



**UNITED STATES  
ARMY AVIATION CENTER  
1986  
ANNUAL  
HISTORICAL REVIEW**

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## CHAPTER I

### INTRODUCTION: MISSION AND COMMAND GROUP

#### A. Mission

The primary mission of the United States Army Aviation Center (USAAVNC) in 1986 was the command, operation, and administration of resources at Fort Rucker, Alabama. The center was also responsible for the training and instruction of 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, career management fields, and U.S. Army Aviation flight standardization. As in previous years, USAAVNC provided support to assigned, attached, or tenant activities in assigned geographical areas, unless otherwise designated.

#### B. Command Group

Major General Ellis D. Parker was the Commanding General of the United States Army Aviation Center and Fort Rucker for the entire year of 1986. The Assistant Commandant was Brigadier General Rudolph Ostovich III until 22 August at which time Brigadier General Rodney D. Wolfe assumed the position. COL(P) John D. Robinson was the Deputy Assistant Commandant during the first part of the year. On 17 July COL E. Kirby Lawson III became the Deputy Assistant Commandant and remained in that position the remainder of the year. Command Sergeant Major Tilden R. Kirkland served as the Aviation Center Command Sergeant Major for 1986.

COL Andrew J. Miller was the Chief of Staff of the United States Army Aviation Center for 1986. The Deputy Chiefs of Staff were LTC James A. Orahood and MAJ(P) Daniel J. Boccolucci. LTC Orahood departed in August 1986 to assume command of the 9th Aviation Training Battalion, Aviation Training Brigade. MAJ(P) Bruce Butler assumed his duties as one of the Deputy Chiefs of Staff in August 1986 and served in this position for the remainder of the year. MAJ(P) Boccolucci served in his position for the entire year.

COL Donald J. Marnon was the Garrison Commander for 1986. COL 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.

LTC L. Dean Gould served as the Deputy Garrison Commander until 30 July 1986. LTC Paul D. Spangler assumed his duties as the Deputy Garrison Commander on 30 July 1986 and served in this position for the remainder of the year. SGM Charles Lewis was the Garrison Sergeant Major for 1986.

An important unit which was under the Command Group was the Secretary General Staff (SGS). The SGS directed and controlled the overall operations of the Command Pilot, Protocol, and the Administrative Division of the Command Section. MAJ John McDougle was the Secretary General Staff until 11 March 1986, at which time CPT Brian D. Healy became the SGS and remained in this position for the remainder of the year.

UNITED STATES ARMY AVIATION CENTER

ANNUAL HISTORICAL REVIEW  
(RCS ATZQ-DAP-H)

1 January 1986 - 31 December 1986

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CPT Clifton L. Dunn  
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May 1988

Fort Rucker, Alabama

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COMMANDER'S INTRODUCTION  
ANNUAL HISTORICAL REVIEW

1986

In 1986 the United States Army Aviation Center (USAAVNC) laid the groundwork for Army Aviation in the Twenty-First Century. This was achieved in part through the various reorganizations, developments, and initiatives from USAAVNC and tenant units at Fort Rucker, Alabama.

It was during 1986 that several USAAVNC directorates and units were reorganized to provide more efficient organization and continued superior support to the Aviation Branch and Fort Rucker. The units affected included the newly organized Directorate of Aviation Proponency, the Directorate of Personnel and Community Activities, and the 226th Attack Helicopter Battalion of the 101st Airborne Division. These changes have been discussed in each directorate's section of this 1986 Annual Historical Review.

During 1986, the Aviation Center proposed and received approval for the addition of several innovative academic courses that were expected to meet the growing requirements of the Aviation Branch in the future. The Multitrack flight training program, and the Small Group Instruction for the Aviation Officer Advanced Course were only two examples of proposals of major impact that were considered during that year. The Small Group Instruction proposal was approved in 1986, and final approval of Multitrack came in February of 1987 for implementation in 1988. These new courses should produce both technically and tactically qualified soldiers.

Fort Rucker was awarded first place in the second Annual TRADOC Commander's Cup for the Installation of Excellence Award for 1986. The first annual award had also been received by Fort Rucker. The year 1986 closed with a sense of esprit and pride in the accomplishments of the Army Aviation Branch. The Command Group and all personnel of USAAVNC were imbued with a sense of dedication and determination to make Army Aviation remain truly "Above the Best."



ELLIS D. PARKER  
Major General, USA  
Commanding

## PREFACE

The 1986 Annual Historical Review (AHR) of the United States Army Aviation Center (USAAVNC) was written in record time in order to meet the 31 May 1988 suspense date established by the Commanding General of Training and Doctrine Command (TRADOC). The position of Command Historian of USAAVNC was vacant from early February until 9 May 1988, and the 1986 AHR had not been begun before the former Command Historian left. Notwithstanding the hiring freeze brought on by the Gramm-Rudman Bill budget cuts, however, a new historian was selected in April, and he began work on 9 May.

Even before the new Command Historian came on board, USAAVNC, and specifically the Directorate of Aviation Proponency (DAP), took steps to meet the suspense date by designating three special project officers, CPT Clifton L. Dunn, 2LT Joseph R. Nagel, and 2LT Steven G. Martin, to begin producing the review. With the invaluable assistance of Mrs. Sandy Yarberry, these officers began on 2 May, and each of them worked for from two to three weeks. They began by patterning their organization and procedure on the draft of the 1985 AHR for USAAVNC, and, after the arrival of the new Command Historian on 9 May, they continued their work under his general supervision. The new historian spent this first week finishing the 1985 AHR and did not begin active participation in the writing of the 1986 review until 17 May. By that time, the special project officers had completed drafts of almost all sections of the review and were sending the drafts to the various directorates and units for review and approval. Notwithstanding their limited historical experience and the lack of source materials other than the input statements, these officers did an outstanding job in producing drafts for a creditable historical review. During the third and fourth weeks of May the Command Historian, with the continued assistance of Mrs. Yarberry, and with that of two of the special project officers for part of the third week, devoted almost full time to completing the 1986 AHR.

This historical review is divided into five chapters, generally reflecting the major missions and functions of the Army Aviation Center. A list of acronyms used in the review is attached as Appendix A and a copy of the Staff Directory for 1986 as Appendix B. Since no source materials other than the historical inputs from the various reporting units and a few attached documents were available, these were the only sources for this review. These input statements and documents have been organized and filed in the office of the Command Historian. In lieu of footnotes or endnotes in the 1986 AHR, a list of the input statements has been included in this review as Appendix C. These documents are listed in the

same order as that of the material in the text and also the same as that in which they are organized in the Historical Office files.

Not only did the DAP designate the special project officers so as to make it possible for the suspense date to be met, but all personnel of the directorate have been most cooperative and helpful to the new Command Historian, who was not only new to USAAVNC and Fort Rucker, but also to the Army. Appreciation is expressed especially to Mrs. Sandy Yarberry, who taught the special project officers how to use the word processing program used for producing this document, made most of the corrections and changes, and in countless other ways contributed to the completion of this review.

JOHN W. KITCHENS, Ph.D.  
Command Historian

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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

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## CHAPTER II

### ADMINISTRATION, MANAGEMENT, AND OPERATIONS

#### A. Directorate of Aviation Proponency

In May 1986, the Aviation Proponency Office and the School Secretary were merged and reorganized to form the Directorate of Aviation Proponency (DAP). The mission of the newly formed Directorate was to serve as an adviser to the Commanding General and the Assistant Commandant on all Aviation School matters and on all matters of proponency as outlined in AR 600-3, The Army Personnel Proponent System. The DAP additionally, had the responsibility of maintaining student academic records, establishing and executing a student evaluation system, conducting formal graduation ceremonies, providing administrative support to allied military training students, issuing training literature, and operating a learning center and an aviation technical library. It was also responsible for the development and presentation of the U.S. Army Aviation Center's (USAAVNC) portion of the Aviation Functional Review.

COL Willis R. Bunting was the first Director of DAP. The first Deputy Director was MAJ(P) John C. Tallas. The new Directorate had under its purview six organizations. These organizations were the Office of Personnel Systems, the Office of Allied Military Training, the Aviation Technical Library, the Aviation Digest Division, the Training Support Division and Academic Records Division. These organizations have been discussed separately.

#### Office of Personnel Systems

The Office of Personnel Systems (OPS), formerly the Aviation Proponency Office, was organized during the 1986 calendar year under the Directorate of Aviation Proponency (DAP). Its mission was to administer the personnel life cycle management functions for commissioned officers, warrant officers, and enlisted personnel as outlined in AR 600-3.

The position of Chief, Office of Personnel Systems, was held by two persons during 1986. LTC Thomas D. Harmon served as Chief from the beginning of the year until April when LTC Immanuel Sieving took over and remained until the end of the year.

During 1986, the OPS developed the Army Aviation Personnel Plan (A<sup>2</sup>P<sup>2</sup>). This provided the first-of-a-kind personnel plan keyed specifically to the unique aspects of our Aviation force. The A<sup>2</sup>P<sup>2</sup> was a comprehensive "how to"

plan containing an in-depth compilation of all personnel policies and procedures and a demonstration of how they affected Aviation Branch soldiers. This plan also outlined the responsibilities of the branch's personnel proponent in monitoring and developing personnel systems to ensure that the Aviation Branch was represented in all Department of the Army personnel initiatives.

In September of 1986, CPT Clifton Dunn of OPS presented the Functional Review Update to the Deputy Chief of Staff for Personnel (DCSPER). The Functional Review was a layout of branch personnel status, problems, and projected solutions to current organization and future modernization plans. The work to compile the update started in August of 1986.

USAAVNC was tasked by the Training and Doctrine Command (TRADOC) in January of 1986 to perform the enlisted Aviator Study. This study was performed by OPS and explored the feasibility of enlisted personnel becoming Aviators. Phase I of the study was briefed to the Vice Chief of Staff of the Army. Other phases of this study continued into the next calendar year.

The Aviation Logistics Career Professional Development Program Implementation Plan was forwarded to the Soldier Support Center, National Capital Region for Major Army Command (MACOM) staffing. In August 1986, the Aviation Regimental System was forwarded to TRADOC. Through this plan, the Aviation Branch was to be incorporated into the Regimental System.

New equipment was received at OPS during the latter part of 1986. The equipment acquired included two IBM PC/XT microcomputers with hard drives, printers, and a modem to enable the office to communicate with Department of the Army (DA).

#### Office of Allied Military Training

In addition to training all U.S. Army Aviators, U.S. Air Force Rotary Wing Aviators, and other DOD personnel, USAAVNC also trained foreign military aviation personnel. The Chief of the Office of Allied Military Training (OAMT) was LTC Garry M. Bass.

Since the establishment of an allied military aviation training program in 1955, Fort Rucker has trained thousands of allied aviation personnel from 71 different nations. In 1986, OAMT implemented a unique training program for Central and South American countries. All subjects, to include flight training, were taught in Spanish.

There were approximately 90 different USAAVNC courses available for allied training. In 1986, Fort Rucker trained 350-400 allied aviation personnel from 32 nations in 33 different courses. Roughly 70% of the allied students attended Initial Entry Rotary Wing training, and 20% attended advanced aviator qualification courses. In 1986, four Saudi Arabians and two Jordanians graduated from the Aviation Officer Basic Course. These were the first students to represent their countries in such a course at Fort Rucker. The remainder of the friendly nations' aviation personnel attended nonflight courses including Air Traffic Controller, Safety Officer, Basic and Advanced Courses, and Aircraft Maintenance.

In addition to the Aviation training, allied students interacted with volunteer host family sponsors and volunteer U.S. in-class sponsors. The Host Family Sponsor program gave the allied student a family atmosphere in which to relax and learn about the culture of the United States, while the In-Class Sponsor program was designed to off-set the difficulties of attending fast-paced critical training in a second language.

#### Aviation Technical Library

The Aviation Technical Library provided state-of-the-art military and technical aviation information and reference service to all military and civilian personnel at Fort Rucker. It also served as a worldwide reference facility for information on Army Aviation and the evolution of American Military Aviation.

During 1986, Ms. Anne P. Foremen was the Chief Librarian and Mr. James D. Lee was the Technical Services Librarian. Ms. Beverly Hall and Ms. Beverly McMaster were the Reference Librarians during that time.

In 1986, the library circulated 14,546 items; over 10,244 reference requests were researched and 60 orientation tours were conducted.

The security of the Technical Library had always been poor until 1986. During that year, a new security system was installed which eliminated the theft of reference material.

The collection of reference material grew steadily through 1986. The library had 31,573 books, 527 periodicals, and 71,634 DOD publications. Other collections also expanded. For the first time in the history of the library, there were two professional librarians assigned to reference services. This meant that the patron always had access to

the full services of the reference department, which included in-depth, on-line literature searching.

The addition of an M300 IBM personal computer added greatly to the efficiency of the interlibrary loan process. Loans could be accomplished more quickly thus eliminating the wait for the patron. This resulted in more cost effective operations because less staff time was required.

There were some problems during 1986. An inadequate physical plant continued to hamper library operations. Damaging heat and humidity contributed overwhelmingly to the deterioration of library materials. Conditions were often so bad that patrons would refuse to stay, and staff were fatigued to the point of illness. The World War II era temporary barracks made poor housing for a state-of-the-art facility.

### Aviation Learning Center

The primary mission of the Aviation Learning Center (ALC) was to provide remedial and supplemental instruction reinforcing in-resident training programs. However, substantial common military and supplemental education and miscellaneous historical and aviation flight information were available for educational purposes and/or personal enjoyment. The ALC provided personal customer service to everyone, with the emphasis on "everyone." CW4 Joseph A. DeCurtis supervised the ALC during 1986.

In January 1986 Tactics Phase students requested access to a tactics map board so they could complete all tactics preflight planning at the ALC. Because of this interest, a tactics map board was constructed. This also marked the ALC's momentous movement toward the increased emphasis of tactical instructional support.

In May 1986 COL Willis R. Bunting, Director, Directorate of Aviation Proponency (DAP), visited the ALC for the first time since assuming command. A presentation of ALC assets and mission orientation highlighted problems in several areas that required rectification. Under COL Bunting's direction, the ALC implemented an extensive audiovisual and training aids modernization and update program.

During the month of June, the ALC staff utilized the DEH self-help program to construct the Aircraft Survivability Equipment Trainer (ASET) classroom. DEH completed the project by installing ducting, vents, electrical outlets, and security mechanisms.

In July 1986 DOET requested that, due to limited space, all programmed texts, study guides, and audio cassettes which involved the EURO/NATO Voice Procedures instruction be transferred to the ALC. The ALC assumed this responsibility by immediately providing instructional assistance in administering and securing examinations.

August 1986 was an especially busy month because an innovative system was launched to ensure that training materials in the ALC would always remain verifiable and doctrinally current. Theretofore, strong command emphasis had resulted in the total review of the ALC's instructional materials. However, the absence of procedures to document the removal and disposition of obsolete material plus the omission of interdepartmental coordination culminated in the belief that all goals had been achieved. The Director of DAP tasked the ALC to formulate permanent published procedures that provided for scheduled reviews and timely replacement of obsolete materials. A staffing action recommending revision of USAAVNC Reg 10-1 was initiated and submitted for approval in September 1986. Revised USAAVNC Reg 10-1 would clarify interdepartment responsibilities, improve communications, and coordinate efforts between the ALC, DOTD, and proponent agencies, thereby effectively establishing a closed loop system. The Chief of Staff approved the revision in late September 1986 and the ALC submitted a detailed list of lesson indexes requiring subject matter expert audit. Selected project officers began reviewing the material which was completed by November 1986. The results of this audit were that 388 video lessons were reviewed of which six were identified as requiring revision and ten were declared doctrinally obsolete and permanently removed.

Important personnel changes occurred in September 1986. Mr. Frank Rant retired and was replaced by Mr. Edison K. Woodie, Jr., in the civilian aviation instructor's position. Also, as a result of an ALC initiated SF 52 in March 1985 requesting the establishment of a civilian maintenance instructor position, Mr. John F. Murray joined the ALC staff.

During November 1986, the long awaited Aircraft Survivability Equipment Trainer, Version One (ASET I), a classified computer threat trainer, was issued to the ALC. Security prerequisites were approved, as well as the SOP and CG's accreditation. Once instructor training was completed, the training program was implemented. Also, new UH-1, AH-1S, and OH-58 preflight tapes were issued, and due to high student demand additional copies had to be requested. The TH-55 trainer had several configuration discrepancies with flight line aircraft, and Sikorsky Support Services completely reconditioned the trainer. All in all, November 1986 kept the staff very busy, and as for the ALC it

signaled the first positive results of its first certifiable audiovisual and training aids audit.

In December 1986, the ALC rounded out the year by receiving an unexpected Christmas gift. It seemed that DEH had \$340,000 in energy rebate funds and was soliciting project requests. The ALC requested that ceiling fans be installed throughout the ALC. Ceiling fans were expected to improve the educational environment, especially during summer evening peak utilization periods.

In 1986, a total of 43,448 students utilized the ALC of which 7,471 were warrant officer candidates, 15,496 were rotary wing aviator course officers, 15,708 were enlisted, 1,582 were permanent party, and 3,191 were graduate students.

### The Aviation Digest

The United States Army Aviation Digest was the official DA magazine for Army Aviation during 1986. The Aviation Digest Division continued its mission to provide information of an operational and functional nature concerning safety, aircraft accident prevention, air traffic control, training and doctrine, maintenance, operations, research and development, aviation medicine, and other related data.

Mr. Richard K. Tierney was the supervisory writer/editor until October 1986 when Mr. John Marusich assumed the post. The division operated under the control of the Office of the School Secretary in early 1986, and then under the new Directorate of Aviation Proponency.

The Government Printing Office awarded P. R. Donnelly & Sons, Inc. of Lancaster, Pennsylvania, the contract to print the Aviation Digest from July 1986 through the end of the year. This printer was among the best the Digest ever had and effected a welcome change from the problems encountered with the former printer in 1985.

Subscriptions to the Aviation Digest continued a slow but steady increase during 1986. In January 1986, the Aviation Digest circulation was 37,353 copies. By the end of December, circulation jumped to 40,958. Even more interesting was that the Aviation Digest staff conservatively estimated--through the use of surveys of Army, Navy, and Air Force periodicals--that ten people read each magazine.

The Aviation Digest has been the official DA magazine for Army Aviation worldwide since 19 February 1955. To fulfill this mission, the Aviation Digest Division continued to publish timely and accurate information that was

distributed to aviation units, other military services, individuals, and private industry worldwide.

#### Academic Records Division

Mrs. Betty Webb was the Chief of Academic Records Division in 1986. She and her staff were responsible for the maintenance of student records for academic and technical programs at Fort Rucker.

The year 1986 was a busy year for Academic Records. During that year over 9,000 individuals graduated from courses at the United States Army Aviation Center. Additionally, the data entry section was reassigned to the Academic Records Division with responsibility of entering all flight data for the post, which was accomplished by processing in excess of 84,000 entries per month.

There were 1,758 Initial Entry Rotary Wing (IERW) graduates and 2,290 graduate flight students in 1986. In the category of officer nonflight students, there were 1,092 who graduated during the year, while in the enlisted ranks, 2,520 soldiers graduated from aviation related courses. The Warrant Officer Entry Course (WOEC) had 995 people graduate in 1986 and the Aviation Officer Basic Course (AOBC) had 634 graduates.

#### Summary

The Directorate of Aviation Proponency was formed in 1986 from the School Secretary and Aviation Proponency offices. The mission of the new directorate was to advise the Commanding General and Assistant Commandant on all matters pertaining to the Aviation School and to Aviation proponency. The six organizations subordinate to DAP aided in accomplishing the mission. These organizations included the Office of Personnel Systems, the Office of Allied Military Training, the Aviation Learning Center, the Aviation Technical Library, the Aviation Digest Division, and Academic Records Division.

The first Director of DAP was COL Willis R. Bunting. The Deputy Director was MAJ(P) John C. Tallas. Through their leadership and perseverance, the new Directorate of Aviation Proponency accomplished its mission in an exemplary fashion.

## B. 1st Aviation Brigade (Air Assault)

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

The 1st Aviation Brigade has a long and illustrious history. The Brigade had served with distinction in Vietnam from 1966 to 1973 prior to its standing down at Fort Rucker. Its emblem, the Golden Hawk, was conspicuously seen throughout the length and breadth of South Vietnam, and the reputation of its aircraft and airmen were truly "Above the Best."

After its arrival at Fort Rucker, the Brigade became the primary training and operations organization. Over the years it has produced the finest military aviators and aviation specialists. The Brigade has earned great respect and has forged strong ties of friendship with the local communities of the Wiregrass area. It has supported and participated in numerous community activities including the Alabama Special Olympics, Armed Forces Day, and 18th Annual JROTC Drill Competition.

In 1986, the 1st Aviation Brigade was restructured from three TRADOC and one FORSCOM battalions to three TRADOC and two FORSCOM battalions. The 18 September 1986 redesignation of D Company, 229th Attack Helicopter Battalion, 101st Airborne Division, to the 226th Attack Helicopter Battalion, 101st Airborne Division, provided the Brigade its additional FORSCOM battalion.

COL Terry N. Rosser was the Brigade Commander for the entire 1986 calendar year. LTC Herman S. Heath was the Brigade Executive Officer until 2 May 1986 when he was succeeded by MAJ(P) John B. McDougale. On 8 September MAJ(P) McDougale was succeeded by MAJ(P) Lee Merchen who completed the year as the Executive Officer. CSM Birdell Sturgies, Jr., was the Brigade Command Sergeant Major for all of 1986.

### 1st Battalion

The 1st Battalion's mission was to provide command and staff supervision for administrative functions, training, operations, security, and logistical support including rations and quarters to all assigned and attached personnel. The Battalion's motto "Soldiers First," reflected the constant dedication to the individual soldier of the battalion and the individual companies of the battalion.

LTC William B. Bauer was the Battalion Commander until October 1986, at which time he was succeeded by LTC Lawrence

R. Retta, who remained in this position for the rest of the year. The Battalion Executive Officer, MAJ Denny R. Sorenson was succeeded by MAJ Howard E. Ogden in January 1986. CSM John McLemore was the battalion's Command Sergeant Major for the entire year.

The 1st Battalion's companies and units had diverse missions and accomplishments in 1986. The individual unit's 1986 accomplishments have therefore been described separately.

Headquarters and Headquarters Company (HHC), 1st Battalion did extremely well in the Intramural Post Football Championship by taking overall 2nd place. CPT Robert Richardson was the Commander of HHC for 1986, and he was assisted by 1SG Ben J. Richardson as the First Sergeant of the unit.

A Company conducted an adventure training exercise for over 500 soldiers, who put into practice many skills they had learned through Common Task Training. A Company was commanded by CPT Keith Morgan until August 1986, at which time he was succeeded by CPT William F. Shurtz. 1SG James Mahaney was the company First Sergeant until his departure in April 1986. 1SG Jack L. Hemin filled this position in June 1986 and completed the year as the First Sergeant.

B Company took 1st Place in the male racquetball competitions in the Spring and Fall 1986 Sportsfests in addition to organizing and conducting the 1986 Run for the Museum. CPT Peter C. Nacy was the B Company Commander for 1986. 1SG James Parker was the First Sergeant until June 1986, at which time he was succeeded by 1SG James A. Kengel.

During 1986, D Company (Air Assault/Pathfinder) conducted seven Air Assault classes and one Critical Leaders Air Assault class. Three Air Assault spouse familiarization days were conducted resulting in 116 military spouses graduating. In 1986, a total of 602 students graduated the Air Assault POI to include 20 female soldiers and eight critical leader personnel.

The 98th Army Band, under the command of CW4 James G. Choate, was kept busy throughout 1986. The 98th Army Band participated in 12 retirement ceremonial reviews at Fort Rucker during the year, and in 429 other engagements throughout the surrounding areas. Like all Army bands, the mission of the 98th Army Band is to promote the morale and esprit-de-corps of the troops through military formations, formal concerts, and recreational activities; to provide support to the community relations program through formal concerts, street parades, and other appropriate musical entertainment; and also to act as a recruiting implement.

The 98th Army Band performed throughout the geographical region of Fort Rucker. The band supported special ceremonies for Memorial Day, Veterans Day, Armed Forces Day, Independence Day, and Easter Sunrise Service at Fort Rucker. The 98th Army Band was also highly visible in the civilian community by supporting the Opp Rattlesnake Rodeo, the Mayhaw Festival, Peanut Festival, and numerous Seafood Festivals. In 1986, the 98th Army Band displayed the pride and professionalism inherent in its members and its proud legacy.

In 1986, the 260th Field Artillery Detachment continued its outstanding support for the United States Army Aviation Center and Fort Rucker in the form of conventional artillery support as well as salute battery functions. The 260th Field Artillery supported 226 missions with a total of 14,103 rounds of high explosive, smoke, white phosphorous, and illumination rounds being fired. Its firing missions were conducted at all hours of the day and throughout the year with no safety violations or injuries.

The 260th Field Artillery Detachment was commanded by CPT Duane C. Carlton until September 1986, at which time he was succeeded by CPT William P. Gerhardt. The First Sergeant was 1SG James E. Anderson for all of 1986.

The 260th also provided a salute battery at every retirement ceremony, special salutes for Memorial Day, and the annual fifty-gun salute for the 4th of July, for a total of 18 salutes during 1986. In addition to support provided to the post, the 260th Detachment was involved in four Field Training exercises and conducted its Army Readiness, Training, and Evaluation Program. All in all, the soldiers of the 260th Field Artillery Detachment, "Redlegs," were professional and proficient throughout 1986.

C Company 509th Infantry was officially reactivated into the United States Army Regimental System on 14 February 1986. The unit's official designation became Company C 509th Parachute Infantry Regiment (PIR). The reactivation ceremony was highlighted by the attendance of several original members of the Regiment from World War II.

CPT Christopher L. Leyda was the Commander until March 1986, when he was succeeded by CPT Richard D. Hooker who completed the rest of the year. The First Sergeant was 1SG James O. Hartsfield for the entire year.

C Company 509th PIR was selected to recover a downed UH-60 helicopter from the Everglades. The aircraft was owned by Sikorsky Aircraft Company and gave little hope of mission success. Through the expertise and dedication of the pathfinder team from C Company 509th PIR, the aircraft was recovered intact.

A Company, Military Police Activity (MPA), 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 control, K-9, and desk sergeant personnel. The company was directly under the command of the 1st Battalion, 1st Aviation Brigade.

A Company, MPA, was busy as always in 1986. It handled everything from physical security protective services, incidents on post, children's education programs, traffic control points, to the military working dog section (K-9).

LTC Robert V. Arnold was the Fort Rucker Provost Marshall until June 1986, when he was succeeded by MAJ(P) James M. Craven who finished the year in this capacity. 1LT Glen C. Stagnitta was the Commander of A Company until August 1986, at which time he was succeeded by CPT Deborah A. Reisweber. The company First Sergeant for all of 1986 was 1SG Willie F. Jones.

The five categories of incidents at Fort Rucker in 1986, and the number in each category have been indicated below.

Crimes of Violence	58
Crimes Against Property	275
Marijuana and Drugs	30
DUI: Military	110
Civilian	43
Traffic Accidents	403

The AWOL Apprehension Section processed and returned to military control 22 AWOLs and 40 dropped from the rolls (DFR) personnel. The section's areas of responsibility included a 76 county area which covered southern Mississippi and southern Alabama.

All nonfelonious crimes at Fort Rucker fell under the jurisdiction of the Military Police Investigations (MPI) Section. Additionally, this section was responsible for providing protective services to visiting VIPs. The statistics concerning investigations for 1986 were as follows:

Cases Opened	580
Solve Rate 1986	35%
Property Recovered	\$695.45

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).

## 4th Aviation Training Battalion

The 4th Aviation Training Battalion's mission was to exercise command and control over all assigned/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. The battalion consisted of three enlisted student companies and two officer companies in 1986.

LTC Ace A. Cozzalio was the Battalion Commander until July 1986, at which time he was succeeded by LTC Herman S. Heath, who remained in this position for the remainder of the year. MAJ Gary D. Messano was the Battalion Executive Officer for all of 1986. CSM Ernest H. Williams was the Battalion Sergeant Major until March 1986; CSM Andrews Rivers, Jr., succeeded him as the Battalion CSM to the end of the year.

In 1986 the 4th Battalion continued to perform in an outstanding manner its primary mission of teaching and training the young enlisted and officer students to be the best soldiers in the U.S. Army. The 4th Battalion statistics for 1986 were impressive with an average enlisted student strength of 836. In 1986, the three enlisted student companies graduated 2,299 students; while the two officer student companies graduated 2,973 students.

Notwithstanding the large number of personnel in the battalion, the 4th Battalion's Dining Facility not only met its daily requirement, but performed in an exemplary manner in 1986. The 4th Battalion Dining Facility was presented the Best Dining Facility Award for the 1st and 3rd Quarters, FY 86, by having the highest score of 287 points out of a possible 300. In November 1986, the dining facility was awarded the Commanding General's Trophy for Best Dining Facility for FY 86. The dining facility also hosted lunches for various visiting dignitaries to include Miss USA 1986, Christy Fichtner of Texas, LTG Franklin of the 1st U.S. Army, and nine civilian aides to the Secretary of the Army.

In September of 1986 the 4th Battalion began testing the end of course Common Soldiers Tasks (CTT) on the two newly built tactical reaction courses. This concept of evaluating Advanced Individual Training (AIT) soldiers on the tactical reaction course provided the soldiers the opportunity to perform tasks in a realistic rear battle tactical environment versus the station testing method. AIT soldiers enjoyed the challenge and realism the course provided and felt that they achieved a greater appreciation and understanding of the soldier skills.

The 4th Battalion participated in the 1st Aviation Brigade (Air Assault) Field Training Exercise (FTX) Fall Victory II, held 17 through 19 October 1986. The AIT soldiers were organized into a light infantry battalion (task force) and their mission was to recapture the airfield, which they successfully accomplished. The involvement of the students allowed them to receive first-hand experience of infantry operations and basic soldier skills in a field environment.

On 6 December 1986, the 4th Battalion held its first platoon drill competition, an idea conceived by LTC Herman S. Heath, Battalion Commander. The platoons of each company within the battalion were scored on a variety of movements which ranged from basic drills to overall appearance. Each platoon could score a possible 670 points. Of the thirteen participating platoons, six exceeded the standards and received streamers in recognition of their outstanding performance. The 4th Battalion plans to make this competition a quarterly event.

The 4th Battalion provided outstanding support to the 1st Aviation Brigade in 1986. The 4th Battalion organized and ran the Annual 1st Aviation Brigade Junior ROTC Drill Meet in May 1986. The competition was fierce, and the judges, the 4th Battalion's drill sergeants, had their work cut out for them to identify the winners. In November 1986, the 4th Battalion competed in the 1st Aviation Brigade Fall Sportsfest. The Battalion won the victory cup by placing first in the Commander's Event, and several of the companies won streamers.

#### 6th Aviation Training Battalion

The 6th Aviation Training Battalion had a diversified training mission in 1986. The responsibility for the military development and soldierization training of technical service warrant officer candidates, aviation warrant officer candidates, and newly accessed aviation lieutenants all fell under the purview of the 6th Battalion. 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 1,700-1,800 soldiers throughout the year.

LTC Clyde P. Yates was the Battalion Commander during 1986. MAJ Herman R. Yezak was the Battalion Executive Officer until June 1986. CPT(P) William Murphy served as an interim Battalion Executive Officer from June until October 1986, at which time he was succeeded by CPT(P) William Casey, who served out the remainder of the year.

The 6th Battalion's mission was to command and control the administrative, training, and operational support for officer and warrant officer candidate students as they attended the various training programs. The battalion provided military development training to warrant officer candidates in the Warrant Officer Entry Course and the Warrant Officer Rotary Wing Aviator Course. Additionally, the battalion provided branch qualification training to lieutenants in the Aviation Officer Basic Course and the Officer Rotary Wing Aviator Course. The battalion also trained warrant officers selected to serve as Training, Advising, and Counseling (TAC) officers at the Army's three Warrant Officer Entry Course sites. This training was conducted by a professional cadre of commissioned officers, warrant officers, and NCOs.

The 6th Battalion ensured that students who became warrant officers, aviation branch qualified lieutenants, aviators, and TAC officers met the United States Army's highest standards. Finally, the battalion provided a "Chain of Concern" for all battalion family members. Throughout 1986, each company of the 6th Battalion was extremely busy with the training of its respective commissioned officers and warrant officer candidates.

The warrant officer candidate's (WOC) tough and demanding training began in A Company with the six weeks of the Warrant Officer Entry Course (WOEC). This course tended to separate the strong from the less dedicated and provided the beginning of the transition period from enlisted to officer status. The program consisted of physical training, military leadership, counseling, situational training and academics. The WOCs of A Company raised over \$6,000 for various charitable organizations which included the American Red Cross, the Aviation Museum, the Fort Rucker Youth Activities, and the Boy Scouts of America.

Upon completion of the WOEC, the WOCs were in-processed into B Company where they continued their military development training. The WOCs entered the Warrant Officer Rotary Wing Aviator Course and began their long road to becoming aviators. Academic classes stressed principles of flight, aerodynamics, aeromedical, and mechanical maintenance. In May 1986, the members of B Company were instrumental in providing logistical and personnel support for the Alabama Regional and State Special Olympics.

As the WOCs entered C Company, they entered their final 26 weeks of training which included contact, instruments, nights, tactics, professional development, and graduation. While in C Company, the WOCs participated in twenty-six community projects to include support of the Boy Scouts and Girl Scouts, the Special Olympics, and the Ozark School

System. There were 650 graduates from the Warrant Officer Rotary Wing Aviator Course that were appointed to the rank of Warrant Officer in 1986.

The young aviation commissioned officers were challenged by an arduous 3-phase, 45-week officer basic course which began in D Company. The first phase, which was nine weeks in length, dealt with physical training, weapons, land navigation, leadership, small unit tactics, NBC, and academics. During this phase, the officers were exposed to various leadership positions and had their leadership mettle tested. D Company graduated 553 students from the Aviation Officer Basic Course. The officers participated in numerous community projects to include: Girl Scouts improvement projects, winterization of senior citizens' homes, and landscaping of Geneva County Day Care and Mental Health Center.

After completion of Phase I, the aviation officers moved to E Company where they entered Phase II, the Officer Rotary Wing Aviator Course. This 34-week phase paralleled the flight and academic courses of the Warrant Officer Rotary Wing Aviator Course. The third phase is two weeks in duration, strictly academic, and oriented to unit mission and officer tasks. E Company graduated 796 officers from the Officer Rotary Wing Aviator Course during 1986. Of those graduating, 253 had attended the Air Assault Course prior to starting Phase II.

#### 226th Attack Helicopter Battalion, 101st Airborne Division

The 226th Attack Helicopter Battalion, formerly D Company 229th Attack Helicopter Battalion, was attached to Fort Rucker, Alabama, from the 101st Airborne Division (Air Assault). It was initially organized as an attack helicopter company, but on 4 June 1986 it was reorganized into a battalion. The battalion's mission was to locate and destroy (day and night) enemy armored and mechanized forces using aerial firepower in combined arms operations. The 226th also provided support to the Aviation Center as directed. MAJ Phillip H. Curtis commanded the 226th until September 1986, at which time he relinquished command to LTC Larry Sloan.

In February 1986, D Company took part in flight operations against a Threat Radar System at Pine Castle, Florida. During the months of April and May, the unit had its Emergency Deployment Readiness Exercise (EDRE). D Company deployed to Fort Chaffee, Arkansas, with 15 Cobras, 6 OH-58s, and 2 Hueys. Individual and team aerial gunnery exercises were conducted there. During July the unit took part in a CPX with the 194th Armor Brigade from Fort Knox, Kentucky.

August and September were eventful months for D Company. During this time the unit was deployed to the National Training Center (NTC) at Fort Irwin, California, to support the 194th Armor Brigade. Upon its return from NTC, D Company was reorganized as a J-Series Attack Helicopter Battalion with three Attack Companies of seven AH-1 Cobra Attack helicopters, and four OH-58 Scout aircraft. The battalion also maintained three Hueys and its own organic support and maintenance elements in a Headquarters and Headquarters Company. Upon its redesignation as the 226th Attack Helicopter Battalion the unit's authorized strength was 25 commissioned officers, 51 warrant officers and 208 enlisted soldiers. D Company experienced no major problems during its 1986 training exercises.

#### 46th Engineer Battalion (Combat) (Heavy)

The 46th Engineer Battalion (Combat) (Heavy) had as its mission the construction and rehabilitation of roads, airfields, pipeline systems, structures, and utilities for the Army and the Air Force. The 46th Engineers also performed infantry combat missions when required. 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.

LTC Hampton P. Conley was the Commanding Officer from 1 January to 19 June 1986. His successor was LTC John F. Sheffey who served as the Commander from 20 June until 31 December 1986. MAJ Frank D. Ellis served as the Battalion Executive Officer for all of 1986. CSM Tommy E. Parsons served as the Battalion Command Sergeant Major for all of 1986.

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), which was deactivated in August 1986, and the 91st Engineer Detachment (Firefighting).

In addition to the many significant construction projects done on and throughout the Wiregrass area in 1986, the 46th Engineers underwent a number of deployments/FTXs. Being a TOE unit, the battalion was deployable to Southwest Asia. It was imperative, therefore, that it maintain a high degree of combat readiness. In March, the battalion successfully completed an ARTEP and received high marks. The battalion participated in the exercise GALLANT KNIGHT 86 in California, providing the unit with valuable training in base camp construction and logistics over the shore operations.

The 46th Engineers provided numerous improvements and additions to the Fort Rucker community by successfully completing assigned construction projects. Some of the most significant projects completed during 1986 included the \$600,000 Hammond Range Upgrade and the \$260,000 Equestrian Center which is one of the finest found on any military installation. Other construction projects completed on Fort Rucker in 1986 included the following: the placement of the Center Parade Field water sprinkler system (\$21,000); C-5A Aircraft Mock-up (\$75,000); DOL CAN Yard (\$52,000); Military Dog Facility (\$20,000); TAC Runkle Soil Stabilization (\$58,000); Common Task Training Site (\$8,500); and numerous parking lot additions and improvements totaling over \$48,000.

In addition to supporting Fort Rucker, the 46th Engineers also provided the Wiregrass area with its expertise in general engineering skills. The battalion provided assistance for the Coffee County Fair Grounds (\$13,000) and it also built the BMX Track (\$11,000) for the city of Ozark.

### C. Directorate of Personnel and Community Activities

The Directorate of Personnel and Community Activities (DPCA) was a unit which strove to improve installation morale, welfare, and activities. DPCA not only worked to improve military life at Fort Rucker for service members, but for their dependents as well; through such facilities as the Fort Rucker Exchange, the Dependent Schools, the U.S. Army Aviation Museum, the Officers' and NCO Clubs, the Golf Course, etc.

COL Dennis P. "Duke" Vasey served as Director of Personnel and Community Activities from January through June of 1986. COL Frederick I. Steiner became Director in July and remained in that position for the remainder of the year. Mr. Hugh M. Weeks was Chief, Resource Management Office, for the entire year. MSG Alan F. Larson was the Noncommissioned Officer in Charge from August 1986 through the end of the year.

In 1986 the Adjutant General and Office of Civilian Personnel were transferred to the Directorate of Personnel and Community Activities, and an internal reorganization of the Directorate was accomplished during the implementation of the Standard Installation Organization. Because of the diversity of their functions, the accomplishments of each DPCA unit has been examined on an individual basis.

#### Equal Opportunity Division

The Equal Opportunity (EO) Division was supervised by MAJ William O. Gammill from January through May 1986, and CPT Wayne L. Van Derwood supervised the Division for the remainder of the year. The function of the EO Division was to assist the Commander in achieving racial harmony and equal opportunity through education, affirmative action, and implementation of special activities.

During 1986, the EO office staff performed 35 installation checks at facilities such as the PX, clubs, and snack bars. Thirty staff assistance visits (SAVs) were also conducted which primarily consisted of discussions with unit commanders and first sergeants. Also, over 300 structured interviews were conducted encompassing the following areas: unit EO training, unit moral, promotion/awards, unit education and training programs, complaints of discrimination/sexual harassment, chain of command, commander's open-door policy, billeting, MOS utilization, and judicial/nonjudicial actions. The EO Office played a major role in planning and conducting various ethnic week activities. Personnel counseling was conducted in addition to 50 hours of EO education/instruction.

## Alcohol and Drug Abuse Division

Under the supervision of Mr. Ronald R. Sorrells, the Alcohol/Drug Abuse Division (ADAD) worked diligently to continue the implementation of the Army's Alcohol/Drug Abuse Prevention and Control Program (ADAPCP) during 1986 at Fort Rucker. The mission of the ADAPCP was to prevent alcohol and drug abuse and alcoholism/addiction, and above all, to restore personnel to effective duty if possible. If rehabilitation were not possible or feasible, the individual was separated from the Army.

In 1986, the ADAD provided rehabilitative services for 128 personnel. Education and Awareness classes were provided for 169 first offenders and Educational Training classes were conducted for 5,738 personnel on various aspects of alcohol and drug abuse. ADAD processed 22,847 urinalysis samples from a static post population of 8,500 military personnel which constituted a testing penetration rate of 2.68 per soldier. This high volume of testing yielded only 86 confirmed positive or .003%. This constituted a dramatic decrease from previous years.

The ADAD conducted the 1986 Holiday Campaign to Combat DWI during the period October through December. The campaign consisted of DWI films on ETV, programs at the clubs, unit briefings, news articles, and a Ride Home Program sponsored by the OWC and the NCOWC. The efforts were successful in that there were no DWI accidents on Fort Rucker during the holiday period.

## Army Aviation Museum

The U.S. Army Aviation Museum at Fort Rucker was under the control of its curator LTC(RET) Thomas J. Sabiston. The mission of the museum was to collect, restore, preserve, and display significant items which related to the history of Army Aviation.

During 1986, the museum hosted 116,897 visitors and a total of 398 groups to include public school children, college students, high school and college ROTC detachments, military and civilian VIPs, and civic clubs. Officer and warrant officer candidate and maintenance training classes also visited the Museum on conducted tours.

Historical items transferred or donated to the museum during 1986 totaled 350, ranging from small personal items to complete aircraft. The five aircraft added included the T-39A by North American, the T-28B by North American, the L-19B by Piper, the Winddecker Eagle (YE-5) by Winddecker, and the H-19C by Sikorsky.

## Community and Family Activities

During 1986, the entire Directorate of Personnel and Community Activities (DPCA) was reorganized and the IMWRF Business Manger was renamed the Assistant Director for Community and Family Activities (ADCFA) as required by AR 5-3. Mr. Joseph C. Wissel was the first ADCFA and served in this position until November of 1986 when he retired. The Community Operations Division Chief, Mr. Evan E. Smith, Jr., was selected as the new ADCFA. The newly formed ADCFA was tasked to develop and manage human services and community programs for the installation. Under the reorganization, five divisions became subordinate to the ADCFA. They were the Community Operations Division, the Community Recreation Division, the Family Support Division, the Services Division and the Financial Management Division.

The newly organized Community Operations Division consisted of the Officers' Club, the Noncommissioned Officers' Club, the Package Beverage Store, the Golf Course, and the Bowling Center. Throughout 1986, the clubs continued to strive to better serve the wants and needs of their members. In an effort to deglamorize alcohol, both clubs installed breathalizers and instituted a Designated Driver Campaign. The Golf Course constructed a holding pond to allow for more efficient irrigation and improved playing conditions. In addition to holding the First Annual Blackhawk Tournament, the Bowling Center hosted the Alabama State Special Olympics Bowling Tournament for the first time.

The Community Recreation Division carried out the mission of promoting the physical and mental well-being of military personnel and their families under the direction of the Division Chief, Mr. J. Wade Henderson. The Skill Development Center added new equipment in the arts and crafts area, opened a three-bay car wash and added eight new work bays at the Auto Craft Shop. For overall fitness, additional equipment was added to the weight and nautilus rooms at the Physical Fitness Center while aerobics classes continued to be extremely popular with the female soldiers as well as dependent wives. A new Equestrian Center was opened in July with future plans for rental horses.

The new Services Division was not fully organized in 1986 and did not yet have a division chief or marketing director. Ms. Wanda Coffey and Ms. Jane Andrews were detailed as division chiefs from July to September 1986, and September to December 1986 respectively. Functional elements in this division included procurement, warehousing, supply, maintenance, and publicity.

The Financial Management Division began in 1986 with Ms. Marsha Brannon as its Director until June 1986. Ms. Glenda Himes was detailed Director from July to September 1986. All administrative, budgetary, risk management, internal controls, and check cashing programs were assigned to the Financial Management Division. DPCA consolidated the Financial Management Division with the Resource Management Office. Mr. Hugh Weeks was the first director of this consolidated administrative and financial organization and served in that capacity from October 1986 through the year's end.

In March of 1986 the Personnel Services Division was replaced by the Family Support Division. Both the old and new divisions were managed by MAJ William F. Korfhage until 1 April 1986 when CPT Timothy L. Kuhn took over as Division Chief. Accomplishments of the Family Support Division included the printing of a USAAVNC circular outlining the Fort Rucker Suicide Plan and active involvement in the Army Family Week, 18-20 February, which focused on the entire Army family. Also, on 2 June a utilities clearinghouse opened to benefit both soldiers and participating utility companies. The clearinghouse saved soldiers over \$500,000 in waived or reduced deposits in the first six months alone. The American Family Society also worked through the division to select three Fort Rucker families for TRADOC's Great American Family Competition.

The Family Support Division also supervised the operation of the Youth Activities Branch and Child Development Services Branch. The Youth Activities Branch was able to build and expand the Teen Program. A Teen Council was formed and a room was completed for the council's use. A Martial Arts Camp was introduced, which also emphasized healthy eating habits. The need was recognized for a new youth activities facility, and plans were developed for construction of a new building.

Mrs. Evelyn Evans was Chief of the Child Development Services Branch until May 1986. She was succeeded by Mr. Frank Eidmann in October. During 1986, the branch serviced 14% more families and increased income by 17% over the previous year. As the demand for child care increased, the Child Development Services Branch certified 40 new family child care homes and expanded its existing preschool programs to better meet the needs of the Fort Rucker military community.

#### Army Community Service

Army Community Service (ACS) provided the Installation Commander with staff assistance in solving problems of

military families and in improving the quality of life for the community through information, education, and social support services. Mrs. Sarah Henderson served as the branch chief from April 1986 through the end of the year.

ACS viewed 1986 as an expansion year due to increased funding, made available through Programmed Development Increment Packages (PDIP), and facility renovation. A customer service window had been installed for the information and referral area, and a more roomy and comfortable lobby was created. Programs to combat child and spouse abuse were developed and implemented by Mrs. Mildred Hightower. Mrs. Hightower was program manager for the Army Family Advocacy Program. Specific activities included providing briefings, seminars, public awareness projects such as "No-Hitter Day," and the use of numerous awareness media. Army Emergency Relief also exceeded its fund raising goal by 19% in raising \$77,216.80. ACS continued throughout the year to meet the needs of the military family. With strengthened programs and staff growth, this helping tradition was expected to continue.

#### Civilian Personnel

The Assistant Director for Civilian Personnel (ADCP) was responsible for accomplishing the Civilian Personnel Management Program, with authority from the Commanding General. Mrs. Marjorie White served as Civilian Personnel Officer during 1986. The ADCP had a variety of functions such as evaluating job needs and personnel actions, administering regulations and procedural controls, and also had responsibility for training and dealing with personnel actions.

The ADCP pushed hard in 1986 to develop recruitment media, strategies, methods techniques, rating guides, and referrals, as well as providing counseling, advice, and assistance to employees, applicants, and supervisors. For the first time, Fort Rucker ended the year at the civilian authorized strength level so no spaces were lost due to vacancy at the end of the year.

#### Adjutant General

The Office of the Adjutant General (AG) was assigned under the Directorate of Personnel and Community Activities in 1986. LTC Leon B. Blackwell, Jr., served as the Adjutant General throughout 1986. The overall mission of the office was to assist and advise the Command Group on all personnel and administrative matters.

During 1986, the Student Personnel Section of the office of the AG received the Automated Instructional Management Systems (AIMS) computer. The Retirement Service Branch served an Army retiree population of almost 14,000 in the southern Alabama, northwest Florida, and southern Mississippi areas. Preretirement orientations were conducted for those eligible soldiers and their spouses and the Fort Rucker Retirement Services Bulletin was published and distributed. Procedural changes initiated at the Welcome Center resulted in an annual savings of \$644,000 in/out processing costs. All established reenlistment objectives were exceeded for Active and Reserve Components here at Fort Rucker.

#### Summary

The Directorate of Personnel and Community Activities (DPCA) played an important part in the lives of the soldiers here at Fort Rucker and their dependents. Each division of the Directorate provided many needed services and useful information to military personnel to improve morale both at work and at home.

#### D. 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 during 1986. The Chaplain Section 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 counseling to the Fort Rucker community. The office advised the Commander on all matters pertaining to religion, morals, and morale as affected by religion.

The Center Chaplain was Chaplain (COL) Leroy Johnson who served until August 1986 when he retired from active duty. Chaplain (LTC) Alton W. Boulware served as acting Center Chaplain until Chaplain Allen arrived. Chaplain (LTC(P)) John M. Allen began his tour as Center Chaplain in October 1986. Chaplain (MAJ) Gustaf Steinhilber served as Family Life Chaplain. There were 12 command chaplains and 15 chaplain assistants during 1986. SSG Carl McComb was the NCOIC for the section. Sister Mary Kavanaugh was the Catholic Religious Education Director for all of 1986. Mr. Louie Reynolds was the Protestant Religious Director and Chaplain (MAJ) Kenneth Ruppard was the Pastoral Coordinator.

#### Accomplishments

The Office of the Center Chaplain undertook numerous, and rewarding projects in 1986. 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 togetherness. Family wellness and preventive activities have been stressed in the programs. The Waiting Spouses Support Group was expanded in 1986. Crisis counseling was ongoing at the center. Chaplain Steinhilber served as an adjunct support to the other post support services. He continued to integrate spiritual elements of his office with emotional support and therapy for those whom he counseled in 1986.

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; as well as conducting memorial services as appropriate. Special holiday services were conducted at

appropriate times throughout the year. Masses were conducted in Spanish at the Fifth Avenue Chapel.

Two of the Center Chaplain's buildings were renovated in 1986 utilizing chapel volunteer labor. The building material and supplies were purchased with money received through designated offerings. The Catholic Parish Center and the Children's Chapel were dedicated in 1986.

#### Summary

The Center Chaplain supervised the religious education programs on post, and served as an advisor to the Commanding General on matters pertaining to religion, morals, and morale. Chaplain (COL) Leroy Johnson, later Chaplain (LTC(P)) John M. Allen, and their staff served the needs of Fort Rucker soldiers, their families, and retirees.

## E. United States Army Aviation Board

The United States Army Aviation Board (USAAVNBD) planned, coordinated, and reported early user tests and experimentations including concept evaluation programs, innovative tests, force development testing and experimentations, operational feasibility tests, initial operational tests and evaluations, follow-on operational tests and evaluations, and other types of tests of Aviation tactics, doctrine, and materiel in support of Aviation units Armywide. The Aviation Board also provided advice and guidance on test and evaluation methods, concepts, and techniques to higher headquarters, combat developers, materiel developers, training developers, U.S. Army Training and Doctrine Command System Managers, materiel producers, other military services, and private industry. Aviation rated personnel participated in flying developmental test mission profiles to support collocation of testing organizations with the U.S. Army Aviation Development Test Activity.

The Commander/President of the USAAVNBD during 1986 was COL Stanley E. Grett. The Deputy Commander/President was LTC John W. May. The three divisions which made up USAAVNBD were the Technical/Operations Division, the Test Division, and the Resource Management Division.

### Accomplishments

The Aviation Board conducted many tests during 1986. These tests included:

1. 230 Gallon Crashworthy Fuel Tanks
2. Attack Helicopter Company Field Evaluation
3. Aviation Ground Power Unit
4. Air-to-Air Combat
5. Air-to-Air Stinger
6. Aircrew Uniform Integrated Battlefield
7. U.S. Army Aviation/Aircraft Survivability Equipment
8. XM-43 Cockpit Compatibility
9. XM-43 Compatibility Assessment
10. Self-Propelled Elevated Maintenance Stand

While many of the Aviation Board's test directorate personnel were actively involved in the execution of tests during 1986, other board personnel were also involved in the planning phase of tests that were not completed by the year's end. Incomplete tests dealt with everything from Nap-of-the-Earth Satellite Communications to HELLFIRE missile systems for the Blackhawk.

## Summary

The U.S. Army Aviation Board played a vital role in the planning, developing, and testing of Aviation related equipment. Through the efforts of the three primary operating divisions, the command was able to achieve its goals for the 1986 calendar year.

## F. Directorate of Plans, Training, Mobilization, and Security

In 1986 the Directorate of Plans, Training, Mobilization and Security (DPTMSEC) was under the command of COL James B. Sauer. Its mission was far-reaching and its functions were diverse. Accordingly the missions, functions, and accomplishments of each DPTMSEC unit has been addressed individually.

### Resource Management Division

The Resource Management Division supervised the administrative functions of the directorate in 1986. During that period the division developed manpower requirements, budget requirements and organizational structures in support of assigned missions and forwarded the appropriate data to the Directorate of Resource Management. It also formulated policies and procedures related to the administrative and personnel management functions within the directorate.

### Aviation Division

The Aviation Division is composed of two branches: Aircrew Training Management (ATMB) Branch, and Airfield/Airspace (AF/AS) Branch. The division planned, coordinated, and reviewed activities in the two branches that supported the Aviation Division. It also supervised and coordinated the garrison's aviation planning, training, flight, and airfield/airspace operations and administration.

The Aircrew Training Management Branch (ATMB) provided aviation logistic and personnel support to the Aviation Center, Command Group, schools, and tenant activities. It provided research and guidance to the Director, DPTMSEC, and the Command Aviation Officer (CAO) on Armywide matters and on matters that relate to the Army Aviation Center. It maintained Aircrew Training Management (ATM) records for over 350 aviators on the post. Another part of its mission involved scheduling and operation of ATM flight hours for ATM aviators. This included IP support to include annual instrument renewal, APART checkrides, currency rides for ATM aviators, refresher training, and special mission support for the Command Group in UH-1 and C-12/U-21 aircraft. During 1986, ATMB administered 624 contact evaluations, 574 instrument renewals, and 225 special missions; and gave refresher training to 576 students. Additionally, it administered 1,500 annual written examinations, and 3,800 flight records for a total of 19,076 hours of support.

The Airfield/Airspace Branch advised DPTMSEC on matters pertaining to operations, maintenance and safety of airspace, basefields, stagefields, and selected civil facilities. It provided staff planning for aircraft tactical landing areas, aircraft navigation and communication facilities, air traffic control, and aviation safety matters. Notable among its accomplishments during 1986 was the development of the "Fly Neighborly Program" and the development of noise abatement procedures for USAAVNC flight activities. Additionally it handled all noise and damage complaints received at USAAVNC. Finally, it monitored and coordinated construction of three new stagefields and administered site selection for two additional stagefields.

#### Resident Training Management Division

The Resident Training Management Division (RTMD) was reorganized in October of 1986, and was comprised of two branches: the Training Management Branch and the Training Resource Branch. Its mission was to coordinate with the DOTD on implementation of resident programs of instructions (POI) and to plan for implementing changes and future courses.

In 1986 the RTMD planned and coordinated three iterations of Spanish speaking helicopter pilot training for El Salvador. RTMD also started institutional training for the OH-58D in October of 1986. Finally, it maintained the USAAVNC flying-hour program at 100%.

#### Training Division

The Training Division (TD) was composed of five branches: the Scheduling Branch, the Aircraft Management Branch, the Range Branch, the Individual Training Branch, and the NBC Branch.

The Individual Training Branch (ITB) acted as the installation proponent for activities and functions normally associated with G3 responsibilities in all areas not directly related to that aviation training conducted by DOTD. During 1986, ITB processed approximately 3,165 applications for various courses, including the Air Assault Course. The branch also scheduled classrooms and provided administrative support for the security in the Automated Systems Course.

The Scheduling Branch of TD directed and coordinated the preparation and distribution of training schedules for each resident class at USAAVNC. Furthermore, it coordinated and scheduled training areas, demonstration areas, ranges, and troop and equipment support.

During the course of 1986, the Scheduling Branch scheduled transportation, classrooms, stagefields, and stagefield support for approximately 10,000 flight and nonflight students. Additionally, it distributed approximately 30,000 training schedules for over 50 in-resident courses and supporting activities, and oversaw more than 130,000 flight simulator hours for USAAVNC. Finally, the Scheduling Branch supported over 350 training exercises for Reserve and National Guard components at Fort Rucker.

The Aircraft Management Branch (AMB) coordinated USAAVNC fleet employment with all activities and agencies at Fort Rucker. This involved acting as liaison between aircraft users and the ALMD of DOL, and the maintenance contractor. When required, AMB acted as the central point of coordination for USAAVNC for aviation search and rescue missions.

In executing its mission, AMB scheduled in excess of 314,000 training flights which accumulated over 417,600 flight hours. Additionally, AMB coordinated aircraft support for some 252 special missions for the Public Affairs Office, Army Recruiting Command, and Joint Services requests.

The Range Branch of TD maintained and coordinated the use of the Fort Rucker Range Complex, which consists of two aerial gunner ranges, 42 training areas, and numerous other small arms ranges and firing points. It provided scheduling and support for all Active Army units, the Officer Basic Course, and Reserve Component units for use of ranges and training areas. The Range Branch was also responsible for the planning and development of the ranges.

During 1986, the Range Branch completed the design and awarded the construction of PN 269 Aerial Gunner Range. Also in 1986, a Range and Training Area Scheduling Section was established within Range Branch. The Range Branch also constructed, with the assistance of the Alabama National Guard, nine new Field Artillery firing points around the impact area.

The Nuclear, Biological, and Chemical Branch (NBC) monitored, inspected, and assisted FORSCOM/TRADOC/Reserve Units in NBC readiness; and it also provided a nucleus for an operation NBC element during contingencies. It participated as an evaluator of NBC readiness during EDRES, and monitored the development and operational testing of NBC related equipment.

The NBC Branch provided support to USAAVNC Tenant Activities and USAR units in Alabama, Mississippi, and Tennessee by assisting with training, briefings, and inspections. During 1986, NBC Branch also completed the

construction of a decontamination training site at Fort Rucker.

#### Plans, Operations, and Mobilization Division

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.

An important DPTMSEC organization was the Plans and Mobilization Branch which had the responsibility for the development and coordination of installation contingency plans. It also provided and operated the Emergency Operations Center (EOC) facility.

The DPTMSEC Operations Branch was the Aviation Center's tasking agency for mobile training teams and new equipment training teams (MTT/NETT); and for 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.

#### Security Division

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 Chief of the division, which met its essential mission goals but suffered from inadequate staff and divisions of labor inappropriate to personnel grade structure.

During 1986, the division processed 156 requests for personnel security investigations; conducted 1,732 local records checks; validated or issued 3,430 security clearances; denied, suspended, or revoked security clearances of 27 military and civilian personnel; conducted 39 security inspections; cleared 13 classified and unclassified documents for release to U.S. industrial firms; prepared 78 replies to foreign visit requests in clearing 235 foreign military and civilian representatives to visit Fort Rucker; conducted 28 threat briefings for overseas travel; provided OPSEC reviews on a variety of documents and reports prepared by Fort Rucker and its tenant units; and cleared 17 automated systems for processing under the provisions of AR 380-380.

## Training Service Center

The Training Service Center (TSC), formerly the Training and Audiovisual Services Division until October 1986, acted as a single point of contact for coordination of training aids requirements. TSC was responsible for a centralized multimedia consultation service. Its mission involved the control and distribution of work requests, establishment of priorities, quality assurance, and providing responsive service. TSC provided training aids support for the USAAVNC, United States Army Reserve (USAR), National Guard (NG), and ROTC units assigned within the Fort Rucker geographic support area. TSC also provided additional services in support of Army Aviation subjects taught by military installations worldwide.

During 1986, TSC produced high quality graphic items such as master art for charts, 35 mm slides, overhead transparency masters and copies, black-and-white printing plant masters, embossed signs for academic instructors and class identification, and miscellaneous graphic services, for a total of 24,630 items. Almost 1,800 videotapes, including dubbing and productions, were done by TSC. TSC personnel were experts in fabricating training devices at a high level of production and quality. Some devices required exceptional skills in the mechanical and electronic components used to simulate actual operations. In all, TSC produced over 85 training devices. TSC established a media self-help facility for customers to make their own slides, charts, transparencies, and embossograph signs. This facility was used by 10,539 customers who produced 221,117 items during 1986.

## Detachment 9, 5th Weather Squadron, USAF

The final DPTMSEC unit to be examined is Detachment 9, 5th Weather Squadron, United States Air Force. Under the command of MAJ 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. MAJ 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.

## Summary

The Directorate of Plans, Training, Mobilization, and Security (DPTMSEC) and its Training and Plans Division and

Branches were the facilitators of training at Fort Rucker in 1986. DPTMSEC also dealt with command security, training aids, and weather reporting.

## G. Directorate of Contracting

In 1986, the Directorate of Contracting (DOC) was responsible for planning, directing, and executing the procurement and contracting mission. DOC also provided procurement support to the U.S. Army Aviation Center (USAAVNC), tenant organizations, and USAR installations. Mr. Peter C. Polivka served as the Director of DOC during 1986.

The DOC consisted of the following four divisions and division chiefs:

Contracting Division	Mrs. Gloria G. Wheeler
Contract Administration Division	Mr. Allen Wagstaff, Jr.
Purchasing Division	Mrs. Nelda B. Livesay
Support Division	Mr. Lucius Toney, Jr.

### Accomplishments

DOC achieved a record competition rate of 96.3% in FY 86, whereas the competition goal was 87%. Contracts awarded through 30 September 1986 were valued at \$141,528,000.

The government exercised its option with Sikorsky Support Services, Inc. for aircraft maintenance and related services in the contract for FY 87. The final negotiated target amount, based on a 419,056 flight-hour program, was \$84,097,767. Flight Safety International (FSI) was awarded the contract for the Fixed Wing Single and Multiengine Qualification Course on 8 September 1986 at a cost of \$4,999,950. This was the first acquisition for fixed wing instruction at Fort Rucker wherein a contractor is required to train students for transition from single engine to multiengine aircraft. After terminating service with DWS, DOC awarded a \$7.8 million contract for flight training services to Pan Am Support Services, Inc., on 15 July 1986.

### Summary

The Directorate of Contracting (DOC) planned, directed, and executed the procurement mission for Fort Rucker throughout 1986. Through the effective use of its four divisions, the Directorate was able to meet or exceed all goals.

## H. Directorate of Resource Management

The Directorate of Resource Management (DRM) was the Commanding General's principal staff unit for financial and manpower management of the United States Army Aviation Center (USAAVNC) organizations and approved management programs. DRM also planned, directed, and controlled programming and budgeting, force management and manpower, management analysis and productivity improvement, review and analysis, accounting policy, and accounting and disbursing responsibilities of USAAVNC.

LTC(P) Lavern D. Rovig was DRM's Director through April 1986 and COL Cary E. Williams became the Director on 1 May 1986. The Deputy Director was Mr. Danny L. Wright. The number of military and civilian personnel working at DRM in 1986 totaled 236 people. The five divisions into which DRM was organized in 1986 were as follows: Cost Analysis Division, Force Management Division, Management Analysis Division, Program and Budget Division, and Finance and Accounting Division.

### Cost Analysis Division

The Cost Analysis Division, under the supervision of Mr. James H. Woodard, had a three-fold mission in 1986. 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 second aspect of the mission 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 third part of the division's mission entailed management of Project SPIRIT (Systematic Productivity Improvement Review in TRADOC), the umbrella under which TRADOC management and productivity improvement programs operated.

In 1986 the Cost Analysis Division continued to work on the Army of Excellence Aviation Training System and the Initial Entry Rotary Wing (IERW) Multitrack Aviator Course. Work consisted of resource updates and revisions that led to HQDA and VCSA approval of the previous FY 88-92 Program Analysis and Resource Review (PARR) initiative. At the direction of MACOM, no FY 89-93 PARR initiatives were prepared during 1986.

During 1986, the Cost Analysis Division administered the productivity improvement programs. Seven projects were funded under the capital investment programs in 1986. All projects were funded under the Quick Return on Investment Program (QRIP). This funding totaled \$46,575.00. Three

other projects were submitted during 1986 for funding consideration. Two of these projects were still active at the end of 1986, while the other had been disapproved.

HQ TRADOC assigned Fort Rucker a goal of \$9,820,000 in FY 86 for savings to be achieved under the SPIRIT Program. The FY End-of-Year Report validated by TRADOC credited actual weighted savings of \$31,196,500 or 318% of goal.

#### Force Management Division

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 March of 1986, the Vice Chief of Staff of the Army requested MACOMs to review TDAs/TOEs for elimination of 1,200 officer and 2,300 warrant officer requirements to resolve the Army's overstrength problem. USAAVNC received a proposal from TRADOC in March 1986 recommending a reduction of 600 officer and warrant officer positions. A study was conducted in April 1986 to determine the feasibility of converting 26 officer/warrant officer positions to enlisted, 78 to civilian, and 412 to contract; and of deleting 84 positions without replacement. As a result of this in-depth effort, it was decided that Fort Rucker should convert one officer position to enlisted, 119 officer/warrant officer positions to civilian, 129 to contract (OH-58 and UH-1 Transition phases of Initial Entry Rotary Wing Training and the Rotary Wing Instrument Flight Examiner's Course), and delete 18 officer/warrant officer positions without replacement. This reduction of 267 officer/warrant officer positions was applied to the 0288 TDA to be effective 2 October 1987.

Also during 1986, manpower impacts associated with the conversion of Initial Entry Rotary Wing training to a Multitrack concept was developed. This program included the conversion of TH-55 aircraft to UH-1s and the addition of an AH-1S and UH-60 track to the combat skills phase of training. The proposal generated a savings of 21 manpower requirements, considering a 1,728 input level. This action was approved in August 1986 for implementation in May 1988.

#### Management Analysis Division

The Management Analysis Division was under the

supervision of Mr. R. Joel White until May 1986 at which time Ms. Hazel J. Jackson was temporarily appointed Chief. Ms. Jackson served on temporary promotion until October 1986 when she was selected as permanent Chief. The division was primarily involved in three commercial activities, logistics, engineering and housing, and food services functions, involving over 800 positions determined to be contractible. The commercial activities studies of these functions resulted in a savings of 22% of these positions by developing more efficient and effective organizations. The Management Analysis Division also conducted studies on the use of military drivers for private chauffeurs and the USAAVNC Military Drivers License Program. Both studies identified more efficient use of resources for USAAVNC. Also, a study of the leased copier machines used by various activities on Fort Rucker was conducted to determine if purchasing these machines would be more cost effective. The study recommended exercising the option to purchase 27 currently leased copiers.

#### Program and Budget Division

The DRM Program and Budget Division was also a busy organization in 1986. Under the supervision of its Chief, Mr. Jerry M. Lindsey, 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 was also responsible for the consolidation and justification of fund requirements for base operations and mission accounts.

As 1986 began, the Program and Budget Division was evaluating the impact of TRADOC's reaction to the USAAVNC FY 86 Draft Installation Budget Contract submission. During January, USAAVNC received further funding reductions imposed by the Gramm-Rudman Congressional action. After about ten weeks of extensive effort in reevaluating the installation contract funding and workload, (frequently with assistance of TRADOC, Deputy Chief of Staff Resource Management) the FY 86 Installation Contract was not signed. This was because of the very large number (approximately \$19 million) of unfinanced requirements which directly impacted the DA-directed training mission workload. Subsequently, DA approved significant training workload reductions, and limited additional funding was received.

In April and May of 1986, the Program and Budget Division developed and submitted the FY 87 Command Operating Budget (COB) for the installation to TRADOC and FORSCOM. The COB contained the installation's detailed operating programs, provided data to support the Army apportionment request, and

determined the basis for developing USAAVNC's annual funding programs.

#### Finance and Accounting Division

DRM's Finance and Accounting Division was responsible for the supervision and administrative control over public fund disbursements and over appropriated and nonappropriated fund accounting functions. MAJ Walter R. Beyer III served as the Finance Officer throughout 1986. 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 1986. Over 25,000 Army Reserve and National Guard personnel received disbursements totaling \$17 million. Disbursements in 1986 totaled \$357 million.

#### Summary

The Directorate of Resource Management (DRM) served as the Commanding General's principle staff unit for overall financial management, manpower management, USAAVNC organizations, and approved management programs. 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.

## I. Directorate of Engineering and Housing

The Directorate of Engineering and Housing (DEH) either directly or indirectly affected everyone on post in 1986 through its engineering projects and services. COL James A. Ward, Jr., served as the Director of DEH during 1986. He was assisted by the Deputy Director, Mr. Frank O. White. DEH planned, directed, executed, supervised, acquired, managed, maintained, and administered its operations through eight subordinate divisions. These eight divisions are discussed below.

### Administrative Services

Mrs. Kathryn W. Cooper was the Administrative Officer for the Administrative Services Office in 1986. The office exercised staff supervision in matters pertaining to manpower control, organizational structure, civilian personnel actions, and administrative functions. The administrative services personnel also maintained liaison with Force Development Division of DRM and Civilian Personnel in matters pertaining to the aforementioned areas. The issuance of identification badges also came under the control of the Administrative Services Office. These badges identify employees who require access to homes in order to do maintenance and repair work.

Mr. Myron J. Brown was Chief of DEH Supply and Storage Division during 1986. The division planned, programmed, and accomplished the supply functions for the DEH work force and also provided lumber and all related wood products for all organizations and activities both at Fort Rucker and satellite Reserve and ROTC units. Approximately \$200,000 worth of materials, which were left over from completed work orders, were returned to the stock fund. Notwithstanding computer problems, the Facilities Engineering Support Activity Representative stated that USAAVNC had the finest supply operation she had visited both in TRADOC and FORSCOM.

### Fire Protection Division

Mr. Jerry B. Grammont was the Fire Chief for the Fire Protection Division. The division planned, directed, and coordinated active fire prevention and protection programs. It provided around-the-clock technical, administrative, and operational supervision for the division. Investigations of fires were done to determine the cause, and necessary corrective actions were taken to prevent similar occurrences in the future. Comprehensive records of fire prevention and protection activities were kept, and fire

reports were prepared and submitted along with the appropriate recommendations.

During 1986, 40 classes and demonstrations were given to 1,285 personnel to emphasize what action to take in the event of a fire, including prevention measures and the use of fire extinguishers. There were 190 fires in 1986, of which 62 were classified as reportable. Fire crews responded to 3,917 aircraft emergencies. Renovation projects at Fire Station One and Building 403 were completed and work orders were submitted to eliminate overcrowded conditions of the crash rescue units at Toth, Ech, and TAC Runkle Stagefields.

#### Engineering Resource Management Division

The DEH Engineering Resource Management Division under its Chief, Mr. Bobby H. Skipper, had a wide range of functions in 1986. It planned, programmed, coordinated, estimated, scheduled and evaluated requests for accomplishment of work. The division also integrated the Work Management Program with other engineering and installation programs and ensured overall compliance with basic policies. All real estate actions for the installation came under control of the division.

By effective prior planning and preparatory work, the Engineering Resource Management Division was able to take advantage of migratory year-end funds to accomplish work by contract which could not be done within its funding program. The funded real property maintenance activity program was in the amount of \$34,660,000; however, the amount expended for actual accomplishment of the program was \$27,477,000.

#### Buildings and Grounds Division

During 1986, Mr. Thomas K. Brantley served as the Chief of the Building and Grounds Division. Due to the efforts of this division, Fort Rucker was awarded the Commander's Cup for being TRADOC's Installation of Excellence for the second consecutive year. In an effort to win the award for an unprecedented third year and to conform with TRADOC policy, 20 temporary painters were hired to paint building trim, steps, handrails, sign posts, and fire hydrants in earth tone colors. The Roads and Railroads Section was eliminated when it was administratively transferred to the Land Management Branch. A 1,500-gallon hydroseeder was purchased in April of 1986 to help with erosion control efforts. The Forestry Section treated 171 acres with herbicide to kill undesirable species of brush and allow for regeneration of pine seedlings.

## Utilities Division

Mr. Joseph B. Hayes served as Chief of the Utilities Division during 1986. This division performed the operation, maintenance, and repair of real property electrical and mechanical systems. The major effort and the corresponding systems included the following: production and distribution of steam for heating, air-conditioning, and other processes; production, treatment, and distribution of water; collection and treatment of waste water; and refuse collection and disposal.

The Utilities Division removed asbestos insulation, a health hazard, from boiler rooms all over the post during the year. The Energy Management Branch reduced the total energy consumption 4.2% below the target. TRADOC presented \$348,000 in energy rebate funds as an energy conservation award. These funds were applied toward highly visible and maximum benefit projects that improved the quality of life for those who lived and worked at Fort Rucker. Heating, ventilation, and air-conditioning equipment was replaced in many buildings to upgrade energy efficiency.

## Housing Division

Miss Patricia A. Sales was the Chief of the Housing Division during 1986. This division was composed of the Family Housing Branch, the Billeting Branch, and the Furnishings Management Branch. The Family Housing Branch terminated 827 sets of on-post quarters representing a turnover rate of 54%. The average occupancy rate of all on-post family housing units for the year was 99.3%. By the end of 1986, the Housing Referral Office processed 2,457 soldiers; 1,867 requested assistance, and 1,654 military personnel and their families were housed. Contracts for the 1986 calendar year were awarded within the family housing areas for improvements such as painting, replacing flooring, and reroofing carpports.

In 1986, the Billeting Branch supported 50 conferences/symposiums and 495 Aviation related training classes. Statements of nonavailability of quarters/mess for TDY totaled 6,273, which was a decrease of 196 from last year. Projects such as replacing the elevators in the High Rise and installing peepholes in the VOQ/VEQ were completed. Also, construction began on a 38-unit guest house.

## Engineering, Plans, and Services Division

During 1986, Mr. Julian F. Botts was Chief of the Engineering Plans and Services Division. The mission of this

division was to master planning and MCA programming, design and contracting of minor construction, maintenance and repair projects, and the supervision of contractors accomplishing contracts on the installation and on USAR Centers in Alabama and Mississippi. Contracts for 1986 totaled 247 with a dollar value of \$12,823,100. This amount did not include the ten U.S. Army Corps of Engineers projects costing \$7,008,000. These projects had great impact on keeping Fort Rucker in-line with the Installation of Excellence Program.

### Summary

The Directorate of Engineering and Housing served as an important catalyst with regard to maintenance, planning, and the administration of programs which affected energy, environment, fire protection, and housing on post. Under the direction of COL James A. Ward, Jr., the subordinate divisions were able to keep energy and environmental programs in-line and improve the quality of life for families and students here at Fort Rucker.

## J. Directorate of Evaluation and Standardization

The Directorate of Evaluation and Standardization (DES) represented USAAVNC as proponent for the U.S. Army Standardization Program and also served as an extension of the Office of the Deputy Chief of Staff for Operations and Plans, Department of the Army. DES monitored and evaluated Armywide implementation of the Aviation Standardization Program. The Directorate also collected and analyzed training effectiveness data as related to unit, resident, and nonresident training programs.

There were two Directors at DES in 1986. COL Turner E. Grimsley was the Director from 1 January to 20 July 1986. COL John C. Shaw, Jr., was Director from 21 July through the end of the year. The Directorate had three divisions in 1986. Those consisted of the Flight Standardization Division, the Evaluation Division, and the Operations/Resource Management Division.

LTC John W. Wall commanded the Flight Standardization Division. The mission of this division was to advise the Director on all matters pertaining to the U.S. Army Flight Standardization Program and to evaluate the effectiveness of individual aviator proficiency for resident and nonresident flight training programs. The division also provided flight standardization input to Department of the Army Aviation related publications and subject matter experts to directorates at Fort Rucker concerning the Flight Standardization Program.

MAJ Michael T. Parham commanded the Evaluation Division from 1 January to 26 May 1986. MAJ(P) Robert J. Scurzi took command on 27 May 1986 and remained in that position the remainder of the year. The mission of the Evaluation Division was to implement and conduct the Aviation Center internal and external evaluations in accordance with TRADOC Reg 350-15. It also provided staff supervision for Fort Rucker's Army Standardization Program.

MAJ(P) Robert J. Scurzi commanded the Operations/Resource Management Division until 28 May 1986 when MAJ(P) William B. Dixon assumed command and remained in that position the rest of the year. The mission of this division was to manage and control organizational resources for six Army Management Structure accounts and to disburse TDY funds for the division.

### Accomplishments

In 1986, the Flight Standardization Division provided subject matter experts to both the UH-60 stabilator and

AH-64 Apache working groups. The personnel of this division also continued to assist in the fielding of the OH-58D and participated in JANUS modeling of LHX COEA. They also evaluated deck-landing qualification and air-to-air combat maneuver training. The production of preflight videotapes for the UH-1, OH-58, and AH-1 aircraft were completed. The Western Flight Standardization Branch was also formed in 1986.

The Evaluation Division conducted Aviation Standardization Training Seminars (ASTS) and Branch Training Team (BTT) visits to Aviation units at Fort Bragg, Fort Hood, Fort Belvoir, Fort Lewis, Fort Ord, Fort Campbell, Fort Sam Houston, and Fort Riley. The Division also provided methodological and analytical support to the internal and external projects at the Aviation Center. The following major evaluations and surveys were developed and conducted in 1986: AH-64 AQC Training Effectiveness Analysis (TEA), OH-58D AQC TEA, Aerial Observer TEA, Aviation Officer Advanced Course TEA, and the Aviation Officer Basic Course TEA. Questionnaires were also utilized to obtain training effectiveness data from graduates of all USAAVNC programs of instruction.

The Operations/Resource Management Division was busy in 1986. The Resource side of the division managed and controlled the dispersal of organizational resources to undergraduate pilot training, evaluation and standardization, training support to units, and training development. In 1986 this division managed and dispersed \$419,600 in support of approximately 245 trips that DES conducted worldwide. Over 710 TDY orders were processed for the Directorate throughout the year. The Literature Review Branch reviewed and recommended action on documents in excess of 1,000 to proponent agencies on changes and corrective actions for implementation affecting standardization worldwide. The Technical Support Branch established a link with Fort Leavenworth, which provided access to the Army Lessons Learned Management Information Systems network database.

#### Summary

COL Turner E. Grimsley was the DES Director from 1 January to 20 July 1986 when COL John C. Shaw took over and remained in that position the remainder of the year. DES represented USAAVNC as proponent for the U.S. Army Aviation Standardization Program and was also an extension of the Office of the Deputy Chief of Staff for Operations and Plans, Department of the Army. All three subordinate Divisions supported the overall mission of DES both at Fort Rucker and throughout the world.

## K. Directorate of Reserve Component Support

The Directorate of Reserve Component Support (DRCS), served as the primary point of contact (POC) at Fort Rucker for coordination of training, administration, and logistical support for authorized U.S. Army Reserve, National Guard, and senior/junior ROTC 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 forty-three junior Reserve Officer Training Corps units in Alabama, Florida and Mississippi were supervised by DRCS in 1986.

LTC David H. Crawford became the Director of DRCS on 12 November 1985. LTC Geary W. Hancock had been the United States Army Reserve (USAR) Coordinator for all of 1986. LTC Hancock also served as the Deputy Director of DRCS.

LTC Rodney H. Bora became the Army National Guard (ARNG) Liaison Officer on 15 November 1985 and remained in this position until 1 June 1986. LTC Bora was replaced by LTC Charles E. Fern on 15 September 1986 as the NGB Advisor/Liaison Officer and Training Coordinator. The two key civilian personnel 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 1986.

### Accomplishments

During 1986, 7 National Guard and Army Reserve units, with a total strength of 712 personnel, performed annual training at Fort Rucker. Aviation Center and tenant personnel, along with staff personnel for the units, served as trainers, facilitators, and support cadre for the men and women from these units. During 1986 Reserve and Guard Aviation, Medical, Signal, and other units made their presence felt on post. According to LTC Hancock, over 47,555 man-days of weekend training was supported by Fort Rucker.

Two significant programs administered by DRCS in 1986 were the Individual Mobilization Augmentee (IMA) and Individual Ready Reserve (IRR) programs. DRCS was responsible for coordinating mobilization training and counterpart training tours of about 200 IMA and IRR personnel at Fort Rucker.

The Reserve Component Supply Division was responsible for the planning and coordination for ongoing logistical support of USAR/ROTC units and activities in Fort Rucker's

area of support. It also conducted annual supply inspections to 108 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 58 units and activities during their annual training and other significant activities.

Fort Rucker was designated as the host installation for the Alabama Special Olympics held 15-17 May 1986. The Reserve Component Supply Division was assigned the responsibility of providing adequate billeting accommodations for a large portion of the Special Olympics personnel. A total of 957 persons were billeted during this event.

In 1986, 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 sources, when available, before being forwarded to distribution depots. Approximately \$95,075.52 in savings were realized from this redistribution program in 1986. DRCS also provided technical assistance and courtesy visits to USAR units and ROTC units at their request during 1986.

#### 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 throughout 1986. The National Guard Liaison Office provided counselling assistance to an average of 20 officer and enlisted personnel daily in 1986.

## L. Internal Review and Audit Compliance Office

Throughout 1986, the Internal Review and Audit Compliance (IRAC) Office was aligned under the Chief of Staff. Mr. Kenneth D. Barrett, the Internal Review Officer, was assisted by Mr. Woodrow J. Farrington, Chief, Internal Review Branch, and by Mr. Don W. Phillips, Chief, Audit Compliance Branch.

The IRAC Office exercised staff supervision over the USAAVNC, Fort Rucker, and the Army Aviation Branch IRAC Program. This involved performing comprehensive audits and internal reviews of all functions and activities. IRAC maintained and refined auditable entity file inventory of all entities subject to audit coverage at the USAAVNC, Fort Rucker, and Army Aviation Branch. IRAC also exercised staff supervision over and negotiated/coordinated all visits by external audit agencies, and conducted 100% follow-up programs on all internal and external audits. Finally, IRAC prepared reports for headquarters regarding implementation of audit recommendations and other major audit/review activities.

### Accomplishments

The IRAC Office performed 27 audits of appropriated fund activities, 1 follow-up audit of nonappropriated fund instrumentality, 16 appropriated follow-up audits, and 52 audit-related administrative projects; and provided audit liaison for 19 external audit agency visits/contacts. Reports issued during 1986 included recommendations expected to result in monetary savings and benefits of approximately \$307,030.00.

### Summary

In 1986, the Internal Review and Audit Compliance 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.

#### M. United States Army Air Traffic Control Activity

In 1983, the Secretary of the Army directed that Aviation become a branch of the U.S. Army. In August 1984, the commanding General of TRADOC initiated an action to centralize all Aviation proponentry under the new branch and its designated Branch Chief, located at the U.S. Army Aviation Center (USAAVNC), Fort Rucker, Alabama. The Air Traffic Control Transfer Plan was approved for implementation on 18 March 1986, and on 1 October 1986, the U.S. Army Air Traffic Control Activity (USAATCA) was moved from Fort Huachuca, Arizona, and became part of USAAVNC. USAATCA is responsible for ATC proponentry functions, including developing concepts, doctrine, tactics, materiel requirements, and training programs.

COL Melvin J. McLemore served as the Director of USAATCA during 1986. The USAATCA was organized with the following major offices: the Air Traffic Control Management Office, the Aeronautical Services Office, the Air Traffic Control Development Office, and the Systems Evaluation/Maintenance Office.

##### Air Traffic Control Development Office

The Air Traffic Control Development Office provided guidance for the establishment, modernization, termination, and relocation of ATC/NAVAIDS equipment. The Development Office had three separate divisions. The Airfield Plans and Standards Division was assigned the assessment function. A tabulation was assembled of what fixed base facilities, NAVAIDS, systems, and equipment were in use in support of Aviation throughout the world. A subjective condition level was applied to each in order to begin the process of identifying any deficiencies. This was followed by comparison of existing plans and programs with identified deficiencies. The results of this assessment were briefed to the Commanding General of USAAVNC in December of 1986 and assisted in prioritizing future resources to resolve deficiencies.

The Programs Division brought with it 44 ATC projects to the USAAVNC from Fort Huachuca, Arizona. The Programs Division monitored and provided recommendations to the engineering, acquisition, and installation phases of ATC systems design to satisfy both current and future requirements. It also functioned as the user representative for MACOMs worldwide and performed project management of fixed base air traffic control equipment. Project management was accomplished through coordination with the DCSPLNS of USAISC to update user requirements.

The ATC Requirements Division completed survey actions which were ongoing at the time of the move. Because of the initial reduced staffing, site survey visits were confined to the Fort Rucker complex. Planning was done for the accomplishment of site surveys to be completed after the beginning of 1987 upon additional staffing.

Also assigned to the Development Office were two representatives. The first was the European Field Representative located at Heidelberg, Germany. This representative served as an ATC functional area advisor to the Commander, USAISEC-Europe. The representative reviewed engineering and installation plans, interfaced with host governments and conducted field visits and site surveys. The Northeast field representative was located at Fort Monmouth, New Jersey. This representative advised the Commander, USAISMA, interfaced with commanders at CECOM and AVRADA on ATC equipment matters, reviewed depot overhauls of ATC equipment, ensured interface with National Airspace System, and conducted field visits and site surveys.

#### Air Traffic Control Management Office

The ATC Management Office, consisted of an Operations Division and a Resources Division, ensured proper staffing to meet the mission requirements due to the reorganization. This office was the focal point for requisition and for the recruiting of personnel for the entire organization. The Activity was at only approximately 15% strength as of 1 October 1986.

In 1986 the Management Office developed policies for a totally new Resource Management Office with responsibility for accountability and obligation of OMA funds for the USAATCA, USAAVNC, the 10th ATC Battalion, and the 256th Signal Support Company of FORSCOM. Accounts were established in a short time frame to manage OMA funds in support of worldwide ATC projects to include APA funds for worldwide equipment acquisition.

Also assigned to the ATC Management Office was an ATC representative at MILPERCEN who assisted in ATC assignments and managed the Army doctrinal and training literature programs of CMFs 28 and 93 for the Army Aviation Branch. At the FAA Academy the ATC was represented by a Liaison NCO and DOD Academic Coordinator who acted as the point of contact for DOD personnel attending the Academy. The LNO was also required to participate with the FAA in development and execution of flight inspection procedures for Army ATC facilities.

## Systems Evaluation Division

The Systems Evaluation Division was responsible for conducting worldwide flight inspection assistance for U.S. Army Air Traffic Control and Navigation facilities. For this mission, three U.S. Army aircraft were modified and specially equipped by the Federal Aviation Administration (FAA) for performance of aerial flight inspection. Flight inspection teams and flight crews were also certified by the FAA. This required flight inspection crews to complete the Airspace Systems Inspection Course at the FAA Academy in Oklahoma City, Oklahoma.

The ATC Systems Maintenance Division consisted of an area maintenance facility (AMF) that was already located at the Aviation Center. This function was reassigned to the Systems Evaluation and Maintenance Office, USAATCA, for USAISC in the ATC transfer. The Mobile Maintenance Contact Team managed the ATC Systems Evaluation and Maintenance Program for USAATCA. It provided an interface with the FAA for all flight and ground evaluations for Army Air Traffic Control facilities. The Repairable Exchange (RX) Maintenance Branch operated a repair facility for modules and components of selected air traffic control equipment.

## Aeronautical Services Office

The Aeronautical Services Office was located at Cameron Station, Alexandria, Virginia, and served as executor and DA Staff Office for DCSOPS on matters pertaining to the National Airspace System. This office also represented the Department of the Army at the national and international level on use of airspace, air traffic regulation, control, and procedures; on joint use of Army airfields by other than Department of Defense aircraft; violation of Federal Aviation Regulations (FARs) by Army personnel; flight procedures; aeronautical information; and aeronautical cartographic requirements. It also managed that airspace with the national airspace as delegated to the Army by the FAA and provided DA representation to the FAA Regional Headquarters by assigning Department of the Army Regional Representatives (DARRs) to the various FAA regions. The Aeronautical Services Office established criteria and policy for the development of terminal and en route instrument procedures, and was the approving authority for Army procedures published in DOD flight information publications.

Also located in Washington, D.C., with DA DCSOPS, Aviation, was an ATC Liaison Officer (LNO) who functioned as a Force Integration Staff Officer (FISO) for Air Traffic Management (ATM)/Air Traffic Control. This LNO provided DA staff technical and policy advice in determining ATM systems

requirements, operation, and support. Also, the LNO prepared ATM budget documents, justifications, and plans to reflect an executable program.

The Air Traffic Control Activity coordinated with the Directorate of Combat Developments (DCD), which was assigned the responsibility for ATS combat development for doctrine, force structure material requirement, and training.

#### Summary

USAATCA established a cohesive set of objectives, policies, and programs to standardize the ATC facility training program. The central theme for the standardization consisted of the tasks, conditions, and standards that drive the ATC training programs. Some of these were equipment driven, but most were derived from FAA and Army guidance on the conduct of ATC in the National Airspace System (NAS). Competency was particularly important to the air traffic controller and was attained through the facility training program. Verification of competency was assured through a variety of evaluations by both FAA and Army agencies. Feedback from these evaluations was used to continuously refine the facility training program that enabled Army controllers to attain the exceptional expertise that made them truly "Above the Best."

## N. Directorate of Logistics

The Directorate of Logistics (DOL) planned and directed the installation and logistical support for Fort Rucker in 1986. The support provided by this directorate included supply, transportation, equipment maintenance, aircraft maintenance quality assurance, laundry and dry cleaning, food services, and mortuary services. All of the above mentioned areas were in support of Army Aviation training and tenant activities. DOL also provided for installation and logistical support for mobilization and other contingency planning.

The DOL had two directors in 1986. COL Rodney D. Bither served as director through 22 June 1986. From 23 June through the year's end, COL Danny A. Young held the position of director. Mr. Perry S. Grantham was Deputy Director of DOL and SGM Richard Thomas was the NCOIC for all of 1986.

The six divisions of DOL included the Resource Management Division, the Aircraft Logistics Management Division (ALMD), the Maintenance Division, the Plans and Operations Division, the Supply and Services Division, and the Transportation Division. Each division played an integral part in accomplishing the overall mission of the directorate.

### The Resource Management Division

The Resource Management Division of DOL performed the duties of program and major activity director for the Directorate of Logistics. It also managed all resources allocated to DOL by the DRM to accomplish the assigned mission. A total of 77 active support agreements were monitored during 1986. The division developed the Fort Rucker flying-hour cost per hour, by type aircraft based on the flying-hour program. Savings under the Project SPIRIT program totaled \$7,031.30 against a goal of \$3,597.60. To perform the assigned mission, DOL was allocated \$146,366.30 in operation maintenance with actual expenditures totaling \$146,366.10. The stock fund program was allocated \$69,000.00 and actual expenditures totaling \$68,972.00.

### Aircraft Logistics Management Division

The Aircraft Logistics Management Division (ALMD) monitored the operations of the aircraft maintenance contractors and the aviation refuel/defuel contractors to ensure that the quality of services performed was up to standards and that the accountability of Government supplies and equipment was maintained. To help expedite the

ungrounding of UH-60A/EH-60A aircraft, ALMD developed a special ungrounding guide which was used to inspect each aircraft. This enabled a total of 27 aircraft to have modifications completed and to be returned to flyable status in a little over a month. ALMD also coordinated the transfer of 215 aircraft to and away from Fort Rucker during 1986. These transfers resulted in an addition of 96 aircraft to the total number of aircraft at Fort Rucker.

#### Maintenance Division

The DOL's Maintenance Division served as the installation support maintenance manager for 1986. In June the Supply Section of DOL was converted to an automated system, AUTOROS Shop Supply. The Communications and Electronics Section assumed maintenance responsibility for all electronic communication and dictation systems at Lyster Army Hospital, assumed maintenance of the AN/AVS-6 night vision goggles, and assisted in fielding the SINCGARS radio system at Fort Rucker. Personnel assisted PM Trade with in-plant acceptance testing of UH-60FS at Binghamton, New York, and completed publication reviews at various phases of production for AH-1, FWS, AH-64, CMS, CH-47D and UH-60 FS. Also, maintenance personnel taught an 80-hour COR/QAR course at Fort Hood, Texas, on the AH-64 CMS and developed POI and lesson plans on the CH-47 FS (COR/QAR) course. The Organization Maintenance Shop modified and began maintenance of 12 new crash/fire vehicles and two new P-19 crash/fire vehicles used for flight line use at Fort Rucker. The Simulator Maintenance Section assisted the Project Manager Training Device with acceptance testing of AH-64 CMS at Fort Rucker. The Special Purpose Equipment/Tactical Vehicle Section and Quality Assurance Branch assisted with three deployments and two emergency deployment readiness exercises for active Army units during 1986. The General Support Equipment Section had the upholstery shop produce 500 IHADSS helmet bags for the AH-64 helmets. A paint booth to paint tactical vehicles with chemical agent resistant coating was completed by the Allied Trades Section. Six classes on safely demounting and mounting split rim tires were taught by the Maintenance Assistance and Instruction Team.

#### Plans and Operations Division

The Plans and Operation Division (POD) developed, maintained and coordinated logistical support planning actions. POD provided support to both active and reserve component units doing numerous deployment operations. Arrival/Departure Airfield Control Group (A/DACG) support was provided to Blazing Trails, Proud Legion, and to the Precision Helicopter Team to the World Championship

Competition in England. Two on-post Emergency Deployment Readiness Exercises (ERDE) involving four units were also supported by POD personnel. The Command Supply Inspection Team continued to improve installation awareness towards property accountability. The POD also supported several working conferences through the installation.

### Supply and Services Division

The Supply and Services Division (SSD) exercised the staff supervision for the DOL over all the supply and services functions of the USAAVNC. Development work was conducted by the Fort Rucker Oils Analysis Laboratory in conjunction with the Corpus Christi Army Depot Laboratory for evaluation criteria determining the wear of AH-1 aircraft swashplates. The Automated Self-Service Supply Center System (ASSSCS) was implemented in July 1986. In keeping with DA Policy, the Ammunition Supply Point began providing armed guard protection in May of 1986 for all ammunition loads delivered to aerial gunnery ranges.

### Transportation Division

The Transportation Division, through its two branches and five sections, coordinated and supervised movement of personnel, property, and units. The Materiel Movement Section arranged transportation and coordinated the loading of 4,030 tons of equipment and supplies departing Fort Rucker worldwide. Paperwork for 27,805 inbound government property shipments with a total weight of 124,805 tons were certified and processed. The Personnel Movements Section managed a cost avoidance of \$1,482,676.84 by using discounted fares. The Terminal Warehouse Section processed a total of 9,129 tons of inbound and outbound materiel and received 60 and shipped 29 rail car loads of equipment. The Personnel Property and Inspection Section processed 10,861 shipments of household goods. Under the Transport Branch, transportation for school support DPTMSEC commitments totaled 36,952 and Drivers Testing processed 9,332 tests.

### Summary

In 1986, the Directorate of Logistics provided continuous logistical support for Fort Rucker. The timely execution of tasks by each DOL Division allowed not only the smooth and safe execution of operations, but also for the savings of money in several areas.

## CHAPTER III

### TRAINING

#### A. Aviation Training Brigade

During 1986, the Aviation Training Brigade (ATB) conducted all formal flight instruction at the USAAVNC, and also served as Contracting Officer Representative (COR) for all flight instruction undertaken by the civilian contractor.

Under COL Haspard R. Murphy's command, the brigade saw the addition of the 10th Air Traffic Control Battalion and Task Force 1-112 to the brigade's 7th, 8th and 9th Aviation Training Battalions.

In 1986, a total of 1,756 Initial Entry Rotary Wing (IERW) students graduated and received Military Aviator wings. Within this total were 259 National Guard, 133 Reserve, 88 Air Force, 47 EURO/NATO, and 61 other Allied officers. There were 2,290 students graduated from advanced programs of instruction, and flight hours totaled 415,602 hours. The full meaning of these statistics is not clear until one considers that the ATB trained 1,418 more students and flew 5,181 more hours than in 1985. Therefore, 1986 was a busy and productive year.

#### 7th Aviation Training Battalion

During 1986, 7th Aviation Training Battalion had the responsibility for the 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 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 LTC Alvin B. Cobb for the entire year. CSM Clemmie C. Curry was replaced on 3 November 1986 by CSM Tony R. Faulkner.

The 7th Battalion trained aviators to fly the AH-1, OH-58A/C, OH-58D, and the AH-64. To accomplish its mission, 7th Battalion flew approximately 81,000 hours during the course of 1986. In July of 1986, the first Field Artillery Aerial Observer Course was started and consisted of three Field Artillery second lieutenants from the Officer Basic Course at Fort Sill, Oklahoma. The 7th Battalion also sent

four teams of two pilots each to participate in the World Precision Helicopter Team Finals in England. Of the four teams, one team consisting of CW3 Jimmy A. Green and CW2 Jon A. Iseminger received first place.

#### 8th Aviation Training Battalion

The 8th Aviation Training Battalion was located at Cairns Army Airfield (CAAF), one of the busiest Army airfields in the world. The battalion logged a total of over 240,000 movements in 1986. LTC Richard L. Baker commanded the 8th Battalion until 14 July 1986, when LTC Edward A. Just, Jr., took command. CSM L.A. Gandy served as battalion CSM throughout 1986.

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. Also, the 8th Battalion was tasked with the operation of Cairns Army Airfield.

During 1986, the 8th Aviation Training Battalion began the first DA-level Flight Engineer Instructor Course. Also, the last two CH-47B model aircraft were turned into Boeing Aircraft Company. In 1986, the members of the 8th Aviation Training Battalion logged nearly 72,000 flight hours with only one Class C mishap.

#### 9th Aviation Training Battalion

The 9th Aviation Training Battalion, located at Lowe Army Airfield, was busy again in 1986. Under the command of LTC Roger J. Stallings until 11 August, and then by LTC James A. Orahoad, the battalion trained approximately 2,500 students at the graduate and undergraduate levels. Over 149,800 flight hours were flown in the conduct of UH-1 and UH-60 aircraft qualification, Night/Night Vision Goggles, tactical, and instructor pilot training. During this period, the 9th Battalion lost two aircraft--one UH-1 and one UH-60--which resulted in three fatalities. In July 1986, the 9th Battalion proudly unveiled a memorial wall displaying the names of the Lowe AAF aviators who lost their lives in the performance of their duties. Finally, D Company of 9th Battalion was awarded the U.S. Army Training and Doctrine Command Commander's Aviation Accident Prevention Award for the period ending 30 September 1986.

## 10th Air Traffic Control Battalion

On 1 October 1986, the 10th Air Traffic Control Battalion (Support) (Provisional) became a part of the ATB. LTC David C. Gwin commanded during the entire year, and the CSM was CSM Rufus L. Lloyd. The battalion's mission was to plan, organize, conduct, and supervise all ATC functions at all stagefields, basefields, and Army Radar Approach Control.

## Task Force 1-112

On 1 April 1986 Task Force 1-112 was officially activated. Its mission was to produce a highly trained unit for the purpose of testing the OH-58D in the context of the air cavalry and attack roles. Commanded by LTC Michael D. Weaver, the Task Force was divided into four companies and an operations section. Task Force 1-112 was to evaluate and validate current tactics and, if necessary, to develop new air cavalry on attack helicopter tactics. The Task Force intended to certify the need for a scout helicopter on the AirLand Battlefield and evaluate the relative worth of the OH-58D. Furthermore, the task force would make assessments of various scout-attack helicopter mixes in order to determine the best ratio necessary to accomplish the full scope of the assigned mission.

Aircraft transition training for the OH-58D pilots and EAOs was conducted at the Bell Helicopter Plant in Dallas, Texas, and also at Fort Rucker from April through June of 1986. Transition training for the AH-64 pilots was also conducted at Fort Rucker beginning in March and continuing through October. On 14 July 1986, Task Force 1-112 began the process of individual, crew, and team training using a modified Unit Training Plan (UTP) originally designed for an Advanced Attack Helicopter Battalion. The major modification of the UTP was the training of sixteen Cavalry scout/weapon teams (SWT) to ARTEP standards. In November 1986, Task Force 1-112 deployed to Fort Chaffee to conduct further SWT training and ARTEPs. The main reason for this move was the lack of laser safe maneuver areas at Fort Rucker. At Fort Chaffee all individual and crew training was certified completed. AH-1S/AH-64 teams required additional training at Fort Hunter-Liggett, California. By 19 December 1986, all Task Force 1-112 personnel had redeployed back to Fort Rucker.

## Summary

The Aviation Training Brigade under the command of COL Haspard R. Murphy, had a very successful year. The Brigade's five battalions provided flight training, air

traffic control services and training, and information about new developments in air cavalry operations. Numbers were an important ingredient in the brigade's successful execution of its mission as over 4,000 students graduated and logged over 415,000 flight hours.

## B. Department of Gunnery and Flight Systems

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

DGFS had four branches: Headquarters, Administrative, Supply, and Operations. The department was responsible for three training divisions: Aviation, Flight Simulator, and Weapons and Gunnery. DGFS was also heavily involved in formulating the Multitrack program for the Initial Entry Rotary Wing program. In the area of training, DGFS provided aviation academics and systems training, cockpit procedural training, and flight simulator training for students, staff, faculty, and other Army aviators. DGFS served as the proponent for helicopter gunnery, revising FM 1-140. In addition, DGFS supported efforts to acquire the Area Scoring Device (ASD) for accurate evaluation of aerial gunnery.

### Accomplishments

During 1986, DGFS implemented academic training in support of 37 programs of instruction (POI), and was the proponent for 13 of these POIs as well as for aviation weapons and gunnery doctrine. The Department of Gunnery and Flight Systems 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 supported by DGFS personnel.

The Operations Branch served as the coordinating agency for the department in 1986. The branch continued to automate to improve efficiency. The branch was also the Point of Contact for the A/LAN system of post-wide computer interface and automation of the Automated Instructional Management System (AIMS). Throughout 1986, the Operations Branch coordinated external and internal academic training while refining DGFS standing operating procedures (SOP).

The Administrative Branch provided administrative support to 260 officer, enlisted, and civilian personnel. Automation continued to improve the efficiency of the branch and to enhance the services to those whom it supported.

The Supply Branch maintained outstanding support to the 260 personnel assigned to DGFS.

The Aviation Division was responsible for the design, development, and instruction of aviation subjects and aircraft systems taught to initial entry and graduate

students. Its curriculum included aerodynamics, weather, instrument academics, and aircrew communication and coordination. These subject areas supported multiple flight courses, aircraft transitions, refresher aviation, flight surgeon, and instrument training. The division also provided officer professional development instruction on request. During 1986, the division placed the UH-60 systems training device into operation.

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 was additionally responsible for the device validation and acceptance of the AH-64 Combat Mission Simulator (CMS). In 1986 the division replaced the terrain boards on the CH-47 simulator with digital terrain maps to improve the quality of training and reduce downtime.

FSD also had the responsibility for providing personnel for NETT and DES assistance visits. FSD placed the UH-60 cockpit procedural trainer into operation providing emergency procedure and runup training to students. Finally, FSD had the responsibility for the cockpit procedural training and performance planning for all UH-1 courses at the Aviation Center.

The FSD flight simulators were extensively used in 1986. The UH-1 simulators logged 36,725.6 hours while the lone UH-60 simulator logged 2,671.5 hours. The CH-47 simulator logged 785.9 hours. These simulator hours represent millions of dollars of cost avoidance when compared to the cost of flying aircraft.

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. Instruction was given in the AH-1 Flight Weapons Simulator (FWS), the AH-64 CMS, the AH-64 Cockpit and Weapons Emergency Procedures Trainer (CWEPT), as well as in the classroom. The Cobra simulator logged 6,082.1 and the AH-64 managed 209.7 hours in its one month of operation. The division was also the Armywide aviation proponent for helicopter gunnery, responsible for revising the Helicopter Gunnery Manual, FM 1-140, in October. The division acted as the proponent on standards in training issues, and multipurpose range complex development. It served as the USAAVNC lead on aviation integration at the National Training Center (NTC).

Multitrack was tasked to DGFS and required a tremendous marketing effort by the entire department, especially COL Nutt and Mr. John Johnson. The campaign required the efforts of the Aviation "Center Team" including the Department of Resource Management, the Directorate of Plans, Training, Mobilization, and Security, the Aviation Training Brigade, the Department of Training and Doctrine, the Department of Combined Arms and Tactics; and the support of the Directorate of Engineering and Housing, the Directorate of Aviation Proponency, and others. Sister agencies from TRADOC and DA also had to be "sold" on the proposal. The marketing effort reached all the way to the Chief of Staff's office by the end of the year. The lead man was COL Nutt. Without his efforts, Multitrack might not have succeeded. The effort was exhaustive and eventually successful.

Multitrack was expected to provide advanced tactical training in one of four advanced airframes, providing field commanders with more thoroughly trained aviators from the Aviation Center. Primary flight training was to be conducted in the UH-1 "Iroquois" Helicopter, enhancing the turbine engine operating experience of the flight students. Multitrack was moving on schedule toward FY 88 implementation.

#### Summary

The Department of Gunnery and Flight System (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 Helicopter Gunnery. Multitrack was the major issue of 1986. COL Merwyn L. Nutt served as the DGFS Director for all of 1986.

### C. Department of Enlisted Training

During 1986 the Department of Enlisted Training (DOET) was under the command of SGM W.R. Dunn until February 1986, and after then under CSM J.P. Traylor. 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 air traffic control.

DOET was composed of a Headquarter element, which included Administrative, Supply, and Operations branches. It also supervised two training divisions--the Maintenance Training Division and the Air Traffic Control Division. The Air Traffic Control Division conducted Advanced Individual Training (AIT) and the Advanced Noncommissioned Officer Course (ANCOC) for Military Occupational Specialties (MOS) 93B, 93P, 93H, and 93J. In addition, air traffic control training was provided to officers in the Officer ATC Course, and EURO/NATO Voice procedures were taught to European and NATO allied student aviators. The Division also safeguarded and administered the Federal Aviation Administration (FAA) Control Tower Operator (CTO) examinations. Finally, it designed, developed, and implemented training materials required for resident and nonresident technical courses related to MOSs 93P, 93H, and 93J. The Maintenance Training Division conducted AIT for MOS 67N and 67V.

#### Accomplishments

During 1986, DOET was again doing its part to provide that extra "Dimension of Excellence" to the Aviation Branch. Most notable was DOET efforts with regard to the 93B MOS, Aeroscout Observer. DOET assumed proponency for the 93B MOS in April. In June the program of instruction was completed and submitted to DOTD. Finally, in October the first 93B course was implemented with Class 87-1, consisting of ten students.

DOET finished the coordinating draft for FC 1-300 (Flight Operations and Airfield Management) in January. Comments were returned from the field by mid-March, and the final staffing of FM 1-300 as well as camera-ready copy were submitted to DOTD Publications in June.

Finally, DOET underwent its first training evaluation inspection since becoming an all-enlisted directorate. DOET was noted for outstanding quality of training and development efforts.

## Summary

The Department of Enlisted Training, with its varied mission of academic, technical, and field training for its branch soldiers, contributed to the fielding of an exemplary Aviation soldier. The men and women of DOET in 1986 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.

#### D. Directorate of Training and Doctrine

In 1986, the Directorate of Training and Doctrine (DOTD) conducted collective and individual missions relative to aviation doctrine and also performed job and task analysis. The directorate additionally exercised staff management of design and development of resident and extension training and doctrinal literature. An equally important attendant function, consisted of 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.

COL Jack E. Easton served as the director of DOTD for the entire year of 1986. The directorate was composed of four divisions--the Individual and Unit Training Division, the Staff and Faculty Development Division, the Doctrinal Literature Management Division, and the New Systems Training and Simulator Acquisition Division.

##### Individual and Unit Training Division

During 1986, the Individual and Unit Training Division, under the leadership of MAJ(P) Gus M. Meuli II, managed a multiplicity of Army training programs. The placement of Reserve Component instructions in all levels of Army education was implemented during this period. Additional funding and personnel resources were requested from the US Army Training Support Center in support of Reserve Component Configured courseware development.

Within the Individual and Unit Training Division were five separate branches. These branches were the Officer Training Branch, the Enlisted Training Branch, the Unit Training Branch, the Extension Training Branch, and the Flight Systems Branch.

In early 1986, the Aviation Branch Military Qualification Standards (MQS) II Manual (STP 1-1511-MQS) was distributed Armywide. This manual was designed as a training instrument and self-evaluation tool. The MQS II Common Tasks and the Aircrew Training Manual Tasks are the basis for formal training in the Aviation Officer Basic Course (AVOBC) and the Initial Entry Rotary Wing (IERW) Course.

The Aviation Pre-Command Course (PCC) POI was lengthened from 2 weeks to 3 weeks and submitted for approval. Combined Arms Center (CAC) approved this revision in early 1986. Along with the course length, the scope was also changed. The change will provide refresher and update on Army Aviation electronics, fire support, NBC trends, tactics, logistics, maintenance, training management, and medical considerations.

Many actions were initiated in the Aviation Officer Advanced Course (AOAC) during 1986. A revised POI which focused on a curriculum that would produce an aviation company commander was submitted to TRADOC for approval. Another initiative which was introduced during that period was the Mentorship Implementation Plan for the AOAC.

During May of 1986, the Aviation Center Team initiated actions necessary to restructure the AVOAC into a mentorship mode of training (Small Group Instruction (SGI)). Because of this initiative, the Commanding General made the decision in June 1986 to implement SGI in the AVOAC by May 1987. The selecting of team leaders and the establishing of an implementation cell were complete by September 1986. Faculty development training for the first team began in October 1986. Actions to restructure the POI and to select and train the second team commenced at that time.

The Warrant Officer Senior Course (WOSC) was to become the Master Warrant Officer Course (MWOC) with implementation by March 1988. The new MWOC POI was approved in November 1986 after the TRADOC task selection board was held in August 1986.

The TAC Officers Course, which was DOTD's first course to be completely developed under the Systems Approach to Training (SAT), started validation training in November 1986, and the POI was approved in December 1986.

Other significant accomplishments of DOTD were the creation of the new MOS 93B, Aeroscout Observer, and the consolidation of MOSs 93H, Tower Controller, and 93J, Radar Controller, into the new MOS 93C, Air Traffic Control Operator. Soldier training publications, such as the Soldier's Manual, Trainer's Guide, and Job Book, were prepared, staffed, and delivered for MOS 93B. Enlisted Training Branch project officers demonstrated extraordinary zeal and expertise by actual designing and developing the new training publications because there were no 93B subject matter experts available.

In June 1986, a joint work group hosted by the Aviation Proponency Office, it was determined that a new MOS (68S, Aircraft Integrated Electronic Repairer) was required to maintain the databus in the advanced family of aircraft such as the AH-64 and OH-58D. DOTD was tasked with job and task analysis for the new MOS. In October 1986, a task selection board convened at Fort Eustis and initiated the job analysis. Plans were for the training of the new MOS to start at Fort Rucker as soon as facilities became available.

TRADOC published TRADOC Reg 310-2, Design, Development, Preparation, and Management of ARTEP Documents (Mission

Training Plans (MTPs) and Drill Books). Upon receipt of the regulation, the Unit Training Branch developed a comprehensive strategy to convert Aviation ARTEPs to the multiechelon ARTEP Mission Training Plan. Proponent tables of organization and equipment (TOE) were identified, grouped by mission, and scheduled for development according to priorities established by the Combined Arms Training Activity and TRADOC.

The Unit Training Branch also managed the Battalion-Level Training Model (BLTM) Program. BLTMs were developed for the attack helicopter, air cavalry squadron, and combat aviation battalion. Major Army Command (MACOM) Aviation representatives were assembled to develop a flying-hour model for each type aviation unit. Models were developed to reflect ARTEP training events at the company, troop, and detachment level. Aviation ARTEPs were analyzed, time limits were assigned as standards for the completion of each task, the number of iterations to maintain proficiency was determined, and resources and cost requirements for training each task were determined and forwarded to TRADOC and HQDA.

The Extension Training Branch managed the Training Extension Course (TEC) program which consisted of 34 lessons developed by three different civilian contractors. The in-house development of the AH-1S scenario pilot program and the civilian contract development of the Aeroscout Observer Interactive Videodisc program continued. A second civilian contract for Interactive Videodisc development in the subject areas of aerodynamics, weather, instruments, IP fundamentals, and OV-1 aircraft systems started in 1986. Management of the Army Correspondence Course Program (ACCP) continued with the reviews of 45 subcourses. The Extension Training Branch managed the Department of the Army Audiovisual Programs (DAAP) with eight Armywide programs and one Joint Optical Information Network (JOIN) program for the Recruiting Command. The annual review of the 120 fielded television programs and the Aviation Learning Center Audiovisual programs were completed in 1986.

New Programs of Instruction (POI) were developed for the following courses: CH-47D FEIC; CH-47 AQC; OH-58D IPC; OH-58D AQC; OH-58D FAAOQC; and OH-58A/C FAAOQC. Other POIs and Task Analysis reviews were conducted on a total of 21 courses.

#### Staff and Faculty Development Division

The Staff and Faculty Development Division (SFDD), headed by GS-12 Charles A. Thomley, developed policies and procedures relating to the operation and administration of instructional programs in support of the Army Aviation

Center. Throughout the year, SFDD personnel served as trainers and training consultants for the Aviation School's staff and faculty.

SFDD had 603 course completions during 1986. These consisted of 263 instructor training courses, 126 basic counseling and human relations courses, 57 advanced counseling and human relations courses, 64 systems approach to training courses, 5 educational statistics courses, 4 combat development orientation courses, and 1 effective writing course. In addition, two instructors provided one week ITC training to 12 reservists at Eastern Army Aviation Training Site, Indiantown Gap, Pennsylvania.

More than 500 classroom evaluations were completed in 1986. Eight individuals were awarded Instructor of the Quarter Certificates, and three were selected as Instructor of the Year. Seventeen Senior Instructor Certificates and one Master Instructor Certificate were awarded in 1986.

Improvement in quality of training material, together with the additional personnel in the Staff and Faculty Development Division, resulted in more complete mission accomplishment and enhanced professionalism at the United States Army Aviation School and Center.

#### Doctrinal Literature Management Division

The Doctrinal Literature Management Division (DLMD), was under the leadership of LTC Louis A. McAdams, and organized into the Editorial and Production Branches. The DLMD was responsible for administering the USAAVNC portion of the TRADOC-directed Armywide Doctrinal and Training Literature Program (ADTLP) for 97 publications. This project consisted of determining ADTLP requirements for assigned categories of publications and then tasking the academic departments to supply writers and subject matter experts. This was done in close coordination with the department responsible for each area of expertise. The Doctrinal Literature Management Division also provided editorial and visual information support to writers tasked with developing each literature product. This division prepared field manuals, training and field circulars, coordinating drafts, Army training and evaluation programs, soldier training publications, military qualification standards, training support packages and USAAVNC literature.

DLMD completed and forwarded for subsequent distribution seven field manuals, one training circular, two field circulars, one Army training evaluation program, and three soldier training publications. The field manuals included the following: 1-111 Aviation Brigade; 1-112 Attack;

Helicopter Battalion; 1-113 Assault Helicopter Battalion; 1-114 Regimental Aviation Squadron; 1-116 Air Cavalry Troop; 1-140 Helicopter Gunnery; and 1-300 Flight Operations and Airfield Management. The training circular was 1-210 Commander's Guide. The field circulars consisted of 1-109 Aviation Self-Deployment Planning; and 1-215-1 ATM Supplement, Aeroscout Observer. The army training and evaluation program (ARTEP) was 1-55 Aviation Brigade. The soldier training publications (STPs) 1-15II-MQS Military Qualification Standards II Manual; 1-93B-JBJob Book, Aeroscout Observer; and 1-93B13-SM-TG Soldier's Manual and Trainer's Guide, Aeroscout Observer.

#### New Systems Training and Simulator Acquisitions Divisions

The New Systems Training and Simulator Acquisition Division (NSTSAD) was led by LTC Raymond L. Schaefer throughout 1986. NSTSAD had the responsibility for planning and coordinating training development actions necessary for the support of developing aviation systems, subsystems, and related equipment. NSTSAD additionally provided the necessary liaison and interface regarding the development of aviation systems and subsystems. Cost and training effectiveness analysis (CTEA), training development studies, and other analytical studies also came under the purview of NSTSAD. NSTSAD was the TRADOC user representative for the development of simulators and training devices and postfielding them. In the representative arena, NSTSAD served as the USAAVNC representative for aircraft survivability, training management, and training development.

#### 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. COL Jack E. Easton was the director of DOTD in 1986.

## E. 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; the Concept and Studies Division; the Threat Division; the Organization/Force Developments Division; the Material and Logistics System Division (MLSD); the Air Combat Division; and the Air Traffic Services Division.

COL Frank H. Mayer was the Director of Combat Developments for all of 1986. LTC Richard G. Dickson served as Executive Officer from 1 January 1986 through 15 June 1986. LTC Cook M. Waldran assumed duties of the realigned position as Deputy Director from 16 June 1986 through 31 December 1986.

The Director wore many hats in 1986. He advised the Commanding General and the Assistant Commandant 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 position. He not only advised the Commanding General on combat developments, but also other general officers, directors, and individuals with a need to know.

Pertinent to the submission of historical data for the 1986 Aviation History Report is the fact that the nature of DCD's mission precluded the general dissemination of many supporting documents. However, when feasible, some supporting documents have been made available for use in the historical office. The most important accomplishments of the various branches of DCD have been summarized below.

### Program Management Office

The DCD Program Management Office (PMO) served as the program manager for the Directorate. Mrs. Janice L. Treadway was the Chief of PMO throughout 1986. 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.

Especially noteworthy in the area of PMO accomplishments in 1986 were its logistical support for the TSMSs, 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 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.

#### Test and Evaluation Division

LTC David W. Swank was Chief of the Test and Evaluation (T&E) Division during the last six months of 1986, preceded by MAJ(P) Harry D. Hall during the first five months and Mr. Edward Dutton during the May-June interim. This division performed independent evaluations of aviation equipment, organizations, related equipment, and innovative concepts for which the USAAVNC was designated proponent.

During 1986, the T&E Division conducted independent evaluations on the AN/APR-39A Radar Warning Receiver, AN/AVR-2 Laser Warning Receiver, Aircrew Uniform Integrated Battlefield, Nap-of-the-Earth Communications, and the AH-64 M-43 CB Protective Mask. The T&E Division was also involved in the development of the critical issues and criteria for the Light Helicopter Experimental (LHX), the Army Aerial Scout Test (AAST), planning for Air-to-Air Combat (ATAC) II, Aviation Survivability Equipment (ASE) FDTE, and the IER for the Certification of the Light Infantry Division Combat Aviation Brigade (CAB). The division was involved with an additional 50 to 60 programs for which the test documentation was either previously written or will be prepared in future years.

#### Concepts and Studies Division

The Concepts and Studies (C&S) Division was commanded by LTC(P) Stephen S. MacWillie throughout 1986. C&S Division directed the addition of the Space and Technology Branch, the dissolution of the C4 Branch, and the upgrading of the Threat Branch to a division on 1 October 1986. The Space Technology Branch was created in June in order to provide a focal point for monitoring Army space actions and determining their applicability to aviation. Broader responsibilities were added to the USAAVNC Threat Manager and Branch when TRADOC Reg 381-1 was revised. As a result, the Threat Division was created and moved to Bldg 107. The SCORES Branch also moved

to the same building in order to accommodate the JANUS(T) simulation model received in June. C4 Branch functions were assumed by the Concepts Branch in June.

The Concepts Branch was involved in a wide variety of continuing and new projects. The single most important conceptual effort during the year was the initiation of the Army Aviation Mission Area Concept and Army Aviation Functional Area Appendices to the Mission Area Concepts being developed by the other TRADOC mission area proponents. Other major efforts involved Air Traffic Services operations, Aeroscout operations, Special Operations Aviation, Counterair, National Training Center (NTC) operations, and aviation requirements for the Unmanned Aerial Vehicle-Maneuver (UAV-M). The branch continued to participate in most major DCD actions and programs involving material acquisition, force development, and testing issues. The branch also worked with Directorate of Training and Doctrine (DOTD) concerning training development with Directorate of Combined Arms Training (DCAT) for doctrine development.

In 1986 the Light Helicopter Family (LHX) Special Study Group of the Concepts and Studies Division was directed by LTC Charles Jacobus until September when he retired. At that time, MAJ Joe Reames became the LHX Special Study Group Coordinator. The Special Study Group comprised four branches of the Concepts and Studies Division: Cost and Operational Effectiveness Analysis (COEA) Branch, Requirements Branch, Operational Requirements and Concepts Analysis (ORCA) Branch, and Crew Requirements Analysis (CRA) Branch.

#### Space Technology Branch

Among its many other projects, the Space Technology Branch became involved in the command and control (C2) working group. Efforts on space communications resulted in a concept to eliminate the present problem of helicopter communications in the nap-of-the-earth (NOE) environment. The concept evaluation plan for NOE satellite communications was developed and coordinated by the Space Technology Branch. Additionally, the Space Technology Branch conducted a conference at the Aviation Center to review the capabilities of the EPLRS and the Navigational System Tracking and Range (NAVSTAR) groups. This effort was conducted to assess the capability of a future navigation/C2 system which would employ the capabilities of both systems from a space platform.

#### Threat Division

The Threat Branch was redesignated the Threat Division

on 1 October 1986. LTC Gary Keown headed the branch/division after taking over from MAJ "Bud" Zebehazy on 2 June 1986. The expansion was directed by TRADOC and a few other installations to more accurately reflect the scope and diversity of activity in which the threat leader and personnel participated. The threat responsibilities, as defined by TRADOC Reg 381-1 and USAAVNC Reg 381-1, directed the Threat Manager to serve as the authority and focal point for all matters pertaining to intelligence and for all threat support to operational concepts and doctrine development, combat development, training, and training development activities. During the past fiscal year, TRADOC Reg 381-1 was changed, effective 15 November 1985, which had great significance and impact for threat support at the functional schools and centers. The result of that change was that additional and broader responsibilities were added to the Threat Division's staff. Specifically, the production of supporting threat documentation such as System Threat Assessment Reports (STAR) and Required Operational Capability/Letter of Agreement (ROC/LOA) threats are now produced by the functional center/school. In recognition of the additional work load and greater responsibilities, the Threat Branch was upgraded to a Division. To staff this division, an additional GS-12 Intelligence Analyst was hired with further authorization to hire two GS-13 analysts approved by HQ TRADOC. These four civilians provided the much needed manpower as well as provided the long-term continuity on historical information, techniques of analysis and evaluation, and production and review of threat support.

Much of the activity of the Threat Division in 1986 related to studies concerning the Light Helicopter Family Cost and Operational Effectiveness Analysis (LHX COEA). In this context the scenario was revised, the high resolution force laydown was completed, the threat systems characteristics were updated and coordinated with U.S. Army Materiel Systems Analysis Activities Ballistic Research Laboratory (AMSAA/BLR) for performance data, lethality and vulnerability criteria were developed, and model shakedown and production runs were completed for the LHX Carmonette. Many of these same processes were also completed for both the LHX JANUS and the LHX EVADE. Also, the LHX System Threat Assessment Report (STAR) received final validation and approval by the Office of the Army Chief of Staff for Intelligence (OACSI) and the Defense Intelligence Center (DIC) in October 1986. The Star is the foundation threat document that was to support all development and testing for a major system in the case of the LHX, and represents the first such document produced at the Aviation Center.

## Organizations/Force Development Division

The Organization/Force Development (ORG/FD) Division was commanded by LTC Tommy Wallace throughout 1986. The division performed aviation force structure analysis and developed proponent Tables of Organization and Equipment (TOE) with appropriate Incremental Change Packages (ICP). Further, ORG/FD developed Basis of Issue Plans (BOIP) and Qualitative/Quantitative Personnel Requirements Information (QQPRI) for new aviation equipment. Furthermore, ORG/FD developed Manpower Requirements Criteria (MARC) for proponent aviation functions, and provided input to TRADOC and DA on the aviation force structure for the Program Objective Memorandum (POM). Also in 1986 ORG/FD provided support for the Total Warrant Officer Study (TWOS). This study was conducted by DA and involved a restructure of the Warrant Officer grading system. Warrant Officer positions in TOEs have been reflected as WO, only with no indication of the specific grade. Implementation of the study was to result in WO positions being reflected as W 1/2, W 3/4, or Master Warrant Officer (MWO). The division also provided extensive analytical support for the LHX Cost and Operational Effectiveness Analysis (COEA) conducted by the Director of Combat Developments. This support involved a complete force structure analysis of present and projected aircraft requirements by unit. The COEA was projected for completion in early 1987.

ORG/FD also assisted TRADOC in formulating a standard duty title code (SDTC) file which was to provide a means of standardizing duty titles in TOE. Previously, there were numerous abbreviations, spellings, etc., for the same duty title, also there were numerous duty titles not included in Army Regulations. Organization Division, in conjunction with the Directorate of Aviation Proponency (DAP), scrubbed all the titles and codes (in the existing TOE file) for proponent MOSS and officer branches to bring the titles into agreement with those in the AR 611 series. Also, the need for titles not in the regulation was reviewed and justification developed for submission to SSC-NCR. The SDTC file has been completed and provided to all TRADOC School/Center TOE/BOIP project officers for use in developing input for TOE/ICP/BOIP actions.

## Material and Logistics Systems Division

The Materiel and Logistics Systems Division (MLSD) was commanded by LTC John M. Riggs throughout 1986. The division supervised the initiation, development, evaluation, preparation, coordination, and recommendations of Army materiel requirements and materiel documentation actions for materiel items/systems. The division also monitored and

participated in all aspects of the materiel organization process for aviator and aviator-related systems and equipment.

MLSD's activities in 1986 included extensive work in establishing USAAVNC involvement in the Special Operations Aviation (SOA) equation and developing working relationships with the SOA community. The operational and organizational (O&O) plans and required operational capability (ROC) documents for the SOA MH-60 and MH-47E were completely rewritten, staffed, and approved through HQ TRADOC. USAAVNC participation in developing the requests for proposal (RFP), manpower integration (MANPRINT), and configuration work was completed. USAAVNC conceived, prepared, and executed the first USAAVNC/JSOC/1st Special Operations Command SOA review held at Fort Rucker in September 1986. This general officers session proved to be a landmark in establishing command communications, achieved consensus on the institutionalization of SOA training at USAAVNC, and established a format for follow-on GO general officers' reviews.

#### Air Combat Division

The Air Combat Division of DCD was formed in June of 1986, by an LOI signed by the USAAVNC Chief of Staff. This office was established as a separate division to bring together all aspects of air combat in order to create a synergistic effort in the new mission area of air-to-air combat. Upon its formation, the Air Combat Division had five primary areas of responsibility. These were training, materiel, force structure, testing, and doctrine. The five areas of responsibility remained the same throughout 1986 and the division learned that virtually every aspect of Army aviation has air combat implications that need to be considered and planned for.

#### Air Traffic Services Division

On 16 June 1986, the Air Traffic Services Division was formed under the command of LTC Richard Ferguson. When Aviation was recognized as a separate branch of the US Army, consolidation of all aviation activities at Fort Rucker received high priority. Part of this effort was moving proponentcy for Army Air Traffic Control (ATC) from US Army Information Systems Command (USAISC) to the newly formed Aviation Branch. An aspect of this plan was the transfer of ATC units and activities to the control of the Aviation commander they supported. On 31 July 1986, ATS Division assumed full responsibility for combat developments for ATS units.

During the remainder of 1986, past, ongoing, and planned programs were studied and points of contact for major end items and program managers were established. To ensure that continuity was maintained, tracking the program development increment package was accomplished with the goal of not disrupting the long-range research, development, and acquisition plan.

#### Summary

The Directorate of Combat Developments (DCD) was the program manager for actions affected by force developments/ combat developments process for which the United States Army Aviation Center was proponent. Colonel Frank H. Mayer commanded the directorate throughout 1986.

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 1986. Its mission was all encompassing, and it helped to make Army Aviation to be "Above the Best."

## F. Department of Combined Arms Tactics

Calendar year 1986 brought numerous personnel and organizational changes to the Department of Combined Arms Tactics (DCAT). COL Jacob B. Couch was the Director from January through May. In May and June, LTC Thomas R. Genetti served as Acting Director while simultaneously holding the position of the Chief of the Combined Arms Division, DCAT. COL George C. Hollwedel, Jr., then became the Director in June and held that position through the end of the calendar year.

DCAT, as in previous years, was the proponent for assigned officer and warrant officer aviation courses. Working closely with the Directorate of Training and Doctrine (DOTD), the Directorate of Enlisted Training (DOET), and the Department of Gunnery and Flight Systems (DGFS), DCAT developed, reviewed, conducted, and evaluated instructional presentations to ensure thoroughness and accuracy. DCAT, DOTD, DOET, and DGFS all analyzed, designed, developed, and conducted instruction using the systems approach to training.

### Accomplishments

The year 1986 brought expanded numbers of courses and students to DCAT's instructional responsibilities. Additionally, because of DCAT's reputation for concise and professionally accomplished briefings, subject matter experts were increasingly requested by visiting dignitaries and organizations. DCAT continued designing and developing individual and unit training requirements for resident and extension training. Additionally, the Department of Combined Arms Tactics provided Branch Training Team (BTT) and Mobile Training Team (MTT) support Armywide.

Another important function of the Department of Combined Arms Tactics was to provide subject matter expertise to write, review, and critique tactics, doctrine, lessons, and other training support material. Because of the numerous field circulars (FC), field manuals (FM), training manuals (TM), skill qualification tests (SQT), and Army training and evaluation programs (ARTEP) that were badly in need of revision, DCAT was reorganized. Where DCAT previously had three divisions with shared responsibilities of instructing and reviewing tactics and doctrine, in September of 1986 it was modified into two divisions primarily responsible for instructing, and one division which would be primarily responsible for the development and review of doctrinal material.

### Summary

While the mission of the Department of Combined Arms Tactics was not modified in 1986, the realm of the department's responsibilities and influence further evolved. With the early results achieved through the departmental reorganization, DCAT has been extremely successful in mission accomplishment. The fielding of Aviation doctrine and tactics literature and the implementation of Aviation officer and warrant officer professional development instructional programs, within only a three-year period after being designated as a branch, exceeded the Army's initial expectations and served as a tribute to those soldiers and Department of the Army civilians assigned to DCAT during this period of transition.

## CHAPTER IV

### TENANT ACTIVITIES

#### A. United States Army Aeromedical Research Laboratory

The U.S. Army Aeromedical Research Laboratory (USAARL) was established as a research unit in 1962 with the mission of carrying out research in support of Army Aviation and airborne activities while supplying a central aeromedical and research library. In 1974, the U.S. Army Medical Research Laboratory, Fort Knox, Kentucky, transferred its acoustics and vision research missions to USAARL. The assessment of the medical impact of advanced armor and artillery weapons and other nonmedical material was added to the mission of USAARL at a later date.

Due to the proximity of the U.S. Army Aviation Center and other research activities located at Fort Rucker, scientists and engineers at USAARL have been able to follow closely the developments in the field of Army Aviation. As a member of the NATO Advisory Group for Aerospace Research and Development (AGARD), USAARL has been able to maintain close coordination with foreign governments in matters pertaining to aviation medicine.

The mission of USAARL for 1986 was to conduct research on the health hazards of Army Aviation, tactical combat vehicles, and selected weapons systems. USAARL also assessed the health hazards from noise, vibration acceleration, impact, and visual demands of such systems, as well as the stress and fatigue in personnel operating those systems in order to develop countermeasures. The laboratory assisted in developing the criteria upon which to base standards for entry and retention in Army Aviation specialties. USAARL worked in conjunction with other U.S. Army Medical Research and Development Command laboratories and institutes in research on the bioeffects of laser systems, on medical defense against them, on the impact of continuous operations on individual and crew performance and development of improved means of patient evacuation. The laboratory also assessed the current life support equipment to identify causes of failure and devised an improved design. Combat developers and materiel developers of new Army Aviation and tactical combat vehicle systems were assisted by USAARL in recognizing and eliminating health hazards as early as possible in the development cycle.

USAARL was one of 11 medical research laboratories and developmental activities of the U.S. Army Medical Research and Development Command (USAMRDC) and also a field operating agency of the Office of the Surgeon General. USAMRDC was

responsible for the administration and coordination of the research, development, and test and evaluation programs of the Army Medical Department.

COL Dudley Price was the Commander of USAARL for the entire 1986 calendar year. The Deputy Commander for Science was COL J.D. LaMothe and the Deputy Commander for Administration was LTC Edmond J. Enloe.

USAARL was organized under a TDA effective 2 October 1986. At that time it operated three research divisions and two support divisions. These divisions were staffed with the following key personnel:

Michael G. Sanders, Ph.D. 1 January-31 December  
Director, Biomedical-Applications Research Division

LTC Bruce C. Leibrecht 1 January-31 December  
Director, Sensory Research Division

MAJ Arthur C. Sippol January-30 October  
MAJ Daniel W. Gower, Jr. 31 October-31 December  
Director, Biodynamics Research Division

LTC Terrence A. Muldoon 1 January-31 December  
Director, Research Systems Division

Charles D. Williams 1 January-31 December  
Director, Technical & Logistical Services Division

#### Accomplishments

A series of professional conferences, seminars, and short courses were offered throughout the year for USAARL personnel. USAARL sponsored six scientific seminars at the laboratory's facilities. These seminars were given by experts performing research in the areas that coincided with USAARL research efforts.

The U.S. Army Aeromedical Research Laboratory received the 1986 Commander's Award for Excellence as the Best Non-TRADOC Unit or Activity at the United States Army Aviation Center and Fort Rucker.

Aviation related research areas which were investigated included cockpit workload and crew fatigue, night vision techniques, testing of chemical defense ensembles, and evaluation of helicopter oxygen generating systems. The aerial platforms utilized in the research were the JU-21G, JUH-1H, and JOH-58A. The cumulative flight hours for 1986 research flights was 602.8.

Representatives from USAARL were sent to Federal Laboratory Consortium meetings and to a meeting on technology transfer hosted by the City of Birmingham, Alabama, which had requested input from laboratories located in Alabama on available technology. Also, more than 2,500 requests were received by the Scientific Information Center for either information or copies of bibliographies or technical reports.

The Scientific Information Center (SIC) accepted the OCLC L5200 integrated library system in November of 1986. This system automated USAARL's bibliographical records, including books, technical reports, and journals. These records could be searched through names, key words, subjects, titles, phrases, and dates and could be accessed through video display terminals located in the SIC and throughout the laboratory.

During the 1986, the laboratory received over 2,800 visitors. Visitors included the Commanding General and Deputy Commanding General, U.S. Army Medical Research and Development Command; Commanding General and Assistant Commandant, U.S. Army Aviation Center; Commanding General, U.S. Army Aviation Systems Command; and the Chief, U.S. Army Medical Service Corps. Foreign Distinguished visitors came from the United Kingdom, Canada, France, Federal Republic of Germany, and Australia.

USAARL hosted the U.S. Army Medical Research and Development Command's Commander's Conference in January, the Helmet Mounted Display meeting in February, the Tri-Service Aviator Helmet Standardization Group in September, and the Tri-Service Aeromedical Research Panel in December.

#### Summary

The scientific research conducted at USAARL in 1986 encompassed six major areas: acoustics, vision, crew workload and stress, vibration, impact, and life support technology. USAARL worked within established scientific programs in each of these research areas.

Under the command of COL Dudley R. Price, USAARL performed its responsibilities of providing a central aeromedical and research reference library, and of performing needed research in support of Army Aviation and airborne activities. USAARL's five divisions provided research and support toward elimination of health hazards in the developmental stages of Army Aviation and tactical combat vehicle systems.

## B. United States Army Safety Center

The United States Army Safety Center (USASC) was one of the major tenant activities on Fort Rucker in 1986. Its mission was to support the Army Safety Program in relation to the conservation of manpower and material resources. The Commander of the Safety Center was also the Deputy Director of Army Safety, the Army Aviation Safety Officer, and the principal U.S. Army representative to the NATO Flight Safety Working Party.

COL Terrence M. Henry was the Commander of the Safety Center from January to May. COL A.E. Hervey, Jr., was the Commander for the remainder of 1986. They were assisted by Mr. Craig B. Schilder, the senior safety manager. SGM A. White was the USASC Sergeant Major in 1986.

The Safety Center had the following directorates under its aegis in 1986: Directorate of Plans, Programs and Professional Development; Directorate for Research, Analysis and Investigation; Directorate for Systems Management; Directorate of Information Management; and Directorate of Media and Marketing. The major accomplishments of each Division of the Safety Center are described below.

### Directorate of Plans, Programs and Professional Development

COL John Parrish and COL Sammie Harrison were the directors for Plans, Programs, and Professional Development in 1986. COL Parrish was the director from January to June, and COL Harrison assumed those duties in June and continued for the remainder of the year.

During 1986, this directorate was the driving force for many Armywide safety programs. These included conferences, evaluations, regulations, and long range planning. This directorate had direct responsibility for the planning and conduct phases of the DA Inspector General's special inspection of the total Army safety program, to include follow-up corrective actions and compliance under the direction of the DCSPER.

The directorate was responsible for ongoing development of the CSA's Safe Army 1990, the Army's five year safety action plan. It also conducted safety program evaluations of 7 MACOMs during 1986. These required complicated planning and coordination with all participants. The directorate additionally prepared and presented the Army Safety Program IPR for the Chief of Staff of the Army during the 3rd Quarter of FY 86.

In May of 1986 the Directorate of Plans prepared, organized, and conducted the MACOM Safety Director's Conference in San Antonio, Texas. The directorate also finalized actions on AR 385-40, Accident Reporting and Records, for submission to the Army Publication Agency. Finally, the Education Branch of the directorate was expanded into the Professional Development Division and assumed the lead role in professional safety career training and the DA Safety Intern training program, as well as responsibility for the expansion of the Army Safety Announcement Referral System (ASARS).

#### Directorate of Information Management

Mr. Harold M. Myers was the Director of Information Management in 1986. The acquisition of advanced computer equipment greatly enhanced internal communications capability and eased the flow of the administrative workload for the Army Safety Center.

A significant accomplishment in 1986 was the connection of the Safety Center's computer to Defense Data Network (DDN) as a host computer. This improved field safety office accessibility to the Army Safety Management Information System (ASMIS). The ASMIS Retrieval Processing System expanded to 288 external users during 1986.

More than 800 ad hoc data requests were processed in 1986, and more than 6,600 recurring reports were provided to DOD and civilian customers worldwide. Also, 19,500 ground accident reports, 150 aviation accident reports, and 5,000 preliminary reports of mishaps were processed.

#### Directorate of Media and Marketing

Mr. William E. Carter was the Director of Media and Marketing for USASC in 1986. The directorate produced and managed a comprehensive multimedia safety communication system directed toward correcting accident-causing behavior and improving safety in Army operations. The directorate also sought out and evaluated safety successes from the field and industry and marketed these successes Armywide.

Accident prevention information, analyses of accident data, reviews of recent accident causes, and suggested countermeasures were highlighted in a variety of periodicals, reports, pamphlets, and posters produced by the Media and Marketing Directorate. The communication program also used motion picture, TV, and radio in coordinated safety awareness campaigns targeted at specific problems and audiences.

In 1986, the Media and Marketing Directorate produced and distributed 1,050 pages of safety promotional material in 1.5 million copies, 45 posters in 850,000 copies, 7 accident prevention support kits and campaigns, and 6 safety training films. Nineteen commercial audiovisual productions were reviewed, adopted, and distributed Armywide. Thirty safety presentations were prepared to be given to Army personnel worldwide.

#### Directorate for Systems Management

COL Howard P. Blount became the Director for Systems Management in March and remained in that position for the remainder of the year.

During 1986, the Army recorded the lowest number of accidents in 5 years and had the lowest aviation accident rate in its history. These achievements were in part a result of initiatives and programs of the Systems Management Directorate. Among the most noteworthy of these were campaigns targeted at the reduction of private motor vehicle accidents, the development of an Army driver improvement program, and development of a motorcycle riders' safety course. The directorate also targeted Army motor vehicles and combat vehicles for accident prevention efforts, producing kits to improve driver awareness and reduce crew injury. In the area of aviation safety, a night flying accident prevention kit and a Blackhawk safety performance report were produced.

Engineering and system safety accomplishments in 1986 included the review of more than 800 product improvement proposals, participation in the system safety programs of a number of major developmental systems, and the formation of a Department of the Army System Safety Coordinating Panel.

#### Directorate for Research, Analysis, and Investigation

COL Lewis L. Carter and COL Alan F. Jones were the directors for Research, Analysis, and Investigation in 1986. COL Carter was the Director from January to August, and COL Jones commanded from August through the remainder of the year.

Some of the research and analysis conducted by this directorate during the year concerned problem areas and cause factors in FY 86 Army accidents, drowning accidents, M113 and other carrier swimming accidents, and UH-60 accidents. Technical assistance was provided in support of Department of the Army, major Army commands, contractors, special Blue Ribbon committees, etc.

The Investigation Division investigated 38 aviation-related accidents and 34 ground-related accidents. These field investigations contributed to the plan of attack for the "Army Strategy for Reducing Pilot Error" study which is directed at pilot decision-making abilities and situational awareness. Accident investigation findings also resulted in safety-of-flight messages that included one-time inspections of aviation systems and extended grounding of aircraft until fixes were obtained.

The decision of the Army Staff to appoint a general officer as the accident board president for selected aviation and ground accidents resulted in the Investigation Division's presenting two orientation courses to prepare general officers to conduct accident investigations.

Finally a ground investigators' handbook was produced to standardize and outline ground investigation procedures.

### Summary

The United States Safety Center was composed of: the Directorate of Plans, Programs, and Professional Development; the Directorate of Research, Analysis and Investigation; the Directorate for Systems Management; the Directorate of Information Management; and the Directorate of Media and Marketing. Its mission was in support of the Army Safety Program in relation to the conservation of manpower and material resources.

COL Terrance M. Henry was in command of the Safety Center from January until May of 1986. COL A.E. Hervey, Jr., was the Commander for the remainder of the year.

### C. United States Army Aeromedical Center

The United States Army Aeromedical Center (USAAMC) was made up of Lyster Army Hospital and the Army Aeromedical Activity (AAMA). USAAMC was a highly visible part of Fort Rucker and of the Aviation Center and School. Retired as well as active duty personnel and their families received quality medical care. The USAAMC was authorized also to serve other personnel as designated by the Department of Defense and the Department of the Army.

The mission of USAAMC was a diverse one in 1986. It not only provided medical service to its patrons, but also provided administrative and logistical support to the U.S. Army Dental Activity, U.S. Army School of Aviation Medicine, and the U.S. Army Medical Evacuation (Air/Ground) Proponency Action Office. Other duties of USAAMC included veterinary food inspection, animal care, zoonotic control and sanitary inspection of military and commercial establishments, and preventive medicine services.

Additionally, USAAMC advised appropriate staff elements of the Department of the Army and U.S. Army Health Services Command on aspects of aeromedical education, physical fitness standards, and safety pertaining to Army Aviation personnel. Also, the School of Aviation Medicine, an element of the Academy of Health and Sciences, taught the Army Flight Surgeon Orientation Course, and up to 10,000 hours of instruction in 22 programs of instruction of the U.S. Army Aviation School. Army aeromedical literature for USAAVNC and other proponents were planned, prepared, and reviewed.

COL ElRay Jenkins served as the Commander of USAAMC for all of 1986. The position of Deputy Commander was held by two men; COL Thomas P. Hamilton departed on 2 June 1986 and LTC Wade D. Baldwin occupied that position for the remainder of the year. The Deputy Commander for Administration was COL Charles L. Webb. The Dental Activity (DENTAC) Commander was COL Kenneth H. Boyer until 2 July when COL Richard A. Nurenburg assumed his duties. COL Jose G. Garcia held two positions during 1986. He served both as the Director of U.S. Army Aeromedical Activity and as the Dean of the U.S. Army School of Aviation Medicine.

#### Accomplishments

During 1986 extensive training was conducted within USAAMC. The Health Services Command Health Care Safety Course was presented to 27 interns. The Radiology Department had five Phase II students complete the six week training and receive the 91P MOS. A Physician's Assistant

Training Program was started with Emory University School of Medicine, Atlanta, Georgia, with three students performing various clinical rotations per month.

An automated training aid, ACLS-BCLS Learning System, was purchased to assist in Basic Cardiac Life Support training for the Department of Nursing and the hospital. The equipment provided for a tailored, individualized, self-paced course of study in each of the five programs, as recommended by the American Heart Association. During 1986, approximately 200 students utilized the equipment for orientation, certification, recertification, and instructor training. This has greatly increased the capability of the Department of Nursing to respond to the training needs of the hospital and the community.

ROTC student nurses were given experiences, education, and training through a preceptorship program during their summer camp phase. The Advanced Cardio-Life Support (ACLS) Program trained 32 individuals. Local nursing colleges sent 90 students to train at Lyster Army Hospital. There were also approximately 410 reserve personnel who performed their annual training at USAAMC.

In 1986 many construction projects were undertaken or completed at USAAMC. Both the Air Ambulance Division operations building and the Veterinary Services facilities underwent extensive renovation. The construction and renovation project which began in 1982 was completed in March of 1986. This project added 140,000 square feet, upgraded 100,000 square feet, and added 4.23 million dollars of new equipment, which made Lyster Army Hospital one of the finest medical treatment facilities in the Army.

Patient care and evacuation were of paramount importance in 1986. Lyster Army Hospital received a three-year accreditation from the Joint Commission on Accreditation of Hospitals, and Eisenhower Army Medical Center provided 33 consultant visits. New radiological equipment was installed which resulted in a 17.9% increase in routine procedures. The Air Ambulance Division (FLATIRON) flew a total of 2,663 hours in support of Crash Rescue, Medevac, and ATM missions. Crash rescue totaled 1,084, with 201 patients and 2,140 passengers transported in 988 flying hours. Medevac missions totaled 89, transporting 72 patients and 42 passengers in 241.3 flying hours. The remainder of the flying hours were accomplished in support of MAST and ATM missions. Special clinics that were offered included the Well Woman Clinic, the Children's Physical Clinic, the Over-40 Male Screening Clinic, and the Stop Smoking Clinic. Because of the success of these clinics, they were continued into the next calendar year.

The Army Aeromedical Activity processed over 41,000 physicals in 1986. The Aviation Medicine Regional Consultant for Eisenhower Medical Center provided assistance and information evaluations on Aviation Medicine support for all Aviation medical facilities in the Southeast Region. The center also provided the Worldwide Aeromedical Consultation Service which evaluated medically disqualified flight personnel brought to Fort Rucker for testing and consultation for flight status.

The Dental Activity (DENTAC) experienced turnovers of nine of its fourteen Dental officer positions during 1986. The large number of turnovers, in conjunction with the replacement lag caused by budgetary constraints, resulted in severe constrictions in both the patient care and administrative areas from which the organization only slowly recovered. Despite these conditions, DENTAC accomplished its mission and participated in two readiness exercises.

During 1986, several new automation systems became operational at USAAMC. An automated laboratory management system was implemented in January. A patient appointment system was brought on-line in March. The AQCESS quality assurance system was upgraded in August and Zenith microcomputers were purchased for key personnel. The Medical Expense Reporting System (MEPRS) was installed in October, and automation of the review process for Army Aviation related flight physicals greatly improved efficiency.

## Summary

The United States Army Aeromedical Center (USAAMC) played an important role in providing medical assistance to Fort Rucker military personnel, their dependents, and retirees who lived in the area. COL ElRay Jenkins served as the Commander for USAAMC for the entire 1986 calendar year. Extensive training was conducted which greatly enhanced the ability of USAAMC to accomplish its mission. New radiological equipment and computer equipment made operations more efficient for the staff at USAAMC. Through all its efforts, the Aeromedical Center was able to support the military community that depended on its services.

#### D. 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 1986. Under the direction of the U.S. Army Test and Evaluation Command (TECOM), USAAVNDTA was one of ten subordinate installations and field operating activities. However, it was the only solely aviation-oriented unit.

In 1986 USAAVNDTA consisted of 249 military and civilian personnel and was commanded by Colonel Lawrence Karjala. It had the responsibility of planning, conducting, and reporting on tests of aviation systems and aviation related support equipment for the Army. It 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 consisted of 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 1986, conducted development testing in areas such as ground support equipment, aviation life support equipment (ALSE), and aircraft survivability equipment (ASE). The various types of equipment the division tested included air-to-air missiles, OH-58D aircraft, ground power units, aircrew microclimatic cooling systems, aircraft modular survival systems, navigation systems, an aerial recovery kit, the XM41/43 protective mask, and survival vests. All of this resulted in the completion of five formal plans, four letter plans, eleven formal reports, seven letter reports, and fifteen letter of effort safety releases.

The Aircraft Test Division performed a myriad of tests on Army aircraft in 1986. During this period the division published a total of 15 test plans and 19 test reports. These plans and reports resulted from conducting such major testing efforts as the AH-64 logistical evaluation, the CH-47D logistical evaluation, UH-60 30-hour interval progressive phase maintenance (PPM), lead-the-fleet testing, and flight safety parts monitoring inaugurations.

The Management and Plans Division had a number of significant actions during 1986. The personnel of this division established and revised the TDA requirements for fiscal year 87 with regard to peacetime and mobilization

force structures. They also developed an excellent productivity improvement program to include savings tracking, productivity award provisions, and a Productivity Improvement Committee.

The USAAVNDDTA completed 1986 with an outstanding productivity record of achieving 559,960 direct labor man-hours, which represented a ratio of 56% direct effort for the fiscal year. Total productive labor produced in 1986 (by both in-house and contract resources) was 1,006,425 man-hours or a total of 578.4 productive man-years produced in 1986. In addition, 10,632.5 flying hours were achieved in fourteen different types of aircraft, both prototype and production models.

### Summary

As in previous years, the United States Army Aviation Development Test Activity (USAAVNDDTA) was one of the busiest tenant activities at Fort Rucker. The activity was under the supervision of the U.S. Army Test and Evaluation Command (TECOM).

The USAAVNDDTA'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 10,500 hours in 14 types of test aircraft.

E. United States Air Force, 3588th Flying Training Squadron

LTC Robert E. Frye commanded the 3588th Flying Training Squadron (3588FTS) during 1986. MAJ Michael D. Hales served as Director of Operations until 14 July. MAJ James J. Tanner assumed the duties of 3588th squadron operations officer on 23 June. He had previously served as Chief of Standardization and Evaluation for the 89th Military Airlift Wing at Andrews AFB, Washington, District of Columbia.

During the month of March, the 3588FTS received the Air Training Command (ATC) Unit Flying Safety Award for the period of 31 January 1985 through 31 January 1986. The award marked 96 consecutive months of accident-free flying.

A staff assistance visit in March by representatives of HQ Air Training Command, Directorate of Operations identified a need for a computer in the personnel-admin office. After an in-depth study of the entire squadron's requirements, three computers were obtained from the Army in October and November.

CPT Alphonso A. Howell III was recognized as the 3588FTS Instructor Pilot (IP) of the year for 1985 at the ATC "Tops in Ops" Banquet held at Randolph AFB, Texas, in March 1986. LTC Frye, 3588th Commander, accompanied CPT Howell to the banquet.

A general syllabus revision and update was made on 1 September 1986. Major specific changes included two additional transition sorties, and a transition maneuver checkride. The revision also provided for review rides after a failed checkride.

In October the unit was notified that it had been selected for the Air Force Outstanding Unit Award for the period from 1 February 1984 to 31 January 1986.

During 1986, the squadron trained 80 Initial Entry Rotary Wing (IERW) students. Nine Air Force officers completed the Rotary Wing Qualification course.

Summary

The efforts of the Air Force's 3588th Flying Training Squadron during 1986 were exemplary. An extremely safe and robust effort was put forth.

## F. United States Army Information Systems Command

The U.S. Army Information Systems Command (USAISC) consisted of an Operations and Systems Integration Division; an Information Center; a Logistics Support Division; an Information Services Division; and a Resource Management and Plans Division. The USAISC provided integrated sustaining base information services and product support to the US Army Aviation Center. The USAISC Commander, LTC Kirk M. Knight, was dual-hatted as the Director of Information Management and served as principle advisor to the Commanding General for information management. This included all aspects of the management of subfunctions of telecommunications, automation (including office automation), records management, publications, and printing. The key to this mission was making a determination as to installation information requirements. From these functions, USAISC developed supporting information architecture, plans, programs and budgets; and provided necessary logistical support and supervised operational activities that provided information services and products.

### Accomplishments

The principle 1986 goal of reorganizing USAISC into a well-operating unit was completed. The integration of automation and communications under one division resulted in better coordination and technical action. Yet the organization of a separate "paper" division permitted the distribution of operational elements into manageable organizations well within a reasonable span of control. Technical library and visual information assets did not transfer as part of the reorganization, thereby leaving the existing USAISC detachment with automation, communications, records management, printing, publications, and mail and distribution.

The development of a viable information management plan (IMP) to adequately support the installation was also completed in 1986. Integration of IMPs from five major tenant organizations resulted in a total plan which supports all users. The automation of IMP initiatives reduced the amount of actual paperwork and allowed continual automated tracking throughout the year.

The separation of all Air Traffic Control (ATC) assets was accomplished provisionally on 13 June 1986 and became definitive on 30 September 1986. Over 300 military and civilian spaces, were transferred to the U.S. Army Training and Doctrine Command (TRADOC) as part of the ATC realignment.

Changes in command philosophy also resulted in improved service to the installation. The IMA reorganization resulted in a significant increased service mission to information users. Command emphasis, stressed service to the customer as paramount. As the organization increased direct contact with the customers, a "can do" oriented attitude became more important. The organization had daily or frequent contact with information users in many areas, including telephone problems or service requests, computer problems and maintenance requests, printing, distribution, and many other direct contact services. The "we can and will provide the service" attitude was stressed to all levels.

An additional computer system was installed and brought to an operational status during 1986. This Burroughs B1990 minicomputer was acquired and installed to support the Automation Retail Outlet System (AUTOROS), an interactive system that provided accountability for supply items in the Directorate of Logistics.

An Information Center Branch was organized and staffed by ten personnel in August of 1986. This action provided Fort Rucker activities with a central point of contact regarding office automation technology, i.e., word processors, minicomputers, microcomputers, and their associated programs (software).

The expansion of office automation offerings were accomplished in the Aviation Local Area Network (A/LAN) during 1986. Phase I, which provided connection to the installation host computer system for each director on the installation, was completed. Professional Office Systems (PROFS) (an electronic mail system) and an Application System (AS) (a development tool) were enhanced and made available to the installation on a limited basis.

In the continuing effort to control the use of radio frequencies in the Fort Rucker area, requests for 1641 frequencies were processed. There were 183 requests for permanent local assignment and 1,431 for temporary use to meet training requirements for the Army Reserve and National Guard units.

In 1986 there were 26 Military Construction Army (MCA), 30 TELER Communication, and 55 Air Traffic Control (ATC) projects, for a total of 111. During the year a total of 13 MCA projects were completed. A total of 14 TELER Communication Projects were completed or canceled due to their being accomplished by other means or incorporated with other completed projects. Many of these were completed before the reorganization into the Information Management Area and the separation of the ATC projects.

Information Week was conducted in March 1986 with the objective of informing all host, tenant, and satellite directorates and activities in the Fort Rucker area of Directorate of Information Management (DOIM) functions and responsibilities. Guidance was provided to all participants on how to complete and submit the Information Management Master Plan (IMMP) and the Capability Request (CAPR) according to guidance provided to the DOIM by TRADOC. There were 78 IMMP initiatives forwarded to TRADOC for their consideration by the DOIM during the submission cycle.

Continuing guidance and training were provided during 1986 on a monthly basis for Information Management Officers (IMO) in the affected organizations in the preparation of IMMP's, CAPR's, and procurement packages to meet the requirements of each organization in its Information Management Area (IMA). When changing and updated guidance was received from TRADOC by the DOIM, it was presented to the IMO's during the regularly scheduled monthly meetings. There were 178 procurement packages processed for automation hardware, software, copiers, and audio visual equipment to meet the needs of the organizations serviced by the DOIM.

#### Summary

The United States Army Information Systems Command planned, programmed, operated and maintained the communications-electronic network at Fort Rucker during 1986. LTC Kirk M. Knight served as USAISC Director/Commander throughout 1986.

G. Fort Rucker Resident Agency, 3d Region, USACIDC

The Fort Rucker Resident Agency was part of the Fort Benning District, US 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, 10 counties in northwest Florida, and 41 counties in southern Mississippi. Special Agent James B. Boyd was the Special Agent in Charge throughout 1986.

Accomplishments

Between January and July 1986, as a "test" program, the Fort Rucker Resident Agency assumed operational control and supervision of all Military Police Investigators (MPI) at Fort Rucker. This merger was accomplished through the use of a Memorandum of Understanding, prepared on 1 December 1985. During this time period, all police investigative activities on Fort Rucker were supervised by the Special Agent in Charge. Both the investigators and the administrative support personnel from the MPI section were fully integrated with the Fort Rucker Resident Agency. The overall quality of the military police investigations improved, and the experience that was gained assisted in continued quality military police investigations.

During September of 1986, the USACIDC Inspector General conducted an inspection of the Fort Rucker Resident Agency. Based upon the inspection, the office received a strength rating in every category except drug suppression operations. The Fort Rucker Resident Agency was rated as one of the best in CID Command--five persons were awarded the Army Achievement Medal for their duty performance.

During May through September of 1986, eleven military aircraft were intentionally damaged. The related investigations were documented in two separate reports. The damages resulted from the oil lines being bent in nine aircraft, and sand and other foreign matter were placed into the oil and fuel tanks of the other two. All members of the Fort Rucker Resident Agency were involved in the investigations. As a result, a chief warrant officer, who was an instructor pilot, was identified as the perpetrator. By the end of 1986 the suspect had been titled and preparations were underway for Article 32 investigations.

Overall investigative activities of the Fort Rucker Resident Agency during 1986 involved a decrease of 5% in the number of major crimes investigated. The Drug Suppression Team was much more active and generated 90% more drug

related investigations than during 1985. This statistic does not indicate that there was a significant increase in the availability of controlled substances. The increased activity resulted primarily from there being more manpower available for a much stronger drug suppression program. Even though there was a 13% decrease in the number of crime prevention surveys (CPS) conducted, that program remained one of the major strengths of the organization. A CPS is utilized to identify internal problems--systemic in nature--within an activity, and to provide the Commander or Facility Director with recommendations for eliminating the problems. Though the number of CPS dropped, the overall quality of the CPS improved significantly.

The number of polygraph examinations conducted during 1986 remained relatively stable. The number of requests for assistance, received from other USACIDC elements and from all other law enforcement agencies, decreased about 13%, during 1986. The number of protective service missions, in which USACIDC special agents were tasked to perform bodyguard duties for specific dignitaries, increased by 500% during that year. This was a result of the significant changes in terrorist activities throughout the world. The number of criminal activities, remained stable. There was an 11% increase in the total number of evidence vouchers processed during 1986. The investigation of economic crimes, commonly referred to as white collar crimes, remained the leading function of the Fort Rucker Resident Agency.

#### 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 1986, there was a 5% decrease in the number of on-post crimes investigated. Investigations of economic crimes became the leading function of the local USACIDC office during 1986.

## CHAPTER V

### PERSONNEL

#### A. Officer 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 Branch and Inspections Branch. LTC Wayne R. Shugart was the Center Inspector General for all of 1986. LTC Edward A. Just, Jr., was Chief of the Inspections Branch until July and MAJ William F. Horn II served in that capacity from October through December. CPT Kevin R. Barreras was the Chief of the Assistance Branch.

#### Accomplishments

In 1986, 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 year, the IG conducted inspections of fourteen units and activities. These consisted of the following:

- Directorate of Evaluation and Standardization
- Secretary General Staff
- Office of Accident Prevention
- Directorate of Engineering and Housing
- Military Police Activity
- 1st Aviation Brigade
- Chaplain
- Directorate of Training and Doctrine
- Equal Employment Opportunity Office
- Staff Judge Advocate
- Public Affairs Office
- Task Force 1-112
- Directorate of Contracting
- Directorate of Personnel and Community Activities

Also, there were eight follow-up inspections.

During 1986, 333 Inspector General action requests were completed by the staff of the Inspector General Office to

assist personnel at Fort Rucker. Additionally, fourteen informal inquiries were completed during the year.

#### Summary

LTC Wayne R. Shugart was the United States Army Aviation Center (USAAVNC) and Branch Inspector General in 1986. 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. During 1986, 14 general inspections were conducted, 333 IG action requests were resolved and 14 inquiries were conducted.

## B. Office of the Staff Judge Advocate

The Office of the Staff Judge Advocate (OSJA) was directed by LTC Joseph C. Fowler, Jr., in 1986. The OSJA consisted of the Staff Judge Advocate (SJA), the Deputy Judge Advocate (Deputy SJA), the Administrative Law Branch, the Legal Assistance Branch, the Claims Branch, the Military Justice Branch, and the Administrative Branch.

The OSJA furnished all legal services for the Aviation Center and was responsible for the prosecution and administration of courts-martial. The OSJA also administered the Federal Magistrate Court Program which handled minor criminal offenses that took place on the military reservation. Additionally, the OSJA provided legal assistance to eligible personnel and processed claims both for and against the government. Finally, the OSJA prepared legal opinions relative to interpretation and application of laws, regulations, statutes, and other directives which affected the administration of personnel, business, property, and financial operations of the installation.

### Accomplishments

The Federal Magistrate Court Program handled 2,544 tickets; 927 cases were tried in 15 court sessions in 1986.

The Military Justice Branch tried five general, six special, and four summary courts-martial in 1986. Military Justice prosecutors also served as recorders in 14 AR 635-200 administrative elimination boards and 3 Department of the Army Officer Boards of Inquiry UP AR 635-100 in 1986. Additionally, the Military Justice Branch helped the Youth Assistance Program resolve eight offenses that took place on Fort Rucker involving juveniles.

The Claims Branch processed 1,472 claims in 1986 and paid soldiers \$918,794.76. Recovery from carriers amounted to \$16,372.87. A total of \$94,723.26 was collected in the third-Party Medical Recovery Program.

The Legal Assistance Branch counseled approximately 8,590 clients in 1986 and prepared 1,151 wills and 4,930 legal documents (e.g., powers of attorney and bills of sale) for Fort Rucker soldiers, family members, and retirees. The Legal Assistance Branch provided 40 hours of instruction to 57 unit tax advisors and, with these advisors, assisted 1,846 soldiers, family members, and retirees with federal and state tax returns. A tax station in the PX assisted soldiers and made tax assistance more convenient.

The Contract Section of the Administrative Law Branch reviewed and processed 260 contract actions involving approximately \$131 million dollars. Thirty-six final decision letters, cure notices, and other administrative actions were reviewed. Memos of law were written to defend Government action in numerous protests filed with the General Accounting Office, in suits filed in Federal Court, and in cases heard by the Armed Services Board of Contract Appeals.

The OSJA provided 719 hours of instruction to Fort Rucker units and in support of the Aviation School and Center. The instruction covered various topics such as law of war, military justice, standards of conduct, administrative law, 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; counseling; preparing legal documents; conducting legal research and preparing legal opinions; and handling claims for and against the government.

### C. Aviation Center Safety Office

Mr. John T. Persch, the Safety Manager of the Aviation Center Safety Office, was the incumbent administrator for all of 1986. The position of President, Aircraft Accident Investigation Board was vacant until 30 September 1986 when Mr. Ronald Cox filled the position. The position has historically been occupied by a field grade officer. Mr. Cox is a GS-13 DAC. As such, he is the first civilian ever to occupy a standing aircraft accident investigation board within DOD.

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 comprehensively and succinctly was to reduce and keep to a minimum, all manpower and materiel losses due to accidents.

#### Accomplishments

The most important fact was that the Fort Rucker 1986 aircraft accident rates were the lowest in history, while flying more than a quarter of the Army's total flying hours. Fort Rucker's accident rates during FY 85 remained lower than the Department of the Army rates in all categories. These facts are demonstrated in the following table based on FY 85 statistics.

	<u>DA</u>	<u>Ft Rucker</u>
Class A aircraft mishap rates per 100,000 hours flown	2.96	.25
Military disabling injuries per 200,000 man-hours of exposure	.87	.23
Army civilian disabling injuries per 200,000 man-hours of exposure	1.92	1.47
Army motor vehicle accidents per 1,000,000 miles driven	2.74	1.09

During 1986, a number of Standard Army Safety and Occupational Health Inspections (SASOHI) were conducted of USAAVNC units, activities, and facilities; and also of tenant organizations. USAR and ROTC units within the confines of the Fort Rucker area and geographical responsibility also underwent these inspections.

Although the Fort Rucker accident rates were impressive in 1986, MG 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 1987. Perfection was the ultimate objective with regard to safety.

#### Summary

Mr. John T. Persch was the Safety Manager at the Aviation Center Safety Office for all of 1986. The Safety Office's primary mission was to keep to a minimum all manpower and materiel losses due to accidents. The Fort Rucker accident rates were significantly lower than that of the Department of the Army.

#### D. Public Affairs Office

Recognition of the importance of Army Aviation as a member of the Combined Arms Team continued to escalate in 1986, resulting in increased attention from various publics. In response to the growing public interest, the Fort Rucker Public Affairs Office (PAO) conducted an intensive program to keep those publics informed about Army Aviation's doctrine, tactics, and equipment. External and internal audiences served included active duty and retired military and their families, Civil Service and contractor employees, Reserve Component personnel, and all other area residents. Information was also provided to Aviation Branch members worldwide.

LTC Lawrence R. Retta was Public Affairs Officer until October when LTC Steven R. Rausch assumed that position. Betty J. Goodson was Deputy PAO. The PAO was divided into three sections: Public Information (PI), Command Information (CI), and Community Relations (CR). Section chiefs were William J. Hayes, PI; CPT Steve Huyett, CI; and Jacquelyn Y. Griffin through October and then Sheryl W. Milum, CR.

#### Accomplishments

In order to serve the external publics, PI responded to about 800 media queries, escorted more than 200 media visitors, and made 463 news releases to local and national media outlets. Some of the major events covered in 1986 were the receipt of the Combat Mission Simulator for the AH-64 Apache aircraft, which generated heavy national and international media interest; the addition to the training fleet of the first OH-58D AHIP production model helicopter; Fort Rucker's receipt of TRADOC's Award for Excellence for a medium-size installation; flyoffs for the World Helicopter Championship competition; recognition paid to the World Helicopter Championship Team by President Reagan in Dothan, Alabama; development of the multitrack concept for Initial Entry Rotary Wing flight training; implementation of the Aeroscout Observer course for enlisted personnel; the Alabama State Special Olympics hosted by Fort Rucker; and Secretary of the Army John O. Marsh, Jr.'s, visit and speech.

Another area that received special emphasis from PI was the Hometown News Release Program. In the report period, 2,071 of those forms, which reported achievements by Fort Rucker soldiers for use by their home town media, were processed and forwarded to the Hometown News Center at Kelly Air Force Base, Texas. Ninety-nine percent of them met the Center's strict acceptance criteria.

CI's main tool to accomplish its mission of serving the internal public was the Army Flier. This commercial enterprise newspaper was published each week except the last two in December (as stipulated by its contract). While the printing was done by the civilian publisher (who earns income from advertising sales), all copy, photographs, and much of the layout was provided by the Flier staff. The Army Flier is an accolade-winning newspaper, and that reputation was maintained in 1986. Major events included negotiating and awarding a contract with a new publisher, the first such change in twelve years for the newspaper.

Additionally, CI became an electronic subscriber to TRADOC News and Army News Services through the installation of DIALCOM. This provided a rapid, two-way communication process, thus giving Flier readers timely information on need-to-know matters from higher headquarters.

The growth of interest in Army Aviation and Fort Rucker as the home of the Aviation Branch was nowhere more amply reflected than in the CR arena. Support provided included 29 Sport Parachute Activity demonstrations, 48 appearances by the 98th Army Band, 39 tours conducted on post, 20 Speakers Bureau engagements, 77 static displays, and 58 other types of support (i.e., marching units for parades). Most of the requests filled were from the geographic area of responsibility assigned by regulation to Fort Rucker. However, two of the tours were for international organizations, and several were for groups of educators from various parts of the nation. The latter were in support of the Army Recruiting Command, which has found that bringing high school and college teachers and administrators to a training school such as Fort Rucker is an excellent recruiting tool. With the first-hand information on Army training and benefits gained from these visits, the educators are more apt to advise their students to choose the Army as a career.

#### Summary

Army Aviation's contributions to the national defense are vital, and Public Affairs' mission of telling the world about those contributions is of utmost importance. As reported herein, that work was accomplished in 1986 with full determination to present Army Aviation, the Aviation Branch, and the U.S. Army Aviation Center as an asset to the nation, to the neighboring communities, and to the soldiers and civilians of Fort Rucker.

## E. 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, employed on post or seeking employment at Fort Rucker. Mr. Charles F. Auman was the Equal Employment Opportunity Officer for all of 1986. He was ably assisted by Mr. James W. Harris, Affirmative Action Program Manager, and Ms. Merle W. Wise, Federal Women's Program Manager (FWPM).

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 the 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.

### Accomplishments

In the affirmative action program mission, the Affirmative Action Working Plan for FY 87 was published. The FY 86 Affirmative Action Accomplishment Report and the FY 87 Plan Update were prepared for Fort Rucker and Health Services Command. EEO continued to train the work force by participating in all new employee orientations and by providing training in the Basic Supervisory Development Course (4-hour sessions). The EEO staff conducted the semiannual briefing to the Command Group and to all directors on the Affirmative Action Working Plan. The Affirmative Action Program Manager coordinated the quarterly EEO committee meetings, revised the USAAVNC Regulation 600-4 pertaining to the EEO committee, and restructured the EEO committee. The EEO staff conducted routine staff assistance visits to 26 organizations. The EEO Officer briefed all new directors, commanders and agency heads. EEO personnel supported, advised, and maintained a cordial relationship with the reorganized chapter of Blacks in Government (BIG).

In 1986 the Federal Women's Program sponsored Women's History Week, Women's Equality Day, and Career Week. It also coordinated the Employee-Supervisor Luncheon for a sell-out crowd of 458 participants. Additionally, FWP participated in the American Women's Day activities of American Heritage Week. Finally, ten women from Fort Rucker attended the National FWP training and Federally Employed Women (FEW) National Training Program held at Las Vegas, Nevada.

A most notable development was that the number of complaints declined in 1986. Of the complaints filed, more were resolved informally resulting in a reduction of complaints going formal. Furthermore, new fact-finding procedures were introduced to Fort Rucker during the investigation of formal complaints by the United States Army Civilian Appellate Review Agency.

#### 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 1986. A significant accomplishment for the EEO office was the reduction in the number of complaints during 1986.

APPENDIX A

LIST OF ACRONYMS

3588FTS	3588th Flying Training Squadron
A/LAN	Aviation Local Area Network
A2P2	Army Aviation Personnel Plan
AAMA	Army Aeromedical Activity
AAST	Army Aerial Scout Test
ACCP	Army Correspondence Course Program
ACLS	Advanced Cardio-Life Support
ACS	Army Community Service
ADAD	Alcohol/Drug Abuse Division
ADAPC	Army's Alcohol/Drug Abuse Prevention and Control Program
ADCFA	Assistant Director for Community and Family Activities
ADCP	Assistant Director for Civilian Personnel
ADTLP	Armywide Doctrinal and Training Literature Program
AF/AS	Airfield/Airspace
AG	Adjutant General
AGARD	Advisory Group for Aerospace Research and Development
AIMS	Automated Instructional Management Systems
AIT	Advanced Individual Training
ALC	Aviation Learning Center
ALMD	Aircraft Logistics Management Division
AMB	Aircraft Management Branch
AMF	Area Maintenance Facility
AMSAA/BLR	Army Materiel Systems Analysis Activity Ballistic Research Lab
ANCOC	Advanced Noncommissioned Officer Course
AOAC	Aviation Officer Advanced Course
AOBC	Aviation Officer Basic Course
ARNG	Army National Guard
ARRS	Air Rescue and Recovery Squadron
ARTEP	Army Training and Evaluation Programs
AS	Application System
ASARS	Army Safety Announcement Referral System
ASD	Area Scoring Device
ASE	Aviation Survivability Equipment
ASET I	Aircraft Survivability Equipment Trainer, Version I
ASET	Aircraft Survivability Equipment Trainer
ASMIS	Army Safety Management Information System
ASSCS	Automated Self-Service Supply Center System
ASTS	Aviation Standardization Training Seminars
ATAC	Air-to-Air Combat
ATB	Aviation Training Brigade
ATC	Air Traffic Control
ATM	Aircrew Training Management
ATMB	Aircrew Training Management Branch

AUTOROS	Automation Retail Outlet System
AVOBC	Aviation Officer Basic Course
BIG	Blacks in Government
BLTM	Battalion-Level Training Model (BLTM)
BOIP	Basis of Issue Plans
BTT	Branch Training Team
C&S	Concepts and Studies
C2	Command and Control
CA	Commercial Activities
CAAF	Cairns Army Airfield
CAB	Combat Aviation Brigade
CAC	Combined Arms Center
CAO	Command Aviation Officer
CAPR	Capability Request
CI	Command Information
CMS	Combat Mission Simulator
COB	Command Operating Budgets
COEA	Cost and Operational Effectiveness Analysis
COR	Contracting Officer Representative
COSMIC	Computer Software Management and Information Center
CPS	Crime Prevention Surveys
CR	Community Relations
CTEA	Cost and Training Effectiveness Analysis
CTO	Control Tower Operator
CTT	Course Common Soldiers Tasks
CWEPT	Cockpit and Weapons Emergency Procedures Trainer
DA	Department of the Army
DAAP	Department of the Army Audiovisual Programs
DAP	Directorate of Aviation Proponency
DARRs	Department of the Army Regional Representatives
DCAT	Directorate of Combined Arms Training
DCD	Directorate of Combat Developments
DCSPER	Deputy Chief of Staff of Personnel
DDN	Defense Data Network
DEH	Directorate of Engineering and Housing
DENTAC	Dental Activity
DES	Directorate of Evaluation and Standardization
DFR	Dropped From The Rolls
DGFS	Department of Gunnery and Flight Systems
DIC	Defense Intelligence Center
DLMD	Doctrinal Literature Management Division
DOC	Directorate of Contracting
DOET	Department of Enlisted Training
DOIM	Directorate of Information Management
DOL	Directorate of Logistics
DOTD	Directorate of Training and Doctrine
DPCA	Directorate of Personnel and Community Activities
DPTMSEC	Directorate of Plans, Training, Mobilization, and Security
DRCS	Directorate of Reserve Component Support
DRM	Directorate of Resource Management
EDRE	Emergency Deployment Readiness Exercise

EEO	Equal Employment Opportunity
EO	Equal Opportunity
EOC	Emergency Operations Center
FAA	Federal Aviation Administration
FAR	Federal Aviation Regulation
FC	Field Circulars
FEW	Federally Employed Women
FISO	Force Integration Staff Officer
FM	Field Manuals
FSD	Flight Simulator Division
FSI	Flight Safety International
FTX	Field Training Exercise
FWPM	Federal Women's Program Manager
FWS	Flight Weapons Simulator
HHC	Headquarters and Headquarters Company
ICP	Incremental Change Packages
IERW	Initial Entry Rotary Wing
IG	Inspector General
IMA	Information Management Areas
IMA	Individual Mobilization Augmentee
IMMP	Information Management Master Plan
IMO	Information Management Officers
IMP	Information Management Plan
IP	Instructor Pilot
IRAC	Internal Review and Audit Compliance
IRR	Individual Ready Reserve
ITB	Individual Training Branch
JOIN	Joint Optical Information Network
LHX	Light Helicopter Experimental
LNO	Liaison Officer
MACOM	Major Army Command
MANPRINT	Manpower Integration
MARC	Manpower Requirements Criteria
MCA	Military Construction Army
MEPRS	Medical Expense Reporting System
MLSD	Material and Logistics System Division
MOS	Military Occupational Specialties
MPA	Military Police Activity
MPI	Military Police Investigators
MQS	Military Qualification Standards
MTPS	Mission Training Plans
MTT	Mobile Training Team
MTT/NETT	Mobilization Training Teams and New Equipment Training Teams
MWO	Master Warrant Officer
MWOC	Master Warrant Officer Course
NAS	National Airspace System
NATO	North American Treaty Organization
NAVSTAR	Navigational System Tracking and Range
NBC	Nuclear, Biological, and Chemical Branch
NG	National Guard
NOE	Nap-Of-The-Earth

NSTSAD New System Training and Simulator Acquisition  
 Division  
 NTC National Training Center  
 O&O Operational and Organizational  
 OAMT Office of Allied Military Training  
 OPS Office of Personnel Systems  
 ORG/FD Organization/Force Development  
 OSJA Office of the Staff Judge Advocate  
 PAO Public Affairs Office  
 PARR Program Analysis and Resource Review  
 PCC Pre-Command Course  
 PCS Permanently Change Station  
 PDIP Programmed Development Increment Packages  
 PI Public Information  
 PIR Parachute Infantry Regiment  
 PMM Progressive Phase Maintenance  
 PMO Program Management Office  
 POC Point of Contact  
 POD Plans and Operation Division  
 POI Programs of Instruction  
 POM Plans, Operations, and Mobilization  
 PROFS Professional Office Systems  
 QRIP Quick Return on Investment Program  
 RFP Requests For Proposal  
 ROC Required Operational Capability  
 RTMD Resident Training Management Division  
 RX Repairable Exchange  
 SASOHI Standard Army Safety and Occupational Health  
 Inspections  
 SAT Systems Approach to Training  
 SAVs Staff Assistance Visits  
 SDTC Standard Duty Title Code  
 SFDD Staff and Faculty Development Division  
 SFTS Synthetic Flight Training System  
 SGI Small Group Instruction  
 SGS Secretary General Staff  
 SIC Scientific Information Center  
 SJA Staff Judge Advocate  
 SOA Special Operations Aviation  
 SOP Standing Operating Procedures  
 SPIRIT Systematic Productivity Improvement Review in  
 TRADOC  
 SQT Skill Qualification Tests  
 SSD Supply and Services Division  
 SSO Special Security Office  
 STAR System Threat Assessment Reports  
 SWT Scout/Weapon Teams  
 T&E Test and Evaluation  
 TAC Training, Advising, and Counseling  
 TD Training Division  
 TEA Training Effectiveness Analysis  
 TEC Training Extension Course  
 TECOM Test and Evaluation Command

TM	Training Manuals
TOE	Tables of Organization and Equipment
TRADOC	U.S. Army Training and Doctrine Command
TSC	Training Service Center
TSMs	TRADOC Systems Managers
TWOS	Total Warrant Officer Study
UAV-M	Unmanned Aerial Vehicle-Maneuver
USAAMC	U.S. Army Aeromedical Center
USAARL	U.S. Army Aeromedical Research Laboratory
USAAVNB	U.S. Army Aviation Board
USAAVNC	U.S. Army Aviation Center
USAAVNDTA	U.S. Army Aviation Development Test Activity
USACIDC	U.S. Army Criminal Investigation Command
USAISC	U.S. Army Information Systems Command
USAMRDC	U.S. Army Medical Research and Development Command
USAR	U.S. Army Reserve
USASC	U.S. Army Safety Center
UTP	Unit Training Plan
WGD	Weapons and Gunnery Division
WOC	Warrant Officer Candidate
WOEC	Warrant Officer Entry Course
WOSC	Warrant Officer Senior Course



## APPENDIX C

### SOURCES

ATZQ-CG	Command Group
ATZQ-DAP	Directorate of Aviation Proponency
ATZQ-BDE	1st Aviation Brigade (Air Assault)
ATZQ-PA	Directorate of Personnel and Community Activities
ATZQ-CH	Chaplain
ATZQ-OT	U.S. Army Aviation Board
ATZQ-DPT	Directorate of Plans, Training, Mobilization, and Security
ATZQ-C	Directorate of Contracting
ATZQ-R	Directorate of Resource Management
ATZQ-DEH	Directorate of Engineering and Housing
ATZQ-ES	Directorate of Evaluation and Standardization
ATZQ-DRC	Directorate of Reserve Component Support
ATZQ-IRO	Internal Review and Audit Compliance Office
ATZQ-ATC	U.S. Army Air Traffic Control Activity
ATZQ-DOL	Directorate of Logistics
ATZQ-ATB	Aviation Training Brigade
ATZQ-GFS	Department of Gunnery and Flight Systems
ATZQ-NCA-E	Department of Enlisted Training
ATZQ-TD	Directorate of Training and Doctrine
ATZQ-CD	Directorate of Combat Developments
ATZQ-CAT	Department of Combined Arms Tactics
SGRD-UAC	U.S. Army Aeromedical Research Laboratory
PESC	U.S. Army Safety Center
HSXY-C	U.S. Army Aeromedical Center
STEBG	U.S. Army Aviation Development Test Activity
3588FTS	U.S. Air Force 3588th Flying Training Squadron
ASNB-RUC	U.S. Army Information Systems Command
CIRCR	Fort Rucker Resident Agency, 3d Region, USACIDC
ATZQ-IG	Office of the Inspector General
ATZQ-JA	Office of the Staff Judge Advocate
ATZQ-S	Aviation Center Safety Office
ATZQ-PAO	Public Affairs Office
ATZQ-EEO	Equal Employment Opportunity Office