advanced Cargo Aircraft (ACA), Self-Deployment AH-64, and Antiarmor for the utility helicopter.

In the LHX arena, SCORES developed and provided input to the Concepts Analysis Agency (CAA) study. The input included a 30-day scenario for both a light division and heavy division in a European environment. The purpose of the study was to generate missions that would stress the Aviation force structure and test availability and maintainability.

Forward Area Air Defense (FAAD) was an important issue in AirLand Battle Doctrine. In 1985, SCORES addressed this issue by providing input from the Aviation Center to a study being done by a FAAD working group. The group's mission was to develop strategy, recommend actions and rationale for near-term FAAD fixes, and long-term FAAD programs. The termination of the SERGEANT YORK Program brought about the need for an alternate air defense weapon system which would be functional enough to defeat contemporaneous and future air threats within forward areas. USAAVNC was expected to be an important player as a member of the Combined Arms Team.

DCD's Threat Branch worked with the Air Force in conjunction with determining the most effective methods and weapons for air base defense in Europe. USAAVNC provided the wargaming facility, terrain tables, computers, and wargaming controllers for Aviation Battle Simulation (AVBATS) to wargame the defense of an airfield in the European scenario. Wargaming was a practical means for determining the vulnerability of NATO and American airfields in Europe.

In conjunction with NATO, DCD developed plans for countering the Soviet helicopter threat. These plans were incorporated into the NATO Advisory Group for Aerospace Research and Development (AGARD). Coordination among NATO countries concerning AGARD was ongoing throughout 1985, and DCD's plans were examined closely, and some of them implemented.

Wargaming, though fascinating to many, was a serious DCD endeavor. Entailing a variety of activities, such as the use of computers, terrain boards, scaled map/sheets, models of equipment, and wargaming controllers, DCD localized hypothetical WARSAW Pact and NATO tactics so as to lend credence to the thesis that battles and wars are not always won on the battlefields, but often on the drawing boards.

Closely aligned with wargaming, was the System Threat Assessment Report (STAR). This was a document which was involved in the threat development and testing for major systems. Prior to 1985, National Intelligence Agencies, such as the U.S. Army Intelligence Threat Analysis Center (ITAC) prepared such documents. However, in November 1985, TRADOC Regulation 381-1 tasked the proponent schools and centers. DCD did as it was bid and produced a STAR for the LHX study effort. The STAR assessed projected enemy capabilities to destroy the LHX during its initial operational capability (IOC). The STAR also assessed the Aviation Center's perception of the priority of the threat.

DCD's Threat Branch held numerous briefings in 1985 concerning topics such as Soviet terrorism, Soviet NBC capabilities, Soviet attack helicopters, and Soviet HIND-E attack helicopters.

In 1985, DCD served as the primary point of contact for the implementation of Army of Excellence Task Force (AOETF) initiatives. These initiatives examined echelons above corps (EAC)--including SOCOM, corps Aviation, heavy division personnel scrub, Infantry division (light) (IDL), and air assault division table of organization and equipment (TOE) designs. DCD, by the virtue of its diversity, also became involved in the High Technology Light Division (HTLD) test at Fort Lewis, Washington, and served on panels dealing with Aviation Logistics--all under the aegis of the Army of Excellence Task Force.

During the early part of 1985, DCD completed the Aviation Requirements for Combat Structure of the Army (ARCSA) IV Study. The study recommended the establishment of a Standard Table of Distribution and Allowances (TDA) for all Army airfields and conversion of military flying positions to civilian flying positions. No action however was taken on the recommendations in 1985.

From May through August 1985, DCD interfaced with Fort Leavenworth in the implementation of the Light Corps Capability Analysis. The analysis incorporated important elements such as Aviation transportation, and logistics; all of which could be utilized in scenarios such as Southwest Asia (SWA).

LHX Special Study Group

In 1984, Study Branches I and II of the DCD Concepts and Studies Division formed the LHX Study Group. Its mission was to examine concept formulation for the LHX, which was divided into four overlapping phases. These phases included Trade-Off Determination (TOD), Trade-Off Analysis (TOA), Best Technical Approach (BTA), and Cost and Operational Effectiveness Analysis (COEA).

Close interaction between the LHX Special Study Group and TRADOC brought about positive results in 1985. A Letter of Agreement (LOA) was signed by both TRADOC and the U.S. Army Materiel Command (AMC) to move ahead into the arena of engine testing and development. HQDA and the Office of the Deputy Chief of Staff Operations (ODCSOPS) approved the LOA, and by the end of the summer of 1985, two full-scale contracts had been signed for development of the T-800 (1200 SHD) engines. Ongoing analysis of the LHX program proved to be an effective means of articulating user requirements, and thus mitigated replication of requirements and model modifications.

Speaking of models, model modification and data requirements were incorporated into the LHX Study as a means to accurately portray LHX capabilities. A Mideast scenario was utilized in which an Evaluation of Air Defense Effectiveness (EVADE) model was tested at the U.S. Army Materiel Systems Analysis Activity (AMSAA) and the Janus model at the TRADOC Systems Analysis Activity (TRASANA) at White Sands, New Mexico. Guidance and program direction changed at times; however frustrating this was, the LHX Study Group (LHX Division in September 1985) attempted to undertake a thoroughly unbiased analysis in order to provide makers with information necessary to make program decisions.

By December of 1985, preliminary test results were available for analysis; a draft required operational capability (ROC) was prepared and sent to major commands and Army agencies worldwide for comments and interim approval responses in early 1986.

DCD's Organization/Force Developments Division developed proponent TOE, Basis of Issue Plans (BOIP) for new material, and provided input to TRADOC and DA on Aviation Force Structure for program objective memorandums.

In 1985 the division assisted TRADOC in the implementation of the "Living TOE" concept by the establishment of a system of trade-offs for future TOE equipment and personnel. This was done in conjunction with DA providing major commands (MACOM) a documented transition plan for current resourced MTOE positions toward TOEs as affected by force modernization.

The term, "Living TOE" was somewhat enigmatic; however, what the term meant was a document which prescribed the organizational design, including personnel and equipment requirements. The organizational schematic was then adjusted/ revised to provide a series of intermediate steps leading to a fully modern objective design.

Closer to home, the Organization Division took part in the Federal Aviation Administrative Agency (FAA) review of Aviation in mid- through late-1955. Key areas addressed were the Aviation Brigade, Airborne Division, and coding Commissioned Officer Aviators area of concentration.

The Aviation Regimental System was finally addressed in 1985, though at times in a seemingly desultory fashion. In April 1985, General John A. Wickham, Jr., the Chief of Staff of the Army, issued the requirement to incorporate Aviation units into the U.S. Army Regimental System. After 8 August 1985, the Organization Division became one of the primary points of contact to help with the implementation of one Aviation regiment in 1986.

The division, in 1985, represented USAAVNC in its coordination with U.S. Army Armor Center (USAARMC), Fort Knox, Kentucky, to develop a transition plan for coding the aerial observer position as 67V as directed by HQ TRADOC. Coding of these positions were completed prior to Consolidated TOE Update (CTU) 8504.

The Materiel and Logistics Systems Division (MLSD) supervised the initiation, development, evaluation, preparation, coordination, and recommendation of Army materiel requirements and materiel documentation actions for materiel items/systems. MLSD also made significant contributions to Aviation combat development efforts. An example of this was it was able to develop an airborne command and control system using the UH-60 helicopter. Corps and division commanders were accorded a mobile command post with extended communication ranges on the battlefields.

In June 1985, a DCD representative, along with an AMC Team went to Europe to evaluate the use of night vision devices in the field. The results of the evaluation were positive, so a contract was awarded for Night Vision Systems (NVS), of which 6,984 were Aviators Night Vision Imaging Systems (ANVIS). The USAAVNC was scheduled to receive 20 of these for follow-on evaluation (FOE) in the Army Helicopter Improvement Program (AHIP).

The Aviation Branch received good news on 6 December 1985. On that day, the Vice Chief of Staff of the Army approved the transition of Air Traffic Control (ATC) proponentcy to the USAAVNC, and DCD was tasked to provide interim transition support and to be the TRADOC focal point until the ATC Branch was to be established in FY 87.

DCD's Reliability, Availability, and Maintainability (RAM) Branch, though small as far as the number of personnel in it (eight), was a significant unit. The RAM Branch was responsible for Manpower and Personnel Integration in 1985, and expanded its role in Integrated Logistics Support (ILS). The branch, being a member of the Aviation

Systems Command (AVSCOM) Integrated Logistics System (ILS) management team, coordinated the Aviation Center MANPRINT effort, and the RAM Rationale Annex for all Aviation systems. DCD also performed the manpower analysis for the LHX and the AH-64B aircraft. RAM rationale reports were undertaken in 1985 on such subjects as the LHX, Air-to-Air STINGER, AH-64B, and UH-60B.

Through its Systems Branch, DCD in 1985 began working on an Organization and Operation (O&O) Plan for the hitherto unappropriated AH-64B. Throughout the spring and summer of 1985, the O&O planning group met, and after careful deliberation, discerned the need for the AH-64B system. In the latter part of October 1985, a Joint Working Group (JWG) was formed to finalize the O&O draft before letting it be disseminated for worldwide staffing. By year's end of 1985, the O&O Plan was on its way for worldwide staffing.

In the spring of 1985, the Army had to deal with a design deficiency in the AH-64; this was with its power/rotor system. Though this design deficiency was not nascent, it warranted the Program Manager Advanced Attack Helicopter (PM-AAH) to withdraw an unfunded product improvement proposal and pay for this correction with the program and hold the contractor accountable for the correction. Headquarters, Department of the Army also tasked the PM-AAH to assume funding responsibility for Single Channel Ground and Airborne Radio Systems (SINCGARS) radio and secure lighting on the Apache.

The year 1985 also saw the completion of the OH-58D Operational Test (OT) II. The Defense Systems Acquisition Review Council (DSARC) was pleased with the OH-58D test and allowed the Army to purchase 179 OH-58D aircraft for use in target acquisition and in reconnaissance at corps level. The Attack Helicopter AH-1 Cobra was given a thermal sensor and tube (launched), optically (tracked), wire (guided) (Antitank missile) (TOW) II missile-tracking system. This allowed the AH-1S gunner/copilot the ability to detect, acquire, and engage targets during reduced visibility and hours of darkness. This tracking system was given the sobriquet of Cobra Nite System (C-NITE).

An O&O Plan for the UH-60B was developed and staffed on a worldwide basis, along with an updated Required Operational Capability (ROC) and associated annexes. The Aviation Center in 1985 also identified limited mission requirements for skis and auxiliary heaters on UH-60s. AVSCOM began purchasing prototype auxiliary heaters and skis to be installed and tested on four UH-60 National Guard aircraft in Alaska during the winter of 1986-87. DCD in conjunction with its UH-60 program drafted an O&O Plan to further support the ongoing UH-60A HELLFIRE program.

DCD became the Army Program Manager for an aircraft which was to revolutionize conventional military and Special Operations Force deployment. This aircraft was the V-22 Osprey Vertical Take-off and Landing (VTOL). From October through December of 1985, DCD drafted the V-22 O&O Plan, and conducted Armywide staffing; and with the Marine Corps (the primary user) and Bell and Boeing aircraft companies (the builders) hosted a V-22 information briefing which was presented to Major General Ellis D. Parker, the USAAVNC Commanding General who was favorably

disposed towards procurement of the V-22. In 1985, the Army was given the long-range mission for special operations. This was the result of a joint Army-Air Force initiative which transferred the special operations rotary wing mission from the Air Force to the Army.

DCD's Materiel Integration Branch (MIB) initiated the Mission Area Materiel Plan (MAMP) in January 1985, and in May 1985, the MAMP Budget Review milestone was reached with system strategies and executable decisions were recommended.

In February 1985 the DCD updated its Army Aviation Modernization Plan (AAMP) and was signed by ODCSOPS on 17 March 1985. The 1985 AAMP provided basic guidelines for future Army Aviation modernization for the next 20 years. The MIB was responsible for the drafting and distribution of the AAMP.

Summary

The Directorate of Combat Developments (DCD) was the program manager for actions affected by force developments/combat developments (CD) process for which the United States Army Aviation Center was proponent. Its two directors were Colonel Clark A. Burnett who retired on 2 August 1985, and Colonel Frank H. Mayer.

DCD's mode of operations dealt with everything from Aviation and AirLand Battle Doctrine, to the Army's role in space, and Aviation systems. Its influence on Army Aviation and on the Army in general, was felt on a worldwide basis in 1985. Its mission was all encompassing, and it helped to make Army Aviation to be "Above the Best."

DCD FOOTNOTES

¹Hist (U), 1985, ATZQ-DCD, hereafter cited as DCD 1985 History, material is extracted because of its sensitivity.

²Ibid; Msg (U), ATZL-CAS to ATZQ-CS, Subj: Activation of TRADOC Space Directorate, 241853Z Jan 85 (SD 90); Msg (U), DAMO-L to ATZQ-D-CC, Subj: TRADOC Space Action Officer Workshop, 082115Z Feb 85, (SD 91); Msg (U), DAMO-SSX-L to ATZQ-D-CC, Subj: RAND Army Space Team Orientations, 111730Z Apr 85, (SD 92); Msg (U), ATZL-CAD-J to ATZQ-D-CC, Subj: TRADOC Space Action Workshop, 071640Z May 85, (SD 93); Msg (U), ATCD-P to ATZQ-D-CC, Subj: TRADOC Organization for Space, 241400Z Jun 85, (SD 94); Msg (U), DAMO-SS to ALARACT, Subj: Army Space Policy, 241527Z Jun 85, (SD 95); Msg (U), ATZL-CA to ATZQ-CG, Subj: General Officer Space Seminar, 3-9 Oct 85, 321913Z Aug 85, (SD 96); Msg (U), XPS to ATZQ-D-CC, Subj: Assignment of Army Officers to AF Space Command, 291530Z Oct 85, (SD 97).

³TRADOC Reg 381-1, 15 Nov 85, Military Intelligence, P. 2-1, (SD 98); DCD 1985 History.

⁴Ibid.

⁵Ibid.

TRADOC SYSTEM MANAGER SCOUT HELICOPTER

One of the most important Army Aviation programs to evolve in the last few years was the Army Helicopter Improvement Program (AHIP). It entailed the conversion of the OH-58A into the OH-58D Light Scout Helicopter with Mast Mounted Sight (MMS) sensors to work as a scout aircraft in antiarmor and cavalry missions. The "AHIP" as it was sometimes known as, could also work independently in the Field Artillery Aerial Observer mission, day or night, and during periods of reduced visibility. The OH-58D was to be armed with air-to-air STINGER missiles.

Responsible for the AHIP at the Aviation Center in 1985 were Colonels James L. Higginbotham and James R. Cox. They and their staff worked assiduously with a program that though incurring some problems moved relatively well throughout 1985.

Accomplishments

However, before one looks at the 1985 AHIP, one has to look retrospectively to the last several months of 1984 when Bell Helicopter Textron, Incorporated (BHTI) was awarded¹ a contract to modify sixteen OH-58A models to the OH-58D configuration.

Concurrent with the above production announcement, AH-64 crews from Fort Rucker and OH-58D crews from B/2/17th Cav, 101st Airborne Division, (Air Assault), Fort Campbell, Kentucky, participated in the AHIP OT II to determine how well the AHIP performed in covering force and main battlefield operation. It was during this test that OH-58D crews first used the MMS with its battlefield look-see capability.

A TRADOC team comprised of Aviation Center personnel from the Department of Combined Arms Tactics (DCAT), Directorate of Training and Doctrine (DOTD), Directorate of Evaluation and Standardization (DES), the Aviation Training Brigade, TSM Scout Helicopters, and personnel from Forts Gordon and Eustis performed ongoing evaluations of the test from September 1984 through February 1985 of the Attack/Scout aircraft mix and how well they performed. Though results were fragmented somewhat, it appeared the test² results were promising enough to warrant optimism for the AHIP in 1985.

The first quarter of 1985 was of extreme importance because, during this time frame, TRADOC and USAAVNC had the opportunity to see how well the OH-58D Mast Mounted Sight Sensors performed. The MMS did quite well through smoke and a nighttime environment in which no artificial illumination was used.³

The OH-58D program under went close scrutiny in regard to training and training device development. Representatives from USAAVNC, the United States Army Aviation Logistics School (USAALS), and the United States Army Signal School (USAISC) reviewed the Instructional System Development (ISD) on 8 March 1985, and accepted the initial training program concept. In-Process Reviews (IPR) were undertaken on all of the training devices; the Classroom System Trainer, the Cockpit Procedures

Trainer, the Composite Electrical Trainer, the Composite Maintenance Trainer, and the Avionics Electronics Trainer. They all were expected to meet the required requirements.⁴

One area that had problems was concerning the selection criteria, training, and task assignment for the Enlisted Aerial Observer (EAO). The EAO was initially trained as a helicopter repairer (MOS 67V). Upon completion of the EAO program, the soldier was to be awarded an additional skill identifier (ASI) denoting his qualification as an observer. It seemed however that in some Aviation Branch circles, the jury was still out as to whether or not the aptitude prerequisites for the 67 MOS was a valid predictor of suitability for training an EAO. The training dictated, for one thing, the pilot was required to visually and verbally prompt the EAO; in a combat situation, this might have an adverse affect upon the pilot handling the aircraft. There were also some training voids resulting from a shortage of training devices and aircraft which had to be resolved. The year of 1985 closed out with USAAVNC attempting to resolve the above shortfalls.⁵

Significant progress however was made in 1985 in the development of training courses and training devices to support Instructor and Key Personnel Training (IKPT), New Equipment Training (NET), and Institutional Training. As the result of the significant progress, the AHIP training was not compromised or altered to affect the program.

Delivery of aircraft began in December 1985 though the Defense System Acquisition Review Council (DSARC) in October 1985 directed that low rate initial production be maintained. Also, a follow-on operational test was required to better determine the operational effectiveness and suitability of the OH-58D in the attack and air reconnaissance roles. The year came to a close however, with the AHIP being on target in regard to training and production.⁶

Summary

The TSM, Scout Helicopters worked hard in 1985 to keep the AHIP on schedule. It had to deal with some training incongruities in regard to the Enlisted Aviator Observer Program, but in other areas of training, it stayed on schedule. The AHIP program in 1985 looked quite good, and 1986 looked as if the aircraft was going to be in the inventory the end of that year.

TSM SCOUT HELICOPTER FOOTNOTES

¹Hist (U), 1985, ATZQ-TSM-S, Quarterly Report, First Quarter 85, (SD 99).

²Ibid.

³Hist (U), 1985, ATZQ-TSM-S, Quarterly Report, Second Quarter 85, (SD 100).

⁴Ibid.

⁵Hist (U), 1985, ATZQ-TSM-S, Quarterly Report, Third Quarter 85, (SD 101).

⁶Ibid; Hist (U), 1985, ATZQ-TSM-S, Quarterly Report, Second Quarter 86, (SD 102).

TRADOC SYSTEM MANAGER LIGHT HELICOPTER FAMILY

The TRADOC System Manager (TSM) for Utility Helicopters and Light Helicopter Experimental (LHX) conducted the total systems management for these two systems in 1985. Acting for the Commander, USAAVNC, and the Commander, TRADOC, the TSM discharged the user's responsibilities in the development, testing, training, and in coordination with the gaining commands, the fielding of the assigned systems.

The TSM also had the responsibility of monitoring all aspects of Integrated Systems Support (ISS), Integrated Logistics Support (ILS), and Integrated Personnel Support (IPS), and in conjunction with these support modes, he aligned the user's needs and requirements to them.

Training literature, courses, and programs also came under the auspices of the TSM-LHX, as did interfacing with project managers and materiel developers.

Colonel Frank H. Mayer served as the TSM from the beginning of 1985 until 15 July 1985, at which time, he was succeeded by Lieutenant Colonel(P) Wallace D. Gram who completed the remainder of the year as the TSM-LHX.

Accomplishments

The TSM and his staff were busy in 1985, particularly in the Product Improvement Programs (PIPs). The UH-1 and UH-60 PIPs were closely monitored, and where necessary, were restructured according to prioritization.

In 1985, the TSM-LHX became very much involved with the UH-60 Blackhawk program. For example, the TSM participated in Self-Deployability Study Group actions pertaining to the Blackhawk and changes to the Basis of Issue Plan (BOIP) for the Blackhawk External Stores Support System. Concerning the Blackhawk External Stores Support System (ESSS), the TSM obtained a highly favorable production decision on it. This came about after rather lengthy reviews had been undertaken concerning the feasibility of the ESSS.

The TSM was able to report to DA, TRADOC, and the USAAVNC that the seven year production schedule for the Blackhawk had been met, and that 686 Blackhawks had been fielded. This was in light of the fact the Blackhawk was grounded in the spring of 1985 because of equipment problems. However, within two months, all the problems had been ameliorated, and the aircraft was back on-line. After the UH-60 was once again operational, the TSM coordinated with the Aviation Training Brigade, the retraining of Blackhawk pilots. By mid-summer 1985, the training of pilots and crews had been restored to its pre-grounding level. In 1985, the UH-60A Flight Simulator Program was enhanced to make it more efficacious to the needs of the Aviation Center flight training program. This was accomplished by the TSM participating in the ongoing Critical Design Reviews (CDRs) on the simulator. The reviews were instrumental in bringing to the fore any problems relative to the simulator. Pursuant to

UH-60A was the preparation of its Required Operational Capability (ROC). The Blackhawk more than met its required capabilities, and its tenure in the Army inventory will no doubt be a long and productive one.

On the LHX side of the house, the TSM participated in a number of LHX reviews; cochaired the LHX Test Integration Work Group (TIWG); and was involved in the LHX Test and Evaluation Master Plan (TEMP). Commensurate to the LHX, the TSM staff also took part in study group actions pertaining to the establishment of an LHX Cost and Operational Effectiveness Analysis (COEA). These studies were ongoing and incremental as the LHX project assumed more definition and likelihood of being fielded. All in all, TSM-LHX and his staff worked assiduously to make the Army's LHX program be "Above the Best."

Summary

The Office of the TRADOC System Manager (TSM) for Utility and Light Helicopters Experimental (LHX) in 1985 came under the command of Colonel Frank H. Mayer and Lieutenant Colonel(P) Wallace D. Gram.

The TSM and his staff coordinated the upgrading and expansion program of the UH-60A Blackhawk. It also served as a conduit for the development of manpower and training components for the LHX program.¹

TSM-LHX FOOTNOTES

¹Hist (U), ATZQ-TSM-LHX, 1985, material is extracted.

TRADOC SYSTEM MANAGER FOR AIR LAUNCHED MISSILE SYSTEMS

The TRADOC System Manager (TSM) for Air Launched Missile Systems was within the Training and Doctrine Command. The Air Launched Missile TSM Office was at the U. S. Army Aviation Center, with attendant facilities and administrative support being provided by the Aviation Center.

Acting for the Aviation Center Commander, the TSM discharged the user's responsibilities in the development, testing, training, and fielding of air launched missile systems. The TSM made certain that plans for training, personnel, logistics, testing, and tactics were feasible and integrated fully into the materiel development program.

Lieutenant Colonel Robert C. Codney served as the TSM from the beginning of 1985 until 30 September 1985, at which time he was succeeded by Lieutenant Colonel William Coleman, who served as the TSM for the remainder of the year.

Accomplishments

In 1985, the TSM for Air Launched Missile Systems managed the HELLFIRE production missile, the STINGER Air-to-Air development missiles and the concomitant technology associated with the above two systems.

HELLFIRE

The HELLFIRE missile was brought into the TRADOC training base in July 1985. Because of the outstanding support from Project Manager (PM), no significant problems surfaced during the missile's fielding.

In 1985, the TSM shop coordinated with TRADOC, AMC, and DA to field the HELLFIRE missile system in conjunction with the AH-64 aircraft fieldings. The FORSCOM First Unit Equipped (FUE) was scheduled to occur at Fort Hood, Texas in 1986.

TRADOC provided assistance in 1985 to the PM-HELLFIRE in briefing higher headquarters and general officers on the HELLFIRE Fire and Forget Concept. The TSM office encouraged the utilization of a Fire and Forget weapon system because such a system enhanced greatly a helicopter's ability to fight and survive in a myriad of battlefield conditions. The advent of an engineering study brought about a DA determination that an improved version of the HELLFIRE Fire and Forget Concept would not likely occur in 1986.

The UH-60 Blackhawk was given the go-ahead to receive the HELLFIRE missile, thereby enhancing its capability to be an aerial weapons platform; this would provide additional firepower to aviation units.

AIR-TO-AIR STINGER (ATAS)

In 1985, the United States Army initiated a program for over 2500 Air-to-Air (ATAS) launch systems. Approximately 570 OH-58C model aircraft and 140 OH-58D model aircraft would undergo modification to be able

to employ ATAS missiles. The remaining 1800 ATAS systems were scheduled to be implemented upon approval of a Required Operational Capability (ROC). Beside the OH-58 models, the AH-64, AH-1, and UH-60 aircraft were slated to eventually have the ATAS launch system.

During 1985, a number of requirements were completed to support ATAS development. They included: the Operational and Organizational Plan, Basis of Issue Plan, Acquisition Strategy, Independent Evaluation Plan, Outline Test Plan, and updating the Required Operational Capability to reflect new Reliability, Availability, and Maintainability (RAM) data and installation of ATAS on attack and transport helicopters. These documents were closely coordinated with Army and DOD staffs in support of the development and deployment of the planned buy of ATAS launch systems.

Briefings throughout the Army and the Department of Defense (DOD) supported the USAAVNC's assertion that it was imperative that rotary wing aircraft have ATAS launch systems as quickly as possible to meet current and projected threats from WARSAW Pact Nations and other adversary nations. The inability to meet this need was identified as the primary deficiency in the Army Aviation mission Area Analysis. Most likely, the above exigency will bring about an acceleration in the fielding of ATAS launch systems. The TSM-Missiles have been attempting to get an ATAS system in place somewhere in the 1987 - early 1988 time frame.

Summary

In 1985, the TRADOC System Manager for Air Launched Missile Systems was commanded by Lieutenant Colonels Robert C. Codney and William Coleman. The TSM represented the USAAVNC Commander and CG TRADOC and discharged the user's responsibility in the development, testing, training, and fielding of air launched systems.

The TRADOC System Manager also worked to bring the HELLFIRE and Air-to-Air STINGER into the Army Aviation weapons' inventory. However, fiscal and technological constraints precluded Air-to-Air STINGER from happening before the 1987-88 time period.¹

TSM-AIR LAUNCHED MISSILE SYSTEMS FOOTNOTES

¹Hist (U), 1985, ATZQ-TSM-M, material is extracted.

CHAPTER IV

TENANT ACTIVITIES

Tenant activities at Fort Rucker served both the Aviation community and schoolhouse in 1985. They also implemented Department of the Army and Department of Defense programs here at Fort Rucker. Though diverse in nature, these tenant activities played an important role in the success of the Army Aviation Center. A few of the tenant units were not reported either because of the absence of historical input or were incorporated into other organizations.

U. S. ARMY AEROMEDICAL CENTER

In 1985 the United States Army Aeromedical Center (USAAMC) which included Lyster Army Hospital and the Army Aeromedical Activity (AAMA) was a highly visible part of Fort Rucker, the Aviation Center and School, and retired military personnel and their families. The USAAMC was also authorized to serve other personnel as designated by the Department of Defense and the Department of the Army.

USAAMC had a expansive and diverse mission. It not only provided medical services to its beneficiaries, but also provided preventative medical services, and administrative and logistical support to the U. S. Army Dental Activity, U. S. Army School of Aviation Medicine, and also to the U. S. Army Medical Evacuation (Air/Ground) Proponency Action office. The United States Army Aeromedical Center had adjunctive functions such as veterinary food inspection; animal care; zoonotic and sanitary inspections of military and commercial establishments; and preventive medicine services.

Colonel ElRay Jenkins served as the USAAMC Commander for all of 1985, and Colonel Thomas P. Hamilton was the Deputy Commander for Clinic Services for the entire year of 1985. The Chief Hospital Administrator was Colonel Charles L. Webb. The Dental Activity (DENIAC) Commander was Colonel Kenneth H. Boyer. During 1985, there were two Directors of the U. S. Army Aeromedical Activity. They were Lieutenant Colonel Ronald M. Rossing, who left on 6 June 1985, and his replacement, Colonel Jose G. Garcia. These two gentlemen also served during their respective tenures, as Dean of the U. S. Army School of Aviation Medicine.

Accomplishments

The year 1985 was one of noteworthy accomplishments, significant permutations, and a period of some disquietude at the Aeromedical Center.

The area which seemingly under went some perturbations dealt with personnel. Throughout 1985, the Department of Nursing experienced some personnel fluctuations, which though not adversely affecting the Aeromedical Center mission or patient care, did put some strain on timeliness of functions. However, by year's end, the nursing staff was operating at near one-hundred percent strength, and a community health nurse position, vacant since the middle of 1984, was filled in September 1985. Also, a civilian dermatologist was contracted to work two days a week at Lyster Army Hospital, and a nurse anesthetist was also contracted to work at the post hospital for 133 days.

There were other changes which took place in the Aeromedical Activity in 1985. For example, the Aeromedical Data Repository in July 1985, began converting its filing system to microfiche. By making this transition, the Aeromedical Data Repository was able to store and have access to more information in 1985. The Aeromedical Activity continued to perform its yeoman's task, processing over 40,000 flight physicals through the waiver and review cycle.

Ongoing construction at the Aeromedical Center brought about other changes and inconveniences in 1985. Renovation of selected clinics were completed in May 1985, and one-half of the inpatient care area was renovated and completed in November 1985. During the Lyster Army Hospital renovation, the Maternity, Newborn Nursery, and Pediatric Wards were moved to adjacent buildings. This caused some inconvenience and one service affected by the renovation of buildings was radiology, which was limited due to the renovation/construction work. Certain radiological services were contracted out to local civilian hospitals, such as fluoroscopic procedures, mammographic procedures, and intravenous polygraphic procedures. In spite of having to contract out a percentage of its radiological services, the Aeromedical Center had a thirteen percent increase in routine procedures in 1985.

The Pharmacy Service, though doing its usual stellar job in regard to pharmaceutical services, implemented some changes at the recommendation of the Joint Commission on Accreditation of Hospitals (JCAH). One change was the implementation of a modified unit dose system whereby patients had specific doses of drugs packeted for their use. This practice reduced the placing of large amounts of drugs on or near wards. A satellite pharmacy was established with the Aviation Medicine Clinic to provide support to the Aviation training mission which aided in the reduction of lost time. In 1985, the Outpatient Pharmacy filled 268,500 prescriptions, an increase of fourteen percent from 1984.

The Aeromedical Center staff was assiduous in its pursuit of excellence in 1985, particularly in regard to wellness clinics, patient care and evacuations, assistance to civilian or non-military personnel, and training.

The training component of the USAAMC presented a course during the year to U. S. Army Safety Center Resident Safety Intern Class. The course was a course dealing with basic hospital safety. Close to 400 individuals were trained at the Aeromedical Center in 1985 in both Basic Cardio-Life Support (BCLS) and Advanced Cardio-Life Support programs. This was in conjunction with a community and family awareness program implemented by the Aeromedical Center. Two-hundred and twenty-one Fort Rucker civilian employees also attended training and self-development courses at USAAMC during 1985. Fort Rucker was the better for these individuals having attended these courses.

Patient care and evacuation were areas of particular concern for the Aeromedical Center in 1985. The staff strove, and succeeded to give quality care to its outpatient and inpatient population. Relative to patient evacuation, the Air Ambulance Division (locally known as FLATIRON) flew a total of 2,287 hours, and transported 204 patients during calendar year 85. As an adjunct to its above air evacuation, the FLATIRON flew 43 Military Assistance to Safety and Traffic (MAST) missions, logging 142 hours, and transporting 45 patients. Civilian utilization of the MAST program increased significantly during 1985. This resulted in the MAST Council purchasing MAST radios which were installed in all seven FLATIRON aircraft. These MAST radios allowed the

Air Ambulance Division to communicate with civilian hospitals and law enforcement agencies in the Tri-State Area (Alabama, Florida, and Georgia).

The USAAMC and FLATIRON, as other Fort Rucker units, were significant players in the hurricane scenarios of September and November 1985. They supported the evacuation of 4200 Air Force personnel and dependents from Tyndall AFB, Florida in September and November 1985.

Wellness or specialty clinics were an endemic part of the Aeromedical Center Fort Rucker Community Health Program. These clinics were normally held on a continuing basis. Four well women clinics were held throughout 1985 as were four Children's Physical Clinics, two over-40 Male (retired) Screening Clinics and one Stop Smoking Clinic were held. All of these clinics were imminently successful because they dealt with issues pertinent to the health of those participating in the clinics and their loved ones. Noteworthy was the initiation of a Women's Health Issue Seminar. The seminar examined issues such as birthing, post-menopausal hormone and replacement, self-breast examination, and premenstrual syndrome. The seminar was well received.

Akin to the above Aeromedical Center's seminars and clinics, the Patient Administration Division conducted a CHAMPUS Provider Workshop in July 1985. Over 100 representatives from local hospitals and physician offices were in attendance, along with individuals from Blue Cross/Blue Shield of South Carolina and OCHAMPUS. The two organizations provided information to the attendees on the proper filing procedures. The workshop was well received, and the OCHAMPUS office decided to use the Fort Rucker workshop as a paradigm for other military installations to follow.

The Patient Administration Division also in 1985 conducted a staff assistance visit to various locations within the USAAMC geographic area of responsibility in order to keep military retirees and beneficiaries informed of their benefits. In November 1985, the Patient Administrative Division also absorbed the Automated Quality of Care Evaluation Support System (AQCESS) as a means of expediting rapid retrieval of medical information. The acquisition of AQCESS reduced the bottleneck which had existed concerning getting material on the computer.

Inherent to the mission of the Aeromedical Center in 1985 was that of veterinary food inspection. This function came under the control of the Fort Rucker Veterinary Branch. Food inspection was not only done at Fort Rucker in 1985 but was also extended to the Military Traffic Management Command, New Orleans, Louisiana, and at the Troop Issue Facility at Camp Shelby, Mississippi. Alabama had an infestation of rabies in 1985; approximately one-half of all rabies in the state occurred in seven counties contiguous to Fort Rucker. Subsequently, the Fort Rucker Veterinary Branch intensified its rabies vaccination program, and also intensified its public awareness program through the Fort Rucker Public Information Office.

The Dental Activity during 1985 provided over two and a half million dollars worth of dentistry; the relative dollar value of dentistry per

dentist per day was \$487 for 1985. This represents a half million dollar increase in dental care provided to the Fort Rucker Community over the previous year. Dental Fitness became a very important issue in 1985. A new Dental Fitness Program was developed during 1985 which will give commanders a profile of their unit's dental health status. The Fort Rucker DENTAC was able to bring the number of active duty soldiers in fitness categories 1 and 2 up from 60 percent to 85 percent during 1985.

In the month of February the Dental Activity effectively promoted National Children's Dental Health Month which provided beneficial information and instructions on dental care for children of the Fort Rucker military community. The program provided dental education to approximately 1,468 pre-school and school age children on post. The Dental Activity also gave out toothbrushes and dental literature at the Post Exchange to active duty and retired military, their family members and civilian employees of Fort Rucker. Over 500 toothbrushes were exchanged for new ones during this event. National Children's Dental Health Month was a very successful program by all accounts and a great benefit to the community as a whole.

On the 23rd of February 1985 the Dental Activity and the Military Police conducted an operation called Project Dentify/IDENT-A-KID at Dental Clinic #1. The operation was designed to help in locating children should they be abducted or missing. The program involved finger printing, taking a photograph, doing a dental screening exam, performing fluoride treatments and taking height and weight measurements on children ages 2 thru 16 who came into the clinic. Approximately 297 children participated in this operation which was deemed very helpful and was adopted as an annual project for the Dental Activity and Military Police Activity.

The Dental Activity participated in the annual Fort Rucker Retiree Open House by staffing a section in the health fair. Valuable information concerning dental care authorized for retirees, and material concerning dental education were given out and oral cancer screenings were performed. This proved to be appreciated by the retirees attending.

During the month of April, the Dental Activity conducted a four-day field training exercise designed to give soldiers a chance to practice working in a field environment. The exercise was a success and helped our soldiers enhance their readiness to assume wartime roles.

Summary

The 620 officers, warrant officers, enlisted, and civilian personnel of the United States Army Aeromedical Center at Fort Rucker, Alabama, played an important role in providing exemplary medical service to the Fort Rucker military community and military retirees living in the Wiregrass area and also with the Tri-State region of Alabama, Florida, and Georgia. A number of wellness/specialty clinics were instituted during the year, and ongoing inpatient and outpatient care was accomplished though construction and renovation caused some temporary problems. The Air Ambulance Division (FLATIRON) flew 2,287 hours and transported 204 patients during 1985. The Aeromedical Center provided medical

support to Tyndall AFB personnel and dependents during two hurricanes in 1985. The Aeromedical Center performed a myriad of functions in support of the activity military and retired military communities.

USAAMC FOOTNOTES

¹Hist (U), HSXY-C, 1984, hereafter known as Aeromedical Center History, material is extracted; Hospital Staff Directory, 1985 (SD 103).

²Aeromedical Center History.

³Agenda, Women's Health Issues Seminar, 24 Sep 85, (SD 104).

⁴Agenda, Civilian Medical Provider Workshop, 31 Jul 85, (SD 105).

⁵Aeromedical Center History.

U. S. ARMY CRIMINAL INVESTIGATION COMMAND

FORT RUCKER RESIDENT AGENCY

THIRD REGION

The Fort Rucker Resident Agency was part of the Fort Benning District, United States Army Criminal Investigation Command (USACIDC). The Fort Rucker Resident 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 northwest Florida, and 41 counties in southern Mississippi.

Special Agent Richard L. Maxwell was the Special Agent in Charge until 10 January 1985, at which time he was replaced by Special Agent Daniel M. Loreda, who served until 14 April 1985, when he was replaced by Special Agent James B. Boyd, for the remainder of the year.

Accomplishments

In 1985, there was an eight percent increase in the number of on-post crimes investigated. The Drug Suppression Team was in operation for only a short period during 1985, based on lack of an identified drug problem. During the year, there was continued emphasis on Crime Prevention Surveys with a 27 percent increase during the year. These surveys were the means by which a number of "white collar" criminal acts were identified. Polygraph Examinations and Requests for Assistance remained relatively stable during the period. There was a six percent increase in the number of Criminal Information Reports generated based on the investigative efforts of this office. There was also a decrease of about nine percent in the number of evidence vouchers generated as a result of all investigative activities. The Fort Rucker Resident Agency Office also provided manpower support for one protective service mission in the local area in 1985. On 31 March 1985, this office began operating under the guidelines outlined in Msg 004-85, Headquarters, USACIDC, which significantly reduced the investigative responsibility of this office. However, during the same period, a viable Economic Crime and Crime Prevention Survey program was implemented, which offset, and even increased the investigative actions accomplished during this reporting period. Economic crimes accounted for 35 percent of the investigative manhours expended on criminal investigative activities; while 15 percent was utilized on Crimes Against Persons and Requests for Assistance; 10 percent for Crime Prevention and Crimes Against Property; and five percent on Drug Related Crimes. During November 1985, the USACIDC and Military Police Investigations Sections were incorporated, along with operational control, as a test program. This combining of investigative activities and criminal intelligence was viewed as having increased the overall investigative support for the Fort Rucker installation and other areas of responsibility.

Summary

The Fort Rucker Resident Agency of the 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 1985, there was an eight percent increase in the number of on-post crimes investigated. Investigations of Economic Crimes became the leading function of the local USACIDC office during 1985.

USACIDC FOOTNOTES

¹Hist (U), DA, USACIDC, Third Region, material is extracted.

UNITED STATES ARMY AVIATION DEVELOPMENT TEST ACTIVITY

The United States Army Aviation Development Test Activity (USAAVNDTA) was one of the busiest tenant activities at Fort Rucker in 1985. Under the aegis of the U.S. Army Test and Evaluation Command (TECOM), USAAVNDTA was one of ten subordinate units/field activities. However, it was the only solely aviation-oriented unit.

In 1985, its 265 military and civilian personnel, commanded by Colonels John O. Turnage and Lawrence Karjala, had the responsibility of planning, conducting, and reporting on tests of aviation systems and aviation-related support equipment for the Army. They also planned, conducted, and reported on tests of aviation systems and aviation-related support equipment for non-Army government agencies and private industry.

The Test Activity had four divisions under its supervision. They were the Aircraft Test Division, the Systems Test Division, Management and Plans Division, and the Test Support and Logistics Division. These divisions performed numerous test plans and reports and monitored performance standards indigenous to aviation and Army aircraft.

The Systems Test Division, in 1985, conducted development testing in areas such as ground support equipment, aviation life support equipment (ALSE), and aircraft survivability equipment (ASE).

In the area of ground support, USAAVNDTA personnel tested a new Aviation Ground Power Unit (AGPU) for direct current (DC) and alternating current (AC), electrical compatibility performance, hydraulic performance, and pneumatic performance. The unit was tested on UH-1, AH-1, OH-58, CH-47, UH-60, AH-64, and OV-1D aircraft. The system performed quite well on the above aircraft, and USAAVNDTA proved the AGPU's interoperability with fixed- and rotary-wing aircraft. Another phase of ground support testing dealt with the testing of a comparative evaluation of the Rotor Tuner and Vibrex Balancing Kit, used for blade tracking, balancing, and vibration analysis. The outcome was the retention of both kits because neither unit by itself was able to perform all the necessary functions.

Aircraft Survivability Equipment (ASE) was an all-consuming issue with the Army and the Aviation Branch in 1985. With the emplacement of the AH-64 Apache into the Active Army Aviation inventory in 1985, the upgrading of the UH-60 Blackhawk, and the eventuality of the AHIP, the Army could ill afford to allow its ASE component to be anything but the best. In order for this to happen, ongoing testing was done by the Systems Test Division. This testing included engineering development/prototype qualification testing of the AN/APR-39A (XE-1) radar warning receiver. ASE equipment suite testing was to continue into 1986.

Protective masks, hoods, and combat spectacles, critical in the nuclear, biological, and chemical warfare made for the Army Aviator, under went extensive testing in 1985. Three separate protective masks were tested during the year. Some of the areas tested were vision/optics, communications, compatibility, wearability/comfort, and safety.

All three masks had areas in which they tested well; however, they also had areas in which there were problems. As the result of this, no specific decision was rendered as to which mask was the most suitable. Further testing of new masks was expected to take place in 1986.

Nap-of-the-earth (NOE) communications capabilities were essential to helicopters engaged in low level flying missions. Several High Frequency (HF) communications systems were tested in 1984 and 1985. In 1985, the AN/ARC 199 HF communications systems, to be ostensibly used in the NOE flight environment, under went pre-production testing. The AN/ARC 199 was tested on four aircraft. They were the UH-1H, OH-58C, CH-47C, and UH-60A. The testing included human factors engineering (HFE), antenna pattern determinations, and extensive day and night flight testing. The AN/ARC 199 did not perform well under the above conditions and production was shelved.

The USAAVNDDTA Aircraft Test Division performed a myriad of tests on Army aircraft in 1985. The division also published nine test plans and 28 test reports during 1985.

Important tests were performed on the AH-64 Apache such as the reliability, availability, maintainability, and durability (RAM-D) capabilities. The test division also tested the chemical biological (CB) crew protective mask and gave it high marks for performance. A seemingly insignificant apparatus, the crewseat restraint buckle, had to be tested so as to guarantee no malfunctions during high speed maneuvers. Precautionary adjustments were made on the buckle, and it was given the green light for complete integration into the cockpit operation.

The UH-60 Blackhawk under went testing of a crashworthy fuel tank for the External Stores Support System (ESSS). The testing was ongoing in 1985, but preliminary evaluation indicated the fuel tank design would in fact satisfy the needs of the Army Aviation community. Further testing was to be done in 1986. During 1985, the division also did extensive progressive phase maintenance program (PPMP) testing on the UH-60A, AH-1S, and on the OH-58, with relatively good results. Evaluations performed by the test division were done on the use of liquid methane fuel in the TH-55A Helicopter and on the utilization of high abrasion-resistant windshields. The division also provided AH-64 qualification training for four aviators assigned to support first article test (FAT), RAM-D, and product verification test for the government (PVT-G). Finally, the division provided AH-64 support to U.S. Army Missile Command (MICOM) for a Air-to-Air Control Seeker Conceptual Design Project.

The Management and Plans Division had a number of significant actions in 1985. The personnel of this division established and revised the TDA requirements for fiscal year 86 in regard to peacetime and mobilization force structures. They also revised and updated USAAVNDDTA goals and objectives.

The USAAVNDDTA completed 1985 with an outstanding productivity record of achieving 623,798 direct labor manhours. Total productive labor produced by both in-house and contract resources was 989,270 manhours.

The USAAVNDTA personnel flew 10,067.2 hours in 12 different types of test aircraft.

The Management and Plans Division utilized contractor personnel to supplement in-house Automatic Digital Process (ADP) personnel and developed a computerized system for sending Test Incident Reports to TECOM by electronic mail. The division also implemented the use of telemetry to monitor testing at remote sites by use of a data van. In 1985, USAAVNDTA was able to move its data processing function into a new ADP building, thereby consolidating its ADP holdings.¹

Summary

As in previous years, the United States Army Aviation Development Test Activity (USAAVNDTA) was one of the busiest tenant activities at Fort Rucker. They were under the supervision of the U.S. Army Test and Evaluation Command (TECOM).

The USAAVNDTA's four divisions--Aircraft Test Division, Systems Test Division, Management and Plans Division, and the Test Support and Logistics Division--performed a wide range of tests and evaluations on aircraft, avionics, and aircraft survivability equipment (ASE). The Test Activity's personnel flew over 10,000 hours in 12 different types of test aircraft.

USAAVNDIA FOOTNOTES

¹Hist (U), 1984, STEBG-XO-A, material is extracted.

U.S. AIR FORCE, 3588TH FLYING TRAINING SQUADRON

Lieutenant Colonel John M. Rinehart, USAF, was the Commander of the 3588th Flying Training Squadron through 19 July 1985. On this date, Lieutenant Colonel Robert E. Frye, USAF, assumed command from his position as the Squadron Executive Officer. Major Michael D. Hales, USAF, was the Operations Officer in 1985.

The 3588th Flying Training Squadron was a geographically separated unit under operational control of Headquarters Air Training Command (ATC), Randolph Air Force Base, Texas. 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 (RWOC), and provided Air Force oriented flight and academic instruction to Air Force students. The squadron provided liaison between Air Force students, the Army, and the Air Force on matters pertaining to USAF rotary wing training. It also provided administrative assistance, counseling, and career guidance to Air Force students.

Accomplishments

In 1985, the United States Air Force had 12 graduates from the RWOC program and 92 graduates from the IERW program at Fort Rucker. The graduates were commissioned officers who, upon completion of UPT-H, were assigned to Kirtland Air Force Base, New Mexico, for further training; then 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.

Major John R. DiPiero and Captain John S. Crowley conducted a Management Effectiveness Inspection of the unit 27-31 May 1985. They gave the squadron excellent ratings across the board. Captain Pincket and Lieutenant Ryan were identified as Outstanding Performers.

Captain Cyndhi K. Hughes and Captain Thomas H. Jenkins conducted an inspection of the squadron for the ATC Standardization/Evaluation Program 28-31 May 1985. Again, the squadron received ratings of excellent in every category. Captain Howell was named Outstanding Performer during this evaluation.

During April, the unit received the ATC unit flying safety award and the ATC ground safety "Commander's Award." The presentation of this award marked the completion of 84 consecutive months of flying without a Class A or B mishap. The unit was cited as the only unit with less than 1,000 personnel to achieve a perfect ground safety record during the year.

Mrs. Annette Collins, Commander's Secretary, was selected as the 1984 Air Training Command Outstanding Civilian Administrator in the Staff Support Division.

On 11 July, the squadron was notified of its selection for the prestigious National Safety Council's Award of Commendation for 1984. This achievement provided recognition of the unit's significant reduction in ground accident mishaps as compared to the previous two years.

On 30 August 1985, a unique saga began for the unit. Hurricane Elena threatened the Gulf Coast area just south of our location. The squadron mobilized to receive an estimated 3,000 Air Force personnel and their dependents who were evacuating Tyndall and Hurlburt Field. All Army training was suspended, so all squadron personnel were placed on telephone alert and a squadron command and control point was established. Among other duties, the squadron assisted with in-processing the evacuees, providing transportation, and distributing supplies. By the night of 30 August, approximately 1,800 personnel were housed in Fort Rucker facilities. On 31 August, with the storm threat past, the unit stood down. However, on 1 September, Hurricane Elena returned to threaten the Tyndall Air Force Base area and the unit was again recalled. Within an hour, approximately 80 personnel were again available and provided the bulk of post support receiving the evacuees. Twenty-four hour shifts were formed and approximately 2,500 evacuees received. The 3588th provided around-the-clock shifts at seven buildings, providing food, medicine, transportation, information and other necessary supplies until their departure on 2 September. This superb effort was recognized by the award of the U.S. Army Aviation Center Certificate of Achievement, presented by Major General Ellis D. Parker, Commanding General.

Summary

The Air Force's 3588th Flying Training Squadron's efforts during this time frame have been exemplary. An extremely safe and robust effort has been put forth.

USAF 3588th FTS FOOTNOTES

¹Hist (U), USAF 3588th FTS, material 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 1985. 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 85, 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 ongoing programs, along with the fielding of the AH-64 Advanced Attack Helicopter, and the HUMV. 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, 1985, was a training year for many commodity areas, including LAR training on the AH-64. 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 1900 unit visits. It also trained over 500 students by utilizing over 300 hours of classroom training. For the third 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 1985. This office was manned full time by LAO Logistics Assistance 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 155 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. A total of 126 M1 Abrams Main Battle Tanks were transferred from Fort Hood to the 155th Armor Brigade in FY 1985, along with the first M2/M3 Bradley Fighting Vehicles.

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 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 1985.

The Fort Rucker LAO worked closely with AMC representatives in fielding new equipment to units and expanding training for technicians serving in these units. In addition, close relationships were established between the LAO personnel and the field maintenance technicians of many manufacturers, to include the McDonnell Douglas Helicopter Company and Martin Marietta Corporation, to assist in the smooth transition of the fielding of the AH-64 helicopter.

ARMY MATERIEL COMMAND LAO FOOTNOTES

¹Hist (H), AMC Logistics Assistance Office, 1985, material is extracted.

AMC APACHE MATERIEL FIELDING TEAM

The Army Materiel Command (AMC) Apache Materiel Fielding Team was established officially in December 1983. The Fort Rucker Apache Fielding Team was one of three such teams; the other two were at Fort Eustis, Virginia, and Fort Gordon, Georgia. In actuality, the Apache Materiel Fielding Team came under the suzerainty of TRADOC because of its support of the TRADOC mission and its lodgment at Fort Rucker. In March of 1984, the Fort Rucker team moved into new leased trailers at Hanchey Army Airfield.

Commanded by Lieutenant Colonel David A. Lum since December 1983, the Apache Materiel Fielding Team had as its mission the fielding of the AH-64 Apache to TRADOC, along with a total support package which consisted of repair and spare parts, ground support equipment, training devices, and surrogate trainer aircraft. Colonel Lum's team had an equally important mission, the ongoing monitoring of the Integrated Logistics Support of the AH-64 aircraft and program.

Accomplishments

The year 1985 was a busy but productive year for the Fort Rucker Apache Team. It developed and negotiated the heretofore mentioned support package and guaranteed that proper documentation had been implemented.

Noteworthy was the team's involvement in bringing on board the first AH-64 Apache on 4 March 1985. Given the sobriquet of "Miss Piggy," the first Apache became the "grand old lady" of the Aviation Development Test Activity, where it was used extensively in 1985 and conducted Reliability, Availability, and Maintainability (RAM) testing.

On 22 June 1985, six AH-64s were flown to Dothan, Alabama by an Air Force C-5A Galaxy from Sky Harbor Airport, Phoenix, Arizona. Two purposes were achieved by this flight: First the flight proved the transportability of the Apache(s); second, it indicated that AH-64s could be flown long distances with few if any problems.

Upon arrival at Dothan's Napier Field, the aircraft were assembled, and flown to Fort Rucker's Hanchey Army Airfield. Fort Rucker also received three Cockpit Weapons Emergency Procedural Trainers (CWEPT), three Console System Trainers (CST) with associated system panels and four TADS Selected Tasks Trainers (TSIT). Student pilots used these trainers to learn systems, operations/integration, weapons operations, and cockpit procedures. By the end of November 1985, a total of 28 AH-64s had been delivered to Fort Rucker.¹

Problem Areas

In 1985, the Apache Team received four Safety of Flight messages from the Aviation Systems Command (AVSCOM). Three of these messages dealt with technical problems and one with a mechanical problem.

On 29 June 1985, the team had a one-time inspection and correction of a Back Up Control System (BUCS). On 18 July, an inspection of drive-shaft couplings for proper assembly was undertaken. In the maintenance area, a mandatory, one-time inspection of aircraft records for compliance with a contractor initiated information service notices. This inspection was done on 20 September 1985.

Summary

The Army Materiel Command (AMC) Apache Fielding Team was established officially at Fort Rucker in December 1983, and in 1985 was under the command of Lieutenant Colonel David A. Lum. Its primary mission was the fielding of the AH-64 Apache to TRADOC along with a total support package. The Fort Rucker Apache Team assisted in bringing on board the first AH-64 Apache to Fort Rucker on 4 March 1985. In June 1985, Fort Rucker received its initial consignment of six AH-64s from Arizona. Twenty-two other Apaches were delivered to Fort Rucker in 1985. Several Cockpit Weapons Emergency Procedural Trainers and Console System Trainers were dispatched to Fort Rucker in 1985 to be used in conjunction with the fielding and training of components of the Apache. Some problems existed in the areas of assembly and control--which were resolved, and overall, 1985 was a very good year for the Apache Team at Fort Rucker.²

AMC APACHE MATERIEL FIELDING TEAM FOOTNOTES

¹Hist (U), 1985, AMCPM-AAH-MFT-R, material is extracted, hereafter cited as Apache Fielding Team; Msg, AVSCOM to ATZQ-FI-AQ, Subj: AH-64A Assignments, 181900Z Sep 84, (SD 106); Msg, AVSCOM to ATZQ-DI-AQ, Subj: Assignment of AH-64A Acft, 181610Z Apr 85, (SD 107); Msg, AVSCOM to ATZQ-DI-AQ, Subj: Assignment of AH-64A Acft, 221545Z May 85, (SD 108); Msg, AVSCOM to ATZQ-DI-AQ, Subj: Assignment of AH-64A Acft, 031700Z Jun 85, (SD 109); Msg, AVSCOM to ATZQ-DI-AQ, Subj: Assignment of AH-64A Acft, 171600Z, Jun 85, (SD 110); Msg, AVSCOM to ATZQ-DI-AQ, Subj: Assignment of AH-64A Acft, 201930Z Jun 85, (SD 111); Msg, AVSCOM to ATZQ-DI-AQ, Subj: ISS/FLT DLVR AH-64 HELS, 091430Z Sep 85, (SD 112); Msg, AVSCOM to ATZQ-DI-AQ, Subj: ISS/Flt Dlv AH-64A Hels, 301700Z Sep 85, (SD 113); Msg, AVSCOM to ATZQ-DI-AQ, Subj: ISS/Flt Dlv AH-64A Hels, 041830Z Oct 85, (SD 114); Msg, AVSCOM to ATZQ-DI-AQ, Subj: Iss/Flt Dlv AH-64A Hels, 071800Z Nov 85, (SD 115); Msg, AVSCOM to ATZQ-DI-AQ, Subj: AH-64A Hel SN Change, 132035Z Nov 85, (SD 116); Msg AVSCOM to ATZQ-DI-AQ, Subj: Iss/Flt Dlv AH-64A Hels, 261600Z Nov 85, (SD 117).

²Apache Fielding Team, material is extracted.

CHAPTER V

PERSONNEL

This chapter examined the mission, accomplishments, and problems of organizations which had an impact on military and civilian personnel at Fort Rucker in 1985.

The Office of the Adjutant General advised and assisted the Command Group on all personnel and administrative matters, while 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 Fort Rucker. The Aviation Center Safety Office dealt with the reduction of manpower and material losses due to accidents. The Public Affairs Office provided the journalistic chronicles of important activities at Fort Rucker. As in preceding years, the Offices of Civilian Personnel and Equal Employment Opportunity were concerned with hiring opportunities, practices, and problems relative to the civilian work force at Fort Rucker.

OFFICE OF THE ADJUTANT GENERAL

Lieutenant Colonel Leon B. Blackwell, Jr., served as the Adjutant General for the Aviation Center and Fort Rucker the entire year of 1985. During the year, the Office of the Adjutant General (AG) was placed under the operational control of the Chief of Staff. Though coming under the suzerainty of the Chief of Staff, the AG Office retained its four branches. They were the Consolidated Military Personnel Activities (COMPACT) under the command of Major(P) T. J. Tlanda, who left in June 1985. Captain James H. Talley, Jr., assumed the command in June 1985 and retained it for the rest of the year. The second branch was the Administrative Services Branch which was supervised by Mr. Norman Powell in 1985. The Officer Management Branch was the third branch and was under the command of Major Morris S. Smith who left in December 1985; he was replaced the same month by Chief Warrant Officer 4 Christopher R. Vermillion. Mr. Robert L. Cooper was the Chief of the fourth branch, that being the Retirement Services Branch. Sergeant Major William Gillard served as the AG Sergeant Major in 1985.

Accomplishments

During 1985, as part of an Army-wide program, the Student Personnel Operations Section (SPOS) initiated screening to identify student soldiers who may have contracted Acquired Immuno Deficiency Syndrome (AIDS). The pathology of AIDS being ominous at best, with an exceptional high mortality rate, was and is a disease the Army could do without. However, the screening was an endemic part of the in-processing to make sure soldiers would not report to Fort Rucker and the Aviation Center without being tested. Some soldiers no doubt saw this as an invasion of their privacy; however the Army could ill afford not to because of virulence of the disease and the fear of contagion. Soldiers leaving the friendly confines of Fort Rucker to go overseas were also tested to ensure that test results would be known prior to departure. The criticality of AIDS testing was such that TRADOC and FORSCOM units on post moved with great alacrity to test their soldiers. As a significant aside, AIDS testing though inconvenient, was¹ necessary to guarantee the retention of training and meeting the mission.

An important accomplishment of the AG Office in 1985 was the coordination with Military Personnel Center (MILPERCEN) to coordinate the assignment of personnel to the nascent Task Force (TF) 1-112. The Adjutant General's Office had to identify mission requirements, identify replacements, and develop milestones for bringing personnel on board. The objective was to have all personnel trained by the latter part of November 1986.

In 1985, as the result of two accidents and related problems, the UH-60 Blackhawk was grounded Armywide. The AG's Student Personnel Operations Section was involved with off-line management of 200 students who had been Blackhawk students. The students were given waivers to fly while in a student status as well as finding other positions for them during this time frame. With downtime on the UH-60, the Aviation Center and School found time to utilize students in what might be classified as

"gainful" positions. Basically, this meant students had to pick up ex officio Additional Skill Identifiers (ASI) such as in administrative and schoolhouse arenas.

In October 1985, the Army eliminated operational deletions and deferments. Also, the Army mandated that foreign service tour extensions for soldiers in grades E1-E4 had to be approved no later than six months prior to the Date Eligible for Return from Overseas (DEROS). Soldiers in grades E5-E9 had to get approval for overseas extension at least a year prior to DEROS because of the difficulty in replacing personnel in those grades.

In December 1985, the Directorate of Information Management (DOIM) took over the AG Administrative Services Branch. This absorption of the AG Administrative Service Branch included the Records Management Section, Mail and Distribution Section, Publications Section, Army Field Printing Plant, and the Word Processing Center. During the same month, the Directorate of Resource Management (DRM) relinquished its Management Information Control (MICO) to the Records Management Section, Administrative Services Branch of AG.

The TRADOC Personnel Management Assistance Systems Team (PERMAST) evaluated the AG Personnel Management in May 1985. The PERMAST looked at areas such as In-processing procedures; data base accuracy; the Standard Installation Division Personnel System (SIDPERS); Enlisted Promotion system; Primary Leadership Development; Officer Evaluation Report system (OER); and Officer Promotion/Separation/Transfer procedures. The Office of the Adjutant General was rated as satisfactory.

Summary

The Adjutant General's Office worked long and hard in the military personnel arena at Fort Rucker in 1985. As on other Army posts in CONUS and OCONUS, Fort Rucker had to screen its soldiers for AIDS and the AG Student Personnel Operations Section was responsible for the implementation of the screening for soldiers arriving and leaving Fort Rucker. The AG had to find jobs for the UH-60 Blackhawk students who were unable to fly because of the Blackhawk being grounded. The Office of the Adjutant General also was responsible for defining mission and personnel requirements for Task Force 1-112. The AG also was granted a satisfactory rating from TRADOC for its Personnel Management Section in 1985.

AG FOOTNOTES

¹Hist (U), 1985, A/DMP, material is extracted.

²Ibid.

³Ibid.

⁴Ibid, LOI, ATZQ-CS to DIC et al, Subj: Letter of Instruction (LOI) Establishment of Directorate of Information Management (DOIM), 18 Sep 85, (SD 118).

OFFICE OF THE INSPECTOR GENERAL

The United States Army Aviation Center Inspector General (IG) had the function of inquiring into and reporting upon matters affecting the performance of mission, state of economy, efficiency, discipline, and morale of the command.

The Inspector General Office was organized into two branches: the Assistance and Inspections Branches.

Lieutenant Colonel Wayne R. Shugart was the Center Inspector General for all of 1985. Major Edward A. Just, Jr., was Chief of the Inspections Branch during 1985, and Master Sergeant Joseph E. Arrington, Jr., served as Acting Chief of the Assistance Branch from March 1985 until the end of the year.

Accomplishments

In 1985, the IG Office provided the Commanding General with a continuing assessment of the operational and administrative effectiveness of directorates, commands, and activities at Fort Rucker.

During the above year, the IG conducted inspections of the following units/activities:

- Directorate of Combined Arms Tactics
- Directorate of Gunnery and Flight Systems
- Directorate of Enlisted Training
- Directorate of Combat Development
- TRADOC System Manager, Utility
- TRADOC System Manager, Scout
- TRADOC System Manager, Missiles
- TRADOC System Manager, Attack
- Civilian Personnel Office
- Aviation Training Brigade
- Aviation Proponency Office
- U.S. Army Aviation Board
- Directorate of Resource Management
- Directorate of Logistics
- Two follow-up inspections

Three hundred and fifty-nine Inspector General Action Requests were completed by the IG staff to assist personnel on post. There were 11 additional informal inquiries completed in 1985.¹

Summary

Lieutenant Colonel Wayne R. Shugart was the United States Army Aviation Center (USAAVNC) and Branch Inspector General in 1985. The Inspector General Office provided the Commanding General with an ongoing assessment of the operational and administrative effectiveness of directorates, commands, and activities at Fort Rucker throughout the year. Fourteen general inspections were conducted, 359 IG Action Requests were resolved and 11 inquiries were conducted during 1985.

IG FOOTNOTES

¹Hist (U), ATZQ-IG, 1985, material is extracted.*

*Due to the sensitive nature of the Inspector General mission, no supporting documents are forwarded.

OFFICE OF THE STAFF JUDGE ADVOCATE

The Office of the Staff Judge Advocate (OSJA) was directed by Lieutenant Colonel Charles A. Zimmerman and Lieutenant Colonel Joseph C. Fowler, Jr., in 1985. LTC Zimmerman served as the Staff Judge Advocate from the beginning of the year until 13 May 1985, at which time he was succeeded by LTC Fowler.

The OSJA consisted of the following: the Staff Judge Advocate (SJA), the Deputy Staff Judge Advocate (Deputy SJA), Administrative Law Branch, Legal Assistance Branch, Claims Branch, Military Justice Branch, and Administrative Branch.

Endemic to its mission, the OSJA furnished legal services for the Aviation Center in 1985, and was responsible for prosecution and administration of courts martial. Also within its purview, the OSJA was responsible for administering the Federal Magistrate Court which handled minor criminal offenses which took place on the military reservation. In addition to its above responsibilities, the OSJA provided legal assistance to soldiers, family members, and retirees for personal and legal problems. The Office of the Staff Judge Advocate also processed claims both for and against the government. As important as the above functions was the fact the OSJA performed legal research and prepared legal opinions, relative to interpretation and application of laws, regulations, and statutes, and other directives which affected the administration of personnel, business, property, and financial operations of the installation.

Accomplishments

The year of 1985 was a busy one for the Staff Judge Advocate's Office. Its Federal Magistrate Court System issued 2,630 tickets and tried 988 cases in 17 court sessions in 1985.

The Military Justice Branch tried five General Courts Martial, four Special, and two Summary Courts Martial in 1985. In addition, the Military Justice Branch helped the Youth Assistance Program in resolving offenses that took place on Fort Rucker involving juveniles. The Youth Assistance Program resolved 20 juvenile cases in 1985.

During 1985, the Claims Branch received 1,216 claims and processed 1,194 for a 98.19 percent disposition rate. In regard to claims, the Claims Branch adjudicated successfully the amount of \$777,269.75 out of \$1,140,257.15 for a 68.1 percent. Recovery of money from carriers amounted to \$68,745.16 and \$81,314.50 was collected in the Third Party Medical Recovery Program.

The Office of the Staff Judge Advocate assisted approximately 7,703 legal assistance clients in 1985 and prepared 1,328 wills for clients. In addition to the above activity, the OSJA prepared 8,091 legal documents (e.g., powers of attorney and bills of sale) for Fort Rucker soldiers, dependents and retirees.

The Legal Assistance Section continued its tax assistance program, and a Volunteer Income Tax Assistance Course was held in conjunction with the Internal Revenue Service (IRS), and the Alabama Department of Taxation. The unit Tax Assistance Program helped over 1,800 soldiers with Federal and State Tax Returns.

The OSJA processed 245 solicitations totaling approximately 131 million dollars. It also reviewed 31 final decision letters, cure notices, and other administrative devices for implementing and terminating contracts. Research was performed and briefs written for protests lodged with the Comptroller General; for suits in Federal Court; and cases heard before the Armed Services Board of Contract Appeals.

On the teaching side of the ledger, the OSJA taught 719 hours to Fort Rucker units and in support of the Aviation School and Center. The instruction covered various topics such as Law of War, Military¹ Justice, Standards of Conduct, Administrative Laws, and Legal Assistance.

Summary

The Office of the Staff Judge Advocate (OSJA) was responsible for the legal services and assistance provided at Fort Rucker to soldiers, family members, and retirees. The diversity of its duties included handling courts martial and minor criminal offenses; conducting legal research and preparing legal opinions, and dealing with claims for and against the government.

OSJA FOOTNOTES

¹Hist (U), ATZQ-SJA, 1985, material is extracted.

AVIATION CENTER SAFETY OFFICE

Mr. John T. Persch, the Safety Manager of the Aviation Center Safety Office was the incumbent administrator for all of 1985. The position of President, Aircraft Accident Investigation Board was vacant for all of 1985. Both the Safety Office and the Aircraft Accident Investigation Board were under the staff supervision of the Chief of Staff. The mission of the Safety Office was easily comprehensive and succinct: Reduce and keep to a minimum, all manpower and material losses due to accidents.

Accomplishments

The primary denotation was the fact that Fort Rucker 1985 accident rates were significantly lower than Department of Army accident rates in all categories. The table below is a means of corroboration of this fact.

	<u>DA</u> <u>FY 85</u>	<u>Ft Rucker</u> <u>FY 85</u>
Class A aircraft mishap rates per 100,000 hrs flown	2.96	.25
Military disabling injuries per 200,000 manhours of exposure	.87	.23
Army civilian disabling injuries per 200,000 manhours of exposure	1.92	1.47
Army motor vehicle accidents per 1,000,000 miles driven	2.74	1.09

During 1985, a number of Standard Army Safety and Occupational Health Inspections (SASOHI) were conducted of USAAVNC units, activities, and facilities, along with tenant organizations. USAR and ROTC units within the confines of the Fort Rucker area and geographical responsibility also underwent these inspections.

Though the Fort Rucker accident rates were impressive in 1985, General Parker realized the USAAVNC and Fort Rucker could not and should not rest on their laurels. Throughout the year, he constantly exhorted military and civilian personnel to be ever more safety conscious for 1986. Zero perfection was the ultimate objective in regard to safety. In 1985, safety consciousness was the word at Fort Rucker.

Summary

Mr. John T. Persch was the Safety Manager at the Aviation Center Safety Office for all of 1985. The Safety Office's primary mission was to keep to a minimum all manpower material losses due to accidents. The Fort Rucker accident rates were significantly lower than that of the Department of the Army.

SAFETY OFFICE FOOTNOTES

¹Hist (U), ATZQ-S, 1985, material is extracted.

PUBLIC AFFAIRS OFFICE

The Public Affairs Office (PAO), through its Community Relations (CR), Command Information (CI) and Public Information (PI) sections, informed the military and civilian sectors about the mission of the Army Aviation Center in 1985. 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 with the installation's geographical area of responsibility.

LTC Lawrence R. Retta was Public Affairs Officer, and the deputy PAO was Mrs. Betty J. Goodson. PI, CI, and CR chiefs were William J. Hayes, SFC Charles Arons (March-December) and Ms. Jacquelyn Y. Griffin.

Accomplishments

Public interest in Fort Rucker continued to expand in 1985. This increase was reflected by queries and visits from national and international media, and intensive coverage of Fort Rucker activities by the local media. PAO received 700 queries; escorted 148 media visitors; and made 402 releases to the Army Flier, and to outside print and electronic media. In addition, three Aviation Branch Updates were prepared and mailed to worldwide addresses.

Specific support coordinated by PAO for community events included 24 Sport Parachute Club demonstrations, 39 appearances by the 98th Army Band, 31 tours conducted on post, 16 Speakers Bureau engagements, 53 static displays, and 48 other support events.

Another area that received special emphasis was the Hometown News Release Program. It provided 2,131 news releases covering achievements by Fort Rucker soldiers to the Hometown News Center (HNC) by PAO. The command emphasis put on the proper completion of these forms was reflected in the low rejection rate. For example, in the last quarter of CY 85, the HNC rejected only one out of 458 forms received from Fort Rucker, thereby giving this installation one of the best acceptance rates in TRADOC.

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.

PAO FOOTNOTES

¹Hist (U), ATZQ-PAO, 1985, material is extracted.

OFFICE OF CIVILIAN PERSONNEL

The Office of Civilian Personnel (OCP) had the responsibility for the development of the Civilian Personnel Management Program. OCP performed functions such as evaluating job needs and personnel actions; administering regulations and personnel control; and responsibility for training dealing with personnel actions.

Mrs. Marjorie P. White, a long time civil service employee, was the Civilian Personnel Officer during all of 1985. To be noted was the fact Mrs. White was the first woman selected to become the Civilian Personnel Officer position at Fort Rucker.

Accomplishments

Throughout 1985, the Office of Civilian Personnel seemingly played the numbers game. It kept and maintained the personnel records of 2,625 General Schedule (GS) employees and 675 Wage Grade (WG) employees. Also during 1985, OCP dealt with 430 Non-Appropriated Fund (NAF) employees. The total number of the civilian work force was 3,300 employees. In 1985, 91 employees retired from Fort Rucker.

The Office of Civilian Personnel Training and Development (T&D) Branch had the responsibility of administering programs relative to federal employment. The T&D Branch administered programs such as Executive Development, Apprentice, Cooperative Education, Federal Junior Fellowship, Veterans Readjustment, Career Intern, and Upward Mobility. A very important program which the T&D Branch administered was a comprehensive employee development program for more than 4,400 people--military and civilian. The above program allowed for advice and assistance to all levels of management, not only on training, but also on the Department of Army special programs. Two Fort Rucker civil service employees were chosen by the Army to attend Long Term Training (LTT), one at the Armed Forces Staff College, and the other at Indiana University. At no expense to the Federal Government, 188 employees were enrolled in correspondence courses sponsored by the Army and Air Force.

In conjunction with the Equal Employment Opportunity Office (EEO), OCP carried out the terms of the Consent Decree under Civil Action No. 76-44-S, which as previously mentioned expired 31 March 1985. During 1985, Civilian Personnel worked assiduously to develop recruitment media strategies.

Summary

In 1985, Mrs. Marjorie P. White was the Civilian Personnel Officer and led her staff in the implementation of employee training, recruitment programs, and the carrying out of the Consent Decree. The Fort Rucker Civilian Personnel Office also maintained the records of 3,300 civilian employees in 1985.

OCP FOOTNOTES

¹Hist (U), ATZQ-PAP, 1985, material is extracted.

EQUAL EMPLOYMENT OPPORTUNITY OFFICE

The United States Army Aviation Center Equal Employment Opportunity (EEO) Office had an important role in the maintenance of equal employment opportunities for all persons, either presently employed on post or seeking employment at Fort Rucker.

Mr. Charles F. Auman was the Equal Employment Opportunity Officer for all of 1985. He was ably assisted by Mr. James W. Harris, Affirmative Action Program Manager, and Ms. Gennie Weiss, Federal Women's Program Manager (FWPM), during 1985.

The EEO staff advised the Commanding General and Garrison Commander on matters pertaining to equal opportunities for civilian personnel. The EEO worked in an assiduous manner to promote full realization of equal employment through an ongoing affirmative action program in each USAAVNC and Fort Rucker organization. The EEO mission dictated the training of EEO counselors and supporting of these counselors and management in resolving complaints at the lowest level. In conjunction with the EEO mission, Mr. Auman and his staff monitored EEO programs and implementation of applicable consent decrees and/or court orders.¹

Accomplishments

The major accomplishment of 1985 for the EEO Office was the termination of the Fort Rucker Consent Decree on 31 March 1985. This was the result of, most, if not all, of the consent decree requirements having been met.²

Mr. James Harris, the Affirmative Action Program Manager, supervised the beginning of a pure affirmative action plan for the first time in 1985. Also, in 1985, the office of the Federal Women's Program Manager was integrated into the operations of the EEO Office. This brought the Federal Women's Program into alignment with the EEO's goals and programs.³

The FWPM conducted training for 1,667 women and published a career guide to be used in recruiting.

EEO assisted the Office of Civilian Personnel (OCP) in the development of the Federal Equal Opportunity Recruitment Program (FEORP) Plan in 1985. The U.S. Army Aviation Center's FEORP was a targeted recruitment program designed to eliminate underrepresentation of minorities and women in the various occupational areas and grade levels of federal employment at Fort Rucker.⁴

The EEO also created an automated referral-tracking system. Mr. Auman's staff published affirmative action handbooks for employees and also for managers and supervisors, spelling out their rights and responsibilities. The EEO Office also published an affirmative action program working plan for FY 86.⁵

TRADOC made a staff assistance visit to the EEO Office in 1985 and gave the EEO staff high marks in a number of areas. One area in which EEO staff members received approbatory remarks was in the 34 percent reduction of complaints. The Aviation Center and Fort Rucker EEO₆ Office also maintained a high satisfactory resolution rate of complaints.

Summary

Mr. Charles F. Auman, the Aviation Center and Fort Rucker Equal Employment Opportunity Officer, and his staff promoted employment opportunities through a robust affirmative action program in 1985. A most significant accomplishment for the EEO Office was the termination of the Consent Decree in which it had been involved since 1979. In 1985, the Federal Women's Program was expanded upon, and numerous surveys and studies were conducted to identify and overcome barriers that impede the hiring and promotion of women in certain job series.

EEO FOOTNOTES

¹Hist (U), ATZQ-EEO, 1985, hereafter cited as EEO 85 Hist, material is extracted.

²Ibid; Rpt, US District Court, Civil Action No. 76-44-S, (SD 119).

³EEO 85 Hist; Rpt (U), FY 85 Accomplishment Report of Affirmative Action for Minorities and Women, 1985, (SD 120).

⁴Handbook, Federal Equal Opportunity Recruitment Program (FEORP), Subj: Implementation Guide, 1985, (SD 121).

⁵Handbook, EEO/Affirmative Action Handbook for Employees, Subj: What Every Employee/Applicant for Employment Should Know About EEO/Affirmative Action, 1985, (SD 122).

⁶EEO 85 Hist refer to f.n. 1.

APPENDIX A
ACRONYMS

AAFARS	Advanced Aviation Forward Refueling System
AAFES	Army/Air Force Exchange System
AAMA	US Army Aeromedical Activity
AC	Assistant Commandant
ACA	Advanced Cargo Aircraft
ACC	Army Correspondence Course
ACATT	Aviation Combined Army Team Trainer
ACE	Aviation Council Emeritus
ACES	Army Continuing Education System
ADA	Air Defense Artillery
A/DACG	Arrival/Departure Airfield Control Group
ADAD	Alcohol Drug Abuse Division
ADAPCP	Alcohol Drug Abuse Prevention and Control Program
ADPE	Automatic Data Processing Equipment
AG	Adjutant General
AGPU	Aviation Ground Power Unit
AHIP	Army Helicopter Improvement Program
AIDS	Acquired Immuno Deficiency Syndrome
AIT	Advanced Individualized Training
A/LAN	Aviation Local Area Network
ALMD	Aircraft Logistics Management Division
AMC	U.S. Army Materiel Command
AMSAA	U.S. Army Materiel Systems Analysis Activity
AMTD	Allied Military Training Division
ANVIS	Aviators Night Vision Imagery System
AOAC	Aviation Officer Advanced Course
AOBC	Aviation Officer Basic Course
AOETF	Army of Excellence Task Force
APC	Aviation Proponency Office
AQC	Aircraft Qualification Course
ARI	Army Research Institute
ARTEP	Army Readiness Training and Evaluation Program
ASE	Aircraft Survivability Equipment
ASEP	Advanced Skills Education Program
ASET	Aircraft Survivability Equipment Trainer
ASTS	Aviation Standardization and Training Seminars
ATAS	Air-to-Air Stinger
ATB	Aviation Training Brigade
ATC	Air Traffic Control
AVSCOM	Aviation Systems Command
AWACS	Airborne Warning and Control System
BER	Budget Execution Review
BHIP	Blackhawk Improvement Program
BOIP	Basis of Issue Plans
BSEP	Basic Skills Educational Program
CAC	Combined Arms Center
CAORA	Combined Arms Operations Research Activity
CCTV	Closed Circuit Television
CG	Commanding General
COB	Command Operating Budget
COEA	Cost and Operational Effectiveness Analysis

COMPACT	Consolidated Military Personnel Activities
COSMIC	Computer Management and Information Center
CPT	Cockpit Procedural Trainer
CWEPT	Cockpit Weapons and Emergency Procedural Trainers
DAAP	Department of the Army Audiovisual Program
DAIM	Directorate of Automation and Information Management
DCAT	Department of Combined Arms Training
DCD	Directorate of Combat Development
DEH	Directorate of Engineering and Housing
DENTAC	Dental Activity
DEROS	Data Eligible for Return from Overseas
DES	Directorate of Evaluation and Standardization
DGFS	Department of Gunnery and Flight Systems
DLMD	Doctrine Literature Management Division
DOC	Directorate of Contracting
DOIM	Directorate of Information Management
DOL	Directorate of Logistics
DOTD	Directorate of Training and Doctrine
DPCA	Directorate of Personnel and Community Activities
DRIS	Defense Regional Interservice Support
DRM	Directorate of Resource Management
EAC	Echelons Above Corps
EAG	Enlisted Aerial Observer
EAVTS	Eastern Aviation Training Site
EDRE	Emergency Deployment Readiness Exercises
EEO	Equal Employment Opportunity
EOC	Emergency Operations Center
ESSS	External Stores Support System
FTB	Enlisted Training Branch
EVADE	Evaluation of ADA Effectiveness
FAA	Federal Aviation Administrative Agency
FAAD	Forward Area Air Defense
FEA	Front-end Analysis
FSD	Flight Simulator Division
FWPM	Federal Womens' Program Manager
FTX	Field Training Exercise
ICS	Individual Combat Skills
ICSP	Internal Control Systems Program
IERW	Initial Entry Rotary Wing
IG	Inspector General
IKPT	Instructor and Key Personnel Training
IIS	Integrated Logistics Systems/Instrument Landing System
IMWRF	Installation Morale, Welfare, and Recreational Fund
IP	Instructor Pilot
IPC	Instructor Pilot Course
IPR	In-Process Review
IRAC	Internal Review and Audit Compliance Office
IRR	Individual Ready Reserve
ITAC	U.S. Army Intelligence Threat Analysis Center
IPT	Individual Training Plan
IUTD	Individual and Unit Training Division
IVD	Interactive Video Disc System
JAAT	Joint Attack Team
JINTACCS	Joint Interoperability Tactical Command and Control

	System
JOIN	Joint Optical Information Network
JTY	Joint Readiness Exercise
JWG	Joint Working Group
LAC	Logistics Assistance Command
LHX	Light Helicopter Experimental
LOA	Letter of Agreement
LTJD	Laser Target Interface Device
MAMP	Mission Area Materiel Plan
MCA	Military Construction Army
MICC	Management Information Control
MICOM	U.S. Army Missile Command
MCA	Memorandum of Agreement
MMS	Mast Mounted Sight
MILPERCEN	Military Personnel Center
MPA	Military Police Activity
MPI	Military Police Identification
NBC	Nuclear, Biological, and Chemical
NETT	New Equipment Training Teams
NICP	National Inventory Control Point
NCE	Nap-of-the-Earth
NSTSAD	New Systems Training and Simulator Acquisition and Control System
NTC	National Training Center
NVG	Night Vision Goggles
NVS	Night Vision Sensors
OCF	Office of Civilian Personnel
ODCSOPS	Office of the Deputy Chief of Staff Operations
OPCON	Operational Control
ORWAC	Officer Rotary Wing Aviation Course
OSJA	Office of the Judge Advocate
PAC	Personnel Administration Center
PAC	Public Affairs Office
PCIP	Productivity Capital Investment Program
PIP	Product Improvement Program
PERMAST	TRADOC Personnel Management Assistance Systems Team
POMD	Plans, Operations, and Mobilization Division
PROJECT	
SPIRIT	Systematic Productivity Review in TRADOC
PLATC	Programed Logic for Automated Teaching Operation
QRIP	Quick Return on Investment Projects
RA	Regular Army
ROC	Required Operational Capability
RTD	Resident Training Division
RTOTC	Radar (Target) Operator Training Complex
RWIFF	Rotary Wing Flight Examiner Course
SAILS	Standard Army Intermediate Level Supply System
SCORES	Scenario Oriented Recurring Evaluation System
SFDD	Staff and Faculty Development Division
SINGARS	Single Channel Ground and Airborne Radio System
SIDPERS	Data/Status of all Battalion Personnel
SME	Subject Matter Expert(s)
SMT	Shelter Maintenance Transportable
SERE	Survival, Evasion, Resistance and Escape

STAR	System Threat Assessment Report
SWA	Southwest Asia
TAC	Training, Advising, and Counselling
TASC	Training and Audiovisual Support Division
TDA	Table of Distribution and Analysis
TECOM	U.S. Army Test and Evaluation Command
TEMP	Test and Evaluation Master Plan
TIWG	Test Integration Work Group
TOA	Trade-off Analysis
TOD	Trade-off Determination
TOE	Table of Organization and Equipment
USAALS	United States Army Aviation Logistics School
USAAMC	United States Army Aeromedical Center
USAARMC	United States Army Armor Center
USAAVNRD	United States Army Aviation Board
USAAVNC	United States Army Aviation Center
USAAVNTDTA	United States Army Aviation Development Test Activity
USACIDC	United States Army Criminal Investigation Command
USATSC	United States Army Information Systems Command
TOW	Antitank Missile
VTOL	Vertical Take-Off and Landing
WOC	Warrant Officer Candidate
WOEC	Warrant Officer Entry Course
WCRWAC	Warrant Officer Rotary Wing Aviation Course

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