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and
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Fort Rucker, Alabama

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MAJOR GENERAL RONALD E. ADAMS
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COMMANDER'S SUMMARY

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The U.S. Army Aviation Center made significant progress during 1994 in the continuing process of consolidating aviation training and leader development at Fort Rucker. The maintenance manager and maintenance test pilot training programs as well as the combat development and proponency functions of the U.S. Army Aviation Logistics School (USAALS) at Fort Eustis, Virginia, were transferred to Fort Rucker. Also, training development and some other functions came to be performed by Fort Rucker personnel duty-stationed at Fort Eustis. Rather than being redesignated a training activity as previously planned, it was decided in 1994 that the USAALS would continue to operate as a separate school, with close ties to USAAVNC headquarters. The USAAVNC's long-range objective, however, remained for all aviation maintenance training to be relocated to Fort Rucker; the intermediate objective was for this training to be conducted by a separate aviation logistics training brigade, located at Fort Eustis but organizationally comparable to the two training brigades at Fort Rucker.

Several other important organizational changes occurred at the USAAVNC during 1994. The first consisted of the establishment of the new Directorate of Human Resources, resulting from the consolidation of the Directorate of Civilian Personnel, the Office of Military Personnel/Adjutant General, the Army Career and Alumni Program, and the Directorate of Community Activities. Secondly, the Directorate of Public Safety was established, comprising the military police, fire protection, and game law enforcement functions. A third change was the agreement negotiated in 1994 providing for the transfer of responsibility for providing Spanish-language helicopter pilot and maintenance training from the U.S. Army School of the Americas to the USAAVNC.

The USAAVNC continued to view training and leader development as its most important missions. While both training levels and training dollars declined significantly between 1990 and 1994, the Aviation Center remained committed to producing the very best aviators, aviation logisticians, and aviation leaders that could possibly be produced with the funds available. New, more efficient training aircraft, improved training programs, and increased reliance on simulation all contributed to a high level of success. During 1994, the USAAVNC began the transition to the TH-67 Creek as the initial entry training helicopter. The first class to train in the Creek began training in May and graduated in September. The UH-1 was to continue to be used for initial entry training, along with the TH-67, until an adequate number of TH-67s for the entire initial entry training program had been delivered. Transition to the Creek was expected to save the Army an estimated \$27 million annually. The replacement of multi-track by dual-track in the initial entry training program during

1994 was a significant cost-saving step in the transition process. Additional future savings in initial entry training costs were expected to result from a major restructuring of the program in accordance with "Flight School 2000," a conceptual study conducted by the Aviation Training Brigade during 1994.

While no TRADOC battle lab was located at Fort Rucker, aviation participated in all 1994 advanced war fighting experiments and demonstrations. Its participation was particularly noteworthy in the Mounted Battle Space Battle Lab's Desert Hammer VI and in the Dismounted Battle Space Battle Lab's experiments with "Own the Night" technologies. A major reorganizational study known as "New Way" led to tentative plans in 1994 to establish for Army aviation the capability of having a battle lab absent specific funding for it. The plan was to replace the Directorate of Combat Developments and the Directorate of Training Doctrine and Simulation by two new directorates which would be able to provide this capability. Because of planned new Training and Doctrine Command (TRADOC) cuts in combat development, however, these plans were suspended indefinitely during the latter part of the year.

The Aviation Center relied increasingly on simulation for combat development as well as for training and leader development during 1994. The USAAVNC developed a simulation requirements document to support the program objective memorandum submission for fiscal year 1996. The underlying premise was that a developmental simulation capability must exist at the Aviation Center to support the maxim of "simulate before you buy, build, or fight." Upgrades to existing USAAVNC simulation capabilities were critical to capitalize on aviation performance in advanced war fighting experiments sponsored by TRADOC battle labs. The USAAVNC also took steps to ensure the development and procurement of the aviation combined arms tactical trainer and all of its components. The trainer was in the concept exploration and definition phase of the acquisition life cycle system management model during 1994. In order to reduce the cost of using the trainer and increase its effectiveness, a "pre-prototype" trainer was planned for use in the Aviation Test Bed. Fort Rucker's Aviation Test Bed was also a major player in several high profile demonstrations of Distributed Interactive Simulation technology as well as in Synthetic Theater of War-Europe and other exercises.

During 1994, the USAAVNC devoted considerable effort to developing and refining the implementation plan for the Aviation Restructure Initiative, completed during 1993 as a means for Army aviation to continue accomplishing its mission with a reduced budget and downsized force. An updated version of the Army Aviation Modernization Plan was also near completion by the end of 1994. Additionally, combat developers and other personnel at the Aviation Center worked assiduously on the "Aviation Campaign Plan," Army aviation's component of the Army's "Force

XXI." The Army Aviation Campaign Plan used the Aviation Restructure Initiative and the revised Army Aviation Modernization Plan as points of departure to further define the aviation capabilities that would be required to achieve Force XXI goals. Significant progress was made during 1994 in the development of several new or improved avionics and aviation digitization programs; these included the Army Airborne Command and Control System, the Aviation Mission Planning System, the Aviation Tactical Operations Center, the Nap-of-the-Earth Communications System, the Global Positioning System, the Improved Data Modem, and the Have Quick radio. These programs were essential aspects of aviation's preparation for the Army's Force XXI.

The AH-64D Longbow Apache, the RAH-66 Comanche, and other major components of Army aviation's plans to modernize its fleet during the ongoing downsizing process remained on schedule during most of 1994. The Longbow Apache prototype was successfully tested in October, and the initial operational test and evaluation was scheduled for early 1995. A system improvement plan was developed and approved to upgrade the existing AH-64A to AH-64A+, to be used in the interim until the total modernization could be achieved with conversion to Longbow Apache. Assembly of the two prototype Comanche aircraft proceeded ahead of schedule with the roll out of the first one planned for May 1995. On 9 December, however, the Department of Defense (DOD) announced its decision to retain two flyable prototypes but to delay the developmental process and to prolong the demonstration/validation phase of the program. According to the DOD estimate, putting the Comanche program on hold would save \$2.1 billion during fiscal years 1996 through 2001. Although the total impact of the indefinite suspension of the Comanche program on Aviation restructuring and modernization had not been fully analyzed at the end of 1994, it was clear that the ramifications were considerable and far-reaching.

Fort Rucker, September 1995



Ronald E. Adams
Major General, U.S. Army
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FOREWORD

In accordance with guidelines from the Center of Military History and the Command History Office of the U.S. Army Training and Doctrine Command (TRADOC), the 1994 U.S. Army Aviation Center (USAAVNC) annual command history is arranged topically rather than organizationally. Also, it is written from the perspective of the Aviation Center and its commanding general rather than from the perspectives of individual organizations.

The emphasis of this annual history is on the major missions and functions of the USAAVNC, i.e., on training and leader development, doctrine and combat developments, and mission support. These topics constitute three of the four chapters of the history. The main body of the text is followed by six appendices. Two of these appendices deal respectively with USAAVNC organizations and with tenant organizations at Fort Rucker; these two appendices briefly describe changes in mission, function, organizational framework, leadership, and personnel strength of the various organizations and provide some other information peculiar to each organization. A USAAVNC organization chart comprises Appendix III. Other appendices consist of a partial list of source documents collected by the Aviation Branch History Office, a list of acronyms, and an index.

In accordance with guidance from higher headquarters, the use of acronyms in the text is kept to a minimum. Generally, acronyms are used for names of organizations that are used repeatedly, e.g., TRADOC, DCD (Directorate of Combat Developments), etc. Acronyms are also used in footnotes when they constitute part of the citation and for some commonly understood and frequently used names and phrases.

This entire history and all sources cited herein are unclassified. Some classified documents were collected by the Aviation Branch History Office (ABHO) during the year, but they were not used in the preparation of this volume.

The published Annual Command History is only one of several parts of the historical record of the USAAVNC for any given year. Cost and time constraints require that the command history cover only the most important developments of the Army Aviation Center in the fulfillment of its principal missions. The writing of the historical reports of the individual subordinate units and tenant organizations was the responsibility of the historical officers appointed by the respective directors and commanders. The historical reports submitted by each organization, along with primary documents, transcripts of oral interviews, and other materials, were used as references in writing this annual command history. Regardless of whether cited or summarized, materials submitted to the History Office and those collected by the

historians are kept on file in the ABHO. Along with the historical review itself, these documents constitute the complete historical record for any given year.

With a very few exceptions, the documents, staff historical reports, and other sources cited are located in the 1994 document file in the Aviation Branch History Office. The documents submitted by directorates, departments, and other USAAVNC and tenant organizations or obtained by the historians from key Aviation Center offices are arranged according to provenance. Transcripts of and notes on oral interviews are organized alphabetically in the oral history file. Most other source materials acquired by the historians are filed in the 1994 document file according to the chapter to which they pertain. In a few instances, documents located in other files in the ABHO are cited; the names of these other files are indicated in the citation. The final notation in each citation (e.g., "DCD" or "Chapter I file") indicates the file or sub-file in the History Office in which the cited document may be found.

Considerable effort was expended to obtain documentary support for the narrative reports submitted to the ABHO. Several organizations provided adequate documentation, and documents submitted to the History Office or obtained by the historians through other means constitute the major sources for this history. Narrative historical reports submitted by the various organizations were sometimes used with discretion in the absence of other documentation. Since these reports already constituted parts of the historical record, however, repeating or summarizing them was not considered an essential task of the historians.

Several issues discussed in this annual history were ongoing at the end of the year. Other issues may have concluded, or they may have developed somewhat further than described herein. The general guideline followed in dealing with such issues was to describe the developments about which adequate reliable documentation was available. For example, if this historical narrative indicates that some important decision on an issue was to be made in September 1994, and nothing else is said about it, it may be concluded that the historians were unable to obtain documentation regarding what transpired in September and afterwards. Should additional documentation subsequently be made available, further developments relating to these matters will be described in a later annual history.

In the process of writing an annual history, the historian inevitably becomes indebted to many persons for their advice, assistance, and support. I wish to express sincere appreciation to those who supported this endeavor in various ways. I especially thank those who patiently explained technical matters and the unit directors, commanders, and historical officers who cooperated with the historians in the collecting valuable documentary materials to support the writing of this history and to build a document collection on the history of Army aviation. The former USAAVNC

staff historian, Dr. Burton Wright III, provided a great deal of support in collecting and organizing documents, tracking the submission of historical reports, and in compiling the list of appended documents that comprises Appendix IV. Dr. Wright also wrote Chapter IV of the history before leaving Fort Rucker in May 1995. Although the writing style of that chapter differs from that of other chapters, it was, in the interest of striving for efficient allocation of time, left essentially as written.

Fort Rucker, September 1995

John W. Kitchens
Command Historian

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CHAPTER I

INTRODUCTION

A. Historical Background

Although U.S. Army aviation was a product of World War II, it traces its origins back to the use of balloons by the Union and Confederate armies during the American Civil War. The 19th and early 20th century balloon corps, like the Army Air Service of World War I and the Army Air Corps of the 1930s, were forerunners of modern Army Aviation; more precisely, however, these early aeronautical organizations evolved into the Army Air Forces of World War II and then into the U.S. Air Force in 1947. While the Army Aviation Branch of the U.S. Army shares some of the legacies and traditions of the various Army aviation organizations that eventually evolved into the U.S. Air Force, modern Army aviation actually grew out of the Army Ground Forces of the World War II era--quite distinct from the Army Air Corps and Army Air Forces of that period.

Organic Army aviation (organic, that is, to the Army Ground Forces) was established initially within the Field Artillery Branch for aerial artillery fire adjustment. Responsibility for providing aircraft and pilots for aerial fire adjustment had been assigned to the Army Air Corps, but the Air Corps services were deemed by some field artillery officers to be unreliable and unsatisfactory. The Army conducted a series of experiments from 1940 to 1942 using small aircraft organic to the ground forces for artillery fire adjustment. As a result of the success of these experiments, the secretary of war ordered the establishment of organic air observation for field artillery, effective 6 June 1942--hence, the birth of modern Army aviation.

The Department of Air Training was established in June 1942 as a department of the U.S. Army Field Artillery School at Fort Sill, Oklahoma. During World War II and the Korean conflict, Army aviators and mechanics were trained at Fort Sill to adjust artillery fire, to maintain their small, single-engine airplanes, and to provide other types of aerial support to the Army Ground Forces. The training at Fort Sill was generally limited to tactical or advanced training. For the purpose of saving costs by avoiding duplication, the Army Air Corps/Army Air Forces provided primary training for aviators and mechanics of the Army Ground Forces during World War II. Notwithstanding repeated Army attempts to gain responsibility for all training of Army aviation personnel, the Air Force continued providing primary training to Army pilots and mechanics for several years after it became separate from the Army in 1947.

During World War II, organic Army aviation's aircraft inventory consisted mostly of L-4 Piper Cubs (popularly called Grasshoppers), supplemented by some other older aircraft of comparable size during the early part of the war and by a few

L-5 Sentinels during the latter part of the war. In addition to artillery fire adjustment, the missions of organic Army aviation during World War II included reconnaissance, command and control, courier services, aerial terrain studies, photography, rescue, and other functions.

Organic Army aviation obtained its first helicopters, thirteen two-place Bell H-13 Sioux, in 1947. These, along with the equally famous L-19 Bird Dog fixed wing aircraft, were the mainstay of Army aviation during the Korean conflict. Because of the terrain of the Korean peninsula, Army aircraft (especially helicopters) were in great demand and played constantly expanding roles. The Army's fixed-wing aircraft inventory doubled during the war to over 2,100 (mostly Bird Dogs), and the inventory of helicopters increased by fourteen times to over 800. The missions of Army aviation were similar to those of World War II, but with increased emphasis on medical evacuation and aerial resupply.

On 16 January 1953, as a result of the rapidly growing demand for trained aviators and aviation mechanics during the Korean conflict, the Department of Air Training at Fort Sill was reorganized as the United States Army Aviation School. The continued growth of Army aviation contributed to overcrowding at the Oklahoma post, which resulted in the Army's decision to move the aviation school to Camp Rucker, Alabama. The move occurred during the latter part of 1954. The following year, the Army Aviation Center was established at Rucker, and the post gained permanent status by becoming Fort Rucker.

The U.S. Army Transportation Corps became involved with Army Aviation in 1951, when it initiated a program for training warrant officer candidates as helicopter pilots for combat duty in Korea. Both the scarcity of cargo helicopters and rivalry between the Army and Air Force over aerial transport and supply missions delayed this program; shortly before the termination of hostilities in 1953, however, two Army aviation transportation companies, equipped with Sikorsky H-19 Chickasaws, arrived in Korea.

In 1952 and 1953, the Transportation Corps assumed responsibility from the Ordnance Corps for logistical support of Army aviation. In June 1954, the Transportation Corps and School began field maintenance training of aviation mechanics at Fort Eustis, Virginia. Under Transportation Corps auspices, several important new cargo helicopters entered the Army inventory during the mid 1950s, and dozens of transportation helicopter companies were organized; these aircraft included the CH-21 Shawnee, the CH-34 Choctaw, and the CH-37 Mojave.

After extended negotiations between the Army and Air Force, the Department of Defense (DOD) transferred to the Army responsibility for all training of its own

mechanics in 1955 and of its aviators in 1956. Although the maintenance training formerly conducted at Fort Sill was transferred to Fort Rucker in 1954, the Transportation Corps and Fort Eustis were given responsibility for the primary training of mechanics that the Army assumed from the Air Force as well as for most other advanced maintenance training as new Army aircraft were acquired.

When the Army assumed responsibility for the primary training of its own aviators in 1956, Fort Rucker did not have enough air fields for all Army aviation training. Therefore, Gary and Wolters Air Force bases in Texas, where the Air Force had been conducting this training, were transferred to the Army. Army Aviation continued primary fixed wing training at Camp Gary until 1959 and primary rotary wing training at Fort Wolters until 1973, at which time virtually all flight training was consolidated at Fort Rucker.

In 1956, the Army Aviation Center began assembling and testing weapons on helicopters. These tests, conducted while the Air Force still theoretically had exclusive responsibility for aerial fire support, led to the development of armament systems for Army helicopters. The first armed helicopter company was activated in Okinawa in 1962. It was deployed to Thailand and then to Vietnam, where it flew escort for CH-21 Shawnee transport helicopters. The Department of Defense did not abolish mission restrictions on the Army's rotary wing aircraft until 1966. Therefore, the Army's use of armed helicopters was not technically authorized until that time.

The "Howze Board" or "Tactical Mobility Requirements Board" was established in 1962 to develop and test the concept of air-mobility. After test exercises, war games, and concentrated study and analysis, the Howze Board recommended that the Army commit itself to organic air-mobility--later known as air assault. The Howze Board recommended the extensive use of helicopters to transport infantry troops, artillery, and supplies, as well as to provide local aerial fire support. These recommendations were tested by the 1st Air Assault Division (Test) from 1963 to 1965. In 1965 the 1st Cavalry Division (Airmobile) was organized and sent to Vietnam, where it repeatedly demonstrated the validity of the airmobile concept in actual combat.

Both Army aviation and the helicopter came of age during the conflict in southeast Asia. From the arrival in Vietnam of the first Army helicopter units in December 1961 until the completion of the disengagement and Vietnamization processes in 1973, it was America's "Helicopter War."

The most widely used helicopter, the UH-1 Iroquois or Huey, began to arrive in Vietnam in significant numbers in 1964; before the end of the conflict, over 5,000 of these versatile aircraft had been introduced into southeast Asia. They were used for

medical evacuation, command and control, and air assault; to transport personnel and materiel; and as gun ships. The AH-1 Cobra arrived in 1967 to partially replace the Huey in its gun ship capacity. Other important helicopters in Vietnam included the CH-47 Chinook, the OH-6 Cayuse, the OH-58 Kiowa, and the CH-54 Tarhe. In the fixed-wing category, the L-19 Bird Dog was extensively used during the early part of the war. New fixed-wing aircraft used in Vietnam included the CV-2 Caribou, the CV-7 Buffalo, the OV-1 Mohawk, and the U-21 Ute. In the compromise settlement with the Air Force, by which all restrictions on the Army's use of helicopters were removed, the fixed-wing transport aircraft, Caribou and Buffalo, were transferred to the Air Force in 1966.

Although the concept of air-mobility had been developed with a mid-intensity European conflict in mind, Army aviation and the helicopter had proven themselves during the low intensity conflict in southeast Asia. Afterwards, the Army turned its major attention back to the threat of a mid or high intensity conflict in Europe, and doubts reemerged about the value of helicopters in that sort of arena.

Some military leaders believed that the helicopter could not survive and perform an essential role in a heavy combat environment. In order to gain general acceptance and ensure further success, Army aviation continued to develop new doctrine, tactics, aircraft, equipment, and organizational structure. New or radically modified aircraft adopted during the late 1970s and early 1980s consisted of the AH-64 Apache, the UH-60 Black Hawk, the upgraded CH-47D, and the OH-58D version of the Kiowa.

Throughout the mid and late 1970s there was increasing need for the creation of a separate Army aviation branch. Although there was considerable Army-wide sentiment in favor of a separate branch, there was also continuing and deep seated opposition from aviators and non-aviators alike. The opposition to a separate aviation branch resulted in part from Army attitudes regarding the Army Air Corps and the U.S. Air Force. In Army circles, both were believed to have been unreliable in performing their mission of supporting the ground forces--even after having been given resources to do so.¹

Since Army aviation had demonstrated its commitment to support the ground battle in Vietnam, however, opposition to a separate aviation branch began to wane. Also, Army aviation continued to grow in size and technological sophistication. This growth caused increasingly complex problems in training, procurement, doctrine development, proponent responsibility, and personnel management. Many non-

¹This brief summary of the history of Army aviation is extracted from the draft of a history of Army aviation being prepared for publication by the command historian. Parts of the history were published in series of articles in Army Aviation and U.S. Army Aviation Digest.

aviators as well as aviators became convinced that these problems could be solved more effectively by the creation of an aviation branch.

The Department of the Army (DA) and the Army Training and Doctrine Command (TRADOC) conducted extensive studies of the separate-branch question during the early 1980s. By 1983, there was a near consensus among Army leaders, and the Aviation Branch came into being by an order of Secretary of the Army John O. Marsh, Jr., with an effective date of 12 April 1983.²

Following the creation of the Aviation Branch, there was a move toward the gradual consolidation of all aviation-related activities and training under the auspices of the USAAVNC and the branch chief. In 1984, for example, aviation officer courses and an enlisted aeroscout observer course were implemented at Fort Rucker. In 1986 the U.S. Army Air Traffic Control Activity was transferred from the U.S. Army Information Systems Command at Fort Huachuca, AZ, to the USAAVNC at Fort Rucker.³ The Noncommissioned Officer Academy (NCOA) was established at the USAAVNC in 1987.

Another very significant step in the process of the consolidation of Army Aviation was the incorporation into the USAAVNC of the U.S. Army Aviation Logistics School (USAALS) at Fort Eustis, Virginia, in 1988. Since maintenance training was provided at both Fort Rucker and Fort Eustis, several studies had been conducted over a period of more than twenty years to determine the advantages of consolidation at one place or the other, but conflicting interests and anticipated costs of expanding the facilities at either location prevented any change.⁴

Shortly after the creation of the Aviation Branch in 1983, the USAALS was established at Fort Eustis, effective 1 October of that year. The USAALS was made the proponent for all aviation logistics training, but it was placed under the auspices of the commandant of the U.S. Army Transportation and Aviation Logistics School. The division of responsibilities for aviation-related functions was inconsistent with the new branch charter, and recommendations and plans were made for the gradual consolidation of the aviation mission area--including logistical support. The rationale for the USAAVNC's becoming the proponent for all aviation matters involved cost

²See, e.g., TRADOC Review of Army Aviation (4 vols Fort Monroe, VA: Headquarters TRADOC, Sep 82) I, 1-10; General Orders no. 6, Secretary of the Army John O Marsh Jr and Gen John A Wickham Jr, 15 Feb 84, sub: Army Aviation Branch, Aviation Branch History Office (ABHO) general reference file.

³Ltr DAMO-ZA, Lt Gen Carl E Vuono to distr, 20 Mar 86, sub: air traffic control transfer plan (also encls), USAAVNC History Office, 1986 document file, USAATCA.

⁴Emma-Jo L Davis, History of the United States Army Transportation School, 1942-1962, Fort Eustis: U.S. Army Transportation School, 1967, p. 292, passim; Richard P Weinert, Jr, A History of Army Aviation--1950-1962 (Fort Monroe, VA: TRADOC, 1991), pp. 257-63, passim.

effectiveness, standardization, training effectiveness, logical and consistent development of doctrine, and organizational responsiveness to defense needs.⁵ Most of the planned consolidation of the aviation mission area was completed before 1988, but notwithstanding repeated branch efforts to realign the USAALS under the USAAVNC in accordance with the terms of the Aviation Branch charter, the logistics school remained separate for almost five years after the creation of the branch.

In December of 1987, however, the vice chief of staff of the Army directed a special study group "to conduct a comprehensive study and evaluate the manning, management, and support of aviation logistics,...to provide recommended corrective action(s), and develop an implementation plan."⁶ The commander of TRADOC subsequently approved the recommendations of the special study group to transfer command and control of USAALS to the commander of the USAAVNC.⁷ A memorandum of agreement was prepared jointly by the USAAVNC and the U.S. Army Transportation Center and Fort Eustis and signed by their respective commanders in September 1988. The USAAVNC assumed command and control as well as resource management responsibilities for USAALS as of 1 October 1988.⁸

The Army Aviation Modernization Plan was given final approval by the DA in 1988, and implementation of the plan began. The modernization plan called for a gradual reduction in the number of Army aircraft as older models were replaced by modern ones. Aircraft adopted or planned and developed during the late 1980s and early 1990s included the OH-58D Kiowa Warrior (scout/reconnaissance), the RAH-66 Comanche (reconnaissance/attack), and the TH-67A Creek (primary trainer).

The aviation forward support battalion concept was developed in 1989 and tested successfully in 1990. In 1990 and 1991, the USAAVNC devoted considerable effort to defining and quantifying the roles of Army aviation on the nonlinear

⁵Ltr ATCG, Gen William R Richardson to distr, 11 Jul 83, sub: establishment of aviation proponency, Tab C of "Implementation Plan: Transfer of the U.S. Army Aviation Logistics School, Fort Eustis, Virginia, to the Command and Control of the Commander, U.S. Army Aviation Center," 7 Sep 88 [hereinafter referred to as "Implementation Plan--Logistics,"], 1988 document file, USAALS; "Army Aviation Logistics at Fort Eustis," DA, USAALS: Ft Eustis VA, Sep 89.

⁶Memo, Gen Arthur E Brown Jr for distr, sub: aviation logistics study--study directive, Tab D of Implementation Plan--Logistics, 1988 document file, USAALS.

⁷Msg, General Thurman to distr, 17 Jun 88, sub: command and control of the Aviation Logistics School, Implementation Plan--Logistics, 1988 document file, USAALS.

⁸Memo of agreement, Maj Gen Ellis D Parker, cdr USAAVNC, and Maj Gen Samuel N Wakefield, cdr USATCFE, 20 Sep 88 and 23 Sep 88, sub: operating procedures U.S. Army Aviation Logistics School, Implementation Plan--Logistics; Permanent orders, USATCFE, to distr, 14 Sep 88, sub: U.S. Army Aviation Logistics School, Implementation Plan--Logistics.

battlefield of Air Land Battle-Future and in planning the roles of Army aviation in contingency operations and the various missions of unconventional warfare.

In 1990 and 1991, the Army Aviation Branch and the USAAVNC played significant roles in Operation Just Cause and then in Operations Desert Shield and Desert Storm. Fort Rucker served as a mobilization post during the crisis in the Middle East, and Fort Rucker personnel also conducted the mobilization of reserve component troops at Camp Shelby, Mississippi.

During 1991 and 1992, considerable attention was given to total force integration as it related to Army aviation. In 1991, deputy assistant commandant positions for both U.S. Army Reserve (USAR) and Army Reserve National Guard (ARNG) were created at Fort Rucker to assist the branch chief in this effort. The principal reason for the creation of these positions was to support total force integration by giving greater visibility and emphasis to the reserve components, by integrating reserve component training into the combined arms training program, and by improving readiness levels of reserve component aviators and aviation soldiers. Other branches followed the lead of aviation in creating and filling these positions.

In 1992, the Aviation Branch and the USAAVNC became involved to varying degrees in all six of the TRADOC-sponsored battle laboratories as well as in the Louisiana Maneuvers initiative. According to the 1992 version of the Army Aviation Modernization Plan, the Army aircraft inventory of 7,793 aircraft in 1992 would be reduced to 6,150 in 1999.

The rapid growth of simulation training at the Aviation Center during the early 1990s necessitated successive organizational changes to effectively support this training while simultaneously reducing administrative costs. A plan was developed in 1991 to transfer all simulation operations and flight academic training to the Aviation Training Brigade (ATB), thereby consolidating actual and simulated flight training, along with simulation academics, under one organization. This transfer was implemented in 1992 as part of a general USAAVNC reorganization.

Another aspect of the 1992 organizational changes designed to accommodate the rapid growth of simulation training was the abolition of the Department of Tactics and Simulation (DOTS) and the establishment on 1 March of the new Directorate of Simulation (DOS). The former department's responsibility for flight academic training and simulator operations was transferred to ATB, and its responsibility for professional development training and aviation doctrine preparation and publication was transferred to the Directorate of Training and Doctrine (DOTD). The new DOS was established on 1 March by removing the Simulator Development, Management, and Research Division and the Worldwide Software Division from the DOTD and then by expanding

these and other simulation-related functions. The DOS became the Aviation Branch chief's central point of contact and user representative for the development, fielding, sustainment, and software configuration management of aviation training aids, devices, simulators and simulations, and aircraft survivability training issues. The DOS was to represent the Aviation Branch chief and worldwide users in all actions concerning these devices and all training for their use. The Warfighting Simulation Division of DOS was created provisionally in September 1992 to increase the priority for aviation assets in warfighting simulations across the joint services. The division managed the contract operations of the Aviation Test Bed and used the test bed as a vehicle to exploit simulation technology to support collective training, training development, doctrinal development, and materiel development through a variety of programs and tests. The Warfighting Simulation Division was also the focal point for infusing battle lab efforts into simulation to support demonstrations in which aviation was a key player.

With the loss of its simulation-related responsibilities and its Warrant Officer Division to the Warrant Officer Career Center (WOCC), the remaining major missions of DOTD consisted of training development, development of aviation doctrine, and management of the technical library, learning center, and staff and faculty training.⁹ In November 1993, most training development functions were transferred to the 1st Aviation Brigade and ATB. The 1st Brigade assumed responsibility for the analysis of all enlisted training and officer professional development products.¹⁰ The ATB assumed training development responsibilities for flight training literature, training support, and night vision devices.¹¹ The downsized DOTD continued functioning as a separate directorate until 14 December 1993, at which time the DOTD and the DOS were merged to form the new Directorate of Training, Doctrine, and Simulation (DOTDS). Most of the actual moves and transfers involved in this merger were delayed until the beginning of 1994.¹²

Beginning in 1992 and continuing through 1993, studies were conducted relating to the consolidation of the Fort Rucker Directorate of Civilian Personnel with other Army civilian personnel offices in the southeastern United States. One phase of the study was headed by the USAAVNC commander, Maj. Gen. John D. Robinson.

⁹"United States Army Aviation Center Annual Command History, 1 January 1993- 31 December 1993" (hereinafter cited as "USAAVNC Annual Command History, 1993"), pp. 7-8, passim.

¹⁰Memo ATZQ-RFM (570-4g), Lt Col Stephen D Milburn for distr, 12 Oct 93, sub: memorandum of instruction for implementation of DOTD reorganization, DRM, 1993; Historical report 1st Brigade, CY 93; Transcription of oral interview by author with Brig Gen John M Riggs, 23 May 94, oral history file.

¹¹Historical report, ATB, CY 93; Provisional TDA (0294 from DOTD), 3 Sep 94, ATB, 1993.

¹²E-mail note, Garrett to cdrs/dirs, 14 Dec 93, sub: formation of DOTDS, Chapter I file, 1993; Historical report, DOTD, CY 93.

This study recognized no savings in consolidation with one or two other posts, but recommended that other options be explored. It also recommended that the Peninsula Civilian Personnel Support Activity, which had consolidated the civilian personnel functions of several posts in Virginia, be used as a model. The study phase headed by General Robinson also strongly emphasized that no consolidation be attempted until the complete automation requisite for the program was in place.¹³

By the end of 1993, a plan had been developed calling for the consolidation of the civilian personnel offices of four TRADOC installations, two Forces Command (FORSCOM) installations and one Army Materiel Command (AMC) installation. These consisted of Forts Benning, Gordon McPherson, and Stewart in Georgia, Forts McClellan and Rucker and the Anniston Army Depot in Alabama, and Fort Jackson in South Carolina. Phases II and III of the plan proposed the incorporation of other Army installations in the southeastern region. The plan, as developed by the end of 1993, called for retaining some functions (including labor and management-employee relations specialists and civilian personnel generalists for other areas) on site at each installation; other functions would be centralized at a single location with on-line access through automation. The Peninsula Civilian Personnel Support Activity was used as a model in developing this plan. Savings were estimated to be between 10 and 15 percent upon implementation of phase I of the plan.¹⁴

During the early part of 1993, planning proceeded for the consolidation of Navy, Marine Corps, and Coast Guard primary helicopter training at Fort Rucker along with Army and Air Force training. It was expected that up to 550 aviators of other services would be training at Fort Rucker, possibly before the end of fiscal year 1994. A joint conference was held at Whiting Field, Florida, on 28 April to study the consolidated flight school curriculum.¹⁵ Little progress toward consolidation was made during 1993, however, because the Department of the Navy continued to oppose it, and there was also political opposition. The USAAVNC deputy commanding general expected, however, that consolidation would occur and that progress toward that end would resume during fiscal year 1995.¹⁶

A decision was made during 1993 to further consolidate aviation testing within the U.S. Army Test and Evaluation Command. In order to accomplish the downsizing

¹³Memo ATZQ-DCP, John D Robinson for cdr TRADOC, 12 Apr 93, sub: implementation of BASOPS partnership/regionalization initiative, also encl, CG file.

¹⁴E-mail note, Lynden H Rosenberry to cdrs/dirs, 4 Jan 93, sub: SAGE visit CPO consolidation; Briefing slides on CPO regionalization, Ft Rucker, 4 Feb 94, Historian's notes on briefing of 4 Feb 94. All documents transferred to 1994 Chapter I file.

¹⁵Army Flier, 30 Apr 93.

¹⁶Transcript of oral interview by author with Brig Gen John M Riggs, 23 May 94, oral history file.

goals set forth by DOD for the out-years, it was decided that effective with the beginning of fiscal year 1997, the U.S. Army Aviation Technical Test Center (ATTC), located at Fort Rucker, and the Airworthiness Qualification Test Directorate of the ATTC, located at Edwards Air Force Base, California, would reorganize and consolidate as the Aviation Materiel Test Directorate at Yuma, Arizona. By the end of 1993, however, it appeared that necessary military construction funding would not be available until 1997, which would postpone the planned physical consolidation at least until 1998.¹⁷

The DOD continued base realignment and closure planning during 1993. Although TRADOC was very much involved in the development of a 1993 implementation plan for realignment and closure, the USAAVNC and Fort Rucker were only marginally affected.¹⁸

In October of 1993, the USAAVNC directors of Public Works, Resource Management, and Civilian Personnel were appointed as an ad hoc committee to develop a base operations (BASOPS) organization that would allow Fort Rucker to operate at maximum efficiency, with the increasingly scarce resources, while continuing to provide quality training. The members of the committee were directed to design and present three alternative organizational plans for the commanding general's consideration no later than 3 December 1993. They were encouraged to be innovative and imaginative and not to be constrained by the way the post was currently organized.¹⁹ The decision on Fort Rucker BASOPS reorganization was pending at the end of 1993.

After the USAAVNC established command and control over the USAALS in 1988, the Aviation Center began planning the relocation of aviation logistics training from Fort Eustis to Fort Rucker. Although the cost of constructing facilities at Fort Rucker and political opposition in Virginia to the move prevented the relocation from taking place, the USAAVNC continued trying to achieve a more effective and efficient training program for Army aviation by gradually unifying the programs at the two posts and by planning for the eventual relocation to Fort Rucker.

Significant progress was made during 1993 on the relocation of one aspect of aviation logistics training from Fort Eustis to Fort Rucker. In response to a USAAVNC initiative, HQDA had approved the concept of relocating maintenance manager and maintenance test pilot training, along with related evaluation and

¹⁷Historical Report, ATTC, CY 93.

¹⁸See, e.g., Memo ATCS-OR (5-10c), Maj Gen John P Herrling for distr, 30 Mar 93, Chapter I file.

¹⁹Memo ATZQ-GC, Thomas W Garrett for distr, 27 Oct 93, sub: BASOPS reorganization, CG file.

standardization functions, from Fort Eustis to Fort Rucker in 1991. The DA further provided funding for one-time costs for the move in the fiscal year 1994 budget. During 1993, the USAAVNC developed planning documents to implement the realignment. The relocation of this training would consist of transferring seventy-eight manpower requirements and sixty-four authorizations, along with related equipment, to Fort Rucker. The training was to be relocated in phases beginning in April and ending in July 1994.²⁰

The process of gradually consolidating aviation training at Fort Rucker was interrupted early in 1993, when the commander of CASCOM directed the development of a plan for the consolidation at Fort Lee, Virginia, of combat developments, training developments, evaluation and standardization, and proponency functions and personnel of all subordinate combat service support schools, including the USAALS. The CASCOM plan would have reconfigured the remaining elements of USAALS into a directorate of instruction, subordinate to a single Fort Eustis training brigade commander.²¹ The USAAVNC strongly opposed the CASCOM consolidation plan as destructive of Aviation Branch unity and operational effectiveness. The USAAVNC objected to the CASCOM plan because it would reverse the 1988 decision giving the USAAVNC commander command and control over aviation logistics training and adversely affect aviation training, standardization, and operations by depriving the branch chief of control over aspects of aviation training, training assets, doctrine, and force structure.²²

The USAAVNC countered the CASCOM plan with a plan that would maintain and enhance Aviation Branch unity as well as the branch chief's command and control of aviation logistics. Specifically, the USAAVNC proposed that portions of the aviation logistics evaluation and standardization, combat developments, and proponency functions be merged with their counterpart functions at Fort Rucker, resulting in significant manpower savings. Aviation logistics training development functions would remain at Fort Eustis or be divided between Fort Eustis and Fort Rucker. In lieu of the single training brigade at Eustis, there would be both a transportation training brigade and an aviation maintenance training brigade. The

²⁰Historical report, DRM, CY 93; 1st end ATZQ-RFM (570-4g), (ATZQ-DPT-P/undated), sub: administrative/logistics plan for the MM/MTP realignment, DRM 1993; "Army Aviation Warfighting Center Newsletter," May 93; Memo ATRM-M (5-4), Maj Gen Henry H Hagwood Jr for distr, 1 Apr 93, sub: Aviation Center initiative to realign training, DPTMSEC 1993; Memo ATTG-IA (350-1c), Maj Gen John P Herrling for distr, 2 Feb 94, sub: relocation of Maintenance Manager/Maintenance Test Pilot Course, DPTMSEC 1993.

²¹Memo ATCL-RAP, Col Michael E Velten for distr, 13 Sep 93, sub: CASCOM reorganization AR 5-10 documentation, also encl, DRM 1993; Historical report, DRM, CY 93.

²²Briefing slides, "USAAVNC/USAALS Realignment Plan," 15 Apr 93, DRM 1993.

commander of the aviation maintenance brigade would be directly subordinate to the USAAVNC commander.²³

According to the compromise arrangement approved by the TRADOC commander, essentially all aviation logistics evaluation and standardization, combat developments, proponency, and training developments functions would remain subordinate to the USAAVNC commander. Furthermore, when the CASCOM reorganization was implemented, the USAALS would be replaced by the new U.S. Army Aviation Maintenance Training Activity (USAAMTA), also subordinate to the USAAVNC commander. On the other hand, in accordance with the wishes of CASCOM and the U.S. Army Transportation Center and Fort Eustis (USATCFE), there would be only one training brigade at Fort Eustis, the 8th Transportation Brigade, which would provide command and control for the staff and faculty of the USAAMTA, as well as for Transportation Corps staff and faculty and garrison operations.²⁴ For more details on the CASCOM realignment and the 1993 agreements between the USAAVNC, CASCOM, and the USATCFE, see the "USAAVNC Annual Command History" for 1993.

In 1993, coincident with the successful effort by the USAAVNC to maintain effective control over aviation logistics training following the promulgation of the initial CASCOM Reorganization Plan, the USAAVNC updated the 1989 plan for relocating all aviation logistics training to Fort Rucker. The study identified updated workloads, facility requirements, and operating concepts. It concluded that the relocation of aviation logistics training and total consolidation into the USAAVNC could be accomplished with one time costs of \$72.5 million. Of this total, \$60 million would be for construction of training facilities at Fort Rucker. The remaining \$12.5 million would be offset by reduced operating costs of approximately \$1.9 million per year resulting from consolidation.²⁵

B. Mission

The missions of the USAAVNC in 1994 were in the areas of doctrine, organization, materiel, training, leader development, soldiers/quality of life, and safety/risk management. In the area of doctrine, the USAAVNC was to develop, refine, and disseminate aviation doctrine to optimize aviation's contribution to the

²³Briefing slides, "USAAVNC/USAALS Realignment Plan," 15 Apr 93, DRM 1993.

²⁴Memorandum of agreement between USAAVNC and CASCOM, Maj Gen John D Robinson and Lt Gen Samuel N Wakefield, 22 Oct and 9 Nov 93, DRM 1993, also USAALS 1993.

²⁵Memo ATZQ-RFM (570-4g), Lt Col Stephen D Milburn for deputy commanding general, 23 Sep 93, sub: update of USAALS relocation plan, also encl, DRM, CY 93; Historical report, DRM.

combined, joint, and combined arms fight across the operational continuum. It was also to develop tactics, techniques, and procedures from individual to corps level and to develop future warfighting concepts that would integrate aviation across the battlefield operating systems.

The Aviation Center's mission in the area of organization was to determine force structure requirements that optimized the best mix of active and reserve component forces to arrive at the most lethal, deployable, and affordable unit structure. The USAAVNC also developed aviation organizational designs that met the commander in chief's wartime requirements using a building block concept which standardized unit design and support requirements. The Aviation Center also developed documents that allowed for a logical, incremental introduction of new systems into existing unit designs.

In the area of materiel, the USAAVNC focused cost-effective materiel development and technical advancements on optimizing deployability, versatility, and lethality. It also developed and documented materiel requirements to meet battlefield deficiencies, and it developed effective simulators based on battlefield task analysis.

The Aviation Center's training mission focused on combined arms and joint warfighting. It developed training support programs, facilities, and equipment that enabled tough, realistic individual, crew, and collective training programs. It also evaluated and established priorities for simulation strategies based on battlefield task analysis and provided tactically, technically competent officers and soldiers to combat, combat support, and combat service support units. The USAAVNC also administered the Army aviation flight standardization program, defined specific areas of emphasis, evaluated training effectiveness on a global scope, and evaluated training standardization for all Army aviation units.

The USAAVNC developed and executed leader development programs that recognized leadership as a primary dynamic of combat power. It fostered leaders who were able to shape fighting power within units and counseled leaders to understand that only excellence in the art and science of war--coupled with loyalty, cohesion, and fighting spirit of soldiers--would enable units to generate and apply combat power. It also sought to instill the foundations of professional ethics in each leader and soldier.

The Aviation Center provided the command climate and necessary garrison services to provide soldiers, civilians, and families with a safe, healthy environment in which to live and work. Through care and concern, it sought to strengthen the commitment of soldiers and their families to a career of service to the nation. It was prepared to provide critical life support and disaster relief services to the community in the event of emergency and to act as a primary wartime mobilization site.

Finally, the USAAVNC developed risk assessment protocols that would identify areas of risk, both in training and under battlefield conditions. It refined and exported safety programs to make leaders, soldiers, and units sensitive to areas of risk. It attempted to make risk assessment part of the thought process of every aviation officer and soldier.²⁶

The mission of the USAALS was to develop, conduct, and provide worldwide resident and nonresident aviation maintenance, logistics, and leadership training in support of the total force and foreign nations for the sustainment of joint and combined aviation operations.²⁷

C. Command and Control

Overall command and control of the USAAVNC, including the USAALS, was vested in the commanding general. Maj. Gen. John D. Robinson continued in command of the Aviation Center during 1994 from 1 January until 28 July. Maj. Gen. Ronald E. Adams assumed command on that date and commanded the USAAVNC the remainder of the year.²⁸

The commanding general was responsible for the implementation of policies and directives of the DA and TRADOC. He was also the principal adviser to and representative of the commanding general of TRADOC for equipment, doctrine, training, tactics, and techniques of aviation and aviation logistics. Through the assistant commandants of USAAVNC and of USAALS, the commanding general established, maintained, and supervised the agencies and departments established for the efficient execution of assigned missions. The commanding general also served as chief of the Army Aviation Branch.

Maj. Gen. Adams's "watchwords," intended to guide the USAAVNC and the Aviation Branch during his period of leadership were safety, standards, dignity, respect, training, and future. General Adams explained them as follows:

We must set, enforce, and maintain the highest standards and accept nothing less. Protect those resources in our care, especially soldiers,

²⁶USAAVNC Regulation 10-1, "Organization and Functions Manual," pp 9-11, passim; Memo ATZQ-APG, Col Patrick J Bodelson for distr, 21 Feb 92, sub: USAAVNC mission essential task list, also encl, 1992 documents file, DOS, TADD # 98.

²⁷"CASCOM/USAALS Realignment Implementation Plan," Oct 94, Annex J, DRM; Historical report, USAALS, CY 94.

²⁸Memo ATZQ-CG, Maj Gen Ronald E Adams for distr, 28 Jul 94, sub: assumption of command, Chapter I file; Army Flier, 29 Jul 94.

for their safety is key to future successes. General George S. Patton once said, "Soldiers, not their machines, will carry the victory." This statement is true today and will be true tomorrow on the high-tech battlefield, for it is the human element which remains essential to decisive victory. We must treat everyone with dignity, for leadership is founded by respect. We must establish and conduct realistic, battle-focused training and extract every cent out of the training dollar. Throughout this period of change and declining resources, it is paramount that we keep our aim clearly on the future. Our branch will continue to build on our many past successes, but we will also keep the future square in our sights and actively seek new opportunities to remain at the leading edge, the vanguard of change, and always "Above the Best."²⁹

The deputy commanding general of the USAAVNC from January through June was Brig. Gen. John M. Riggs. Brig. Gen. Daniel J. Petrosky assumed duties as deputy commanding general effective 30 June 1994.³⁰

The deputy commanding general served as principal assistant to the commanding general, assisted him as directed, and assumed command in his absence. Although the schoolhouse was under the daily supervision of the deputy assistant commandant, the deputy commanding general had overall responsibilities for training and training development; he also played major roles in directing combat developments, evaluation and standardization, and air traffic control. He frequently represented the branch chief in providing guidance to and maintaining close relationship with aviation brigades and battalions throughout the Army and in directing the execution of various special missions and projects in support of the branch and of aviation training.³¹

Col.(P) Thomas W. Garrett continued serving as chief of staff from 1 to 3 January, when he was succeeded by Col. Warren C. Edwards. Colonel Edwards was chief of staff for the remainder of the year.

The chief of staff served as principal assistant to the commanding general and assistant commandant in the command and management of the USAAVNC and Fort Rucker, advising and acting for them as directed. He supervised and directed the staff

²⁹"Army Aviation Warfighting Bulletin," Sept 94, p. 1. See also, Army Flier, 19 Aug 94.

³⁰E-mail notes, Brig Gen John M Riggs to cdrs/dirs, 29 Jun 94, sub: farewell, and Capt Grant A Webb to cdrs/dirs, 30 Jun 94, Chapter I file; Army Flier, 10 Jul 94.

³¹Transcripts of oral interviews, John W Kitchens with Brig Gen (P) Robert A Goodbary, 6 and 21 May 93, and with Brig Gen (P) John M Riggs, 23 May 94, oral history file.

to ensure coordinated action in accomplishing the assigned missions of the Aviation Branch and of the USAAVNC. The chief of staff exercised primary authority, under the commanding general, over center support activities at the USAAVNC. These included resource management; plans, mobilization, and security; internal review; public affairs; legal affairs; aviation proponentcy; liaison; and safety.

Col. Larry Turnage served as garrison commander for the entire year. Sgt. Maj. Richard D. Wessel was garrison sergeant major during January and early February, and Cmd. Sgt. Maj. Robert L. Dukeman served in that capacity for the remainder of the year. The garrison commander was the principal assistant to the commanding general in the command and management of garrison activities of the USAAVNC. The garrison commander had primary responsibility in the areas of human resources, logistics, public works, public safety, information management, and contracting. He also chaired boards and committees relating to various personnel and garrison activities.³²

Cmd. Sgt. Maj. Fredy Finch, Jr., served as USAAVNC command sergeant major the entire year. The principal function of the command sergeant major was to serve as the primary adviser to the commanding general on all matters pertaining to the enlisted soldiers of the USAAVNC and of the Aviation Branch. He monitored and influenced assignments of senior noncommissioned officers and all aspects of aviation-related enlisted training and made recommendations to the commander regarding these matters. The command sergeant major was also the principal adviser to the commander on all matters relating to discipline, esprit de corps, and proficiency of the enlisted members of the command and of the branch.³³

The deputy assistant commandant-USAR during 1994 was Col. William E. Miller, Jr. The deputy assistant commandant-ARNG was Col. Gregory D. Parrish. The deputy assistant commandants for USAR and ARNG served as the principal assistants to the USAAVNC assistant commandant on total force integration efforts relating to the USAR and the ARNG. Directly and through subordinates in key directorates and other USAAVNC organizations, they participated in the formulation, coordination, and administration of policies, plans, and programs affecting the reserve components. They also provided assistance to reserve component students attending courses of instruction at the USAAVNC and assisted in the resolution of various

³²1st end ATZQ-GSC (ATZQ-MH/20 Dec 94) 18 Jan 95, sub: staff historical reports..., Chapter I file.

³³In addition to the sources already cited, the following sources were used in compiling the section on command and control: USAAVNC Regulation 10-1, "Organization and Function Manual," pp. 01.01-01.07, passim; 1993 draft revision of USAAVNC Regulation 10-1, passim; 1993 USAAVNC organization charts; and "ACH 1992," passim.

problems encountered by these students. Finally, they played important roles in the Army aviation total force integration planning.³⁴

The assistant commandant of the USAALS during 1994 was Col. Thomas E. Johnson. Mr. Rodney J. Schulz served as deputy assistant commandant, and Sgt. Maj. Alan A. Gott, as sergeant major. The deputy assistant commandants for the ARNG and USAR were Lt. Col. James E. Sutton and Lt. Col. Bruce A. Peterson respectively.³⁵ Although a separate school, the USAALS was a part of the USAAVNC. The commanding general of the USAAVNC was also the commandant of USAALS; the USAALS assistant commandant was directly responsible to the commander of the USAAVNC and served as his principal assistant in the management of all aspects of aviation logistics training at the USAALS.

D. Organizational Changes in 1994

The secretary of the Army approved the revised CASCOM reorganization plan (see historical background, above) on 26 January 1994 and directed that implementation should begin immediately.³⁶ According to Permanent Orders 59-2, the USAALS was to be redesignated as U.S. Army Aviation Maintenance Training Activity with the effective date of 1 November 1994. The authorized strength was to be 7 officers, 11 warrant officers, 484 enlisted, and 98 civilians. The 8th Transportation Brigade at Fort Eustis was to provide administrative, billeting, and UCMJ support to the USAAMTA.³⁷ Following the change of command at the USAAVNC in July 1994, a decision was made to maintain a separate aviation logistics school at Fort Eustis rather than changing it to a training activity; accordingly, the part of Permanent Orders 59-2 redesignating the USAALS as USAAMTA was revoked.³⁸

Other aspects of the realignment proceeded generally in accordance with plans made during 1993. On 1 April 1994, the USAALS staff briefed the USAAVNC deputy commander to determine the actions to be taken to support the CASCOM

³⁴Army Flier, 17 Jun 94. See also notes on interviews by the command historian with Colonel Meola on 24 Feb 93 and with Colonel Massengale on 9 Mar 93, oral history file.

³⁵Historical report, USAALS, CY 94.

³⁶Memo DAMO-FDO, Lt Gen John H Tilelli Jr for secretary of the Army, 14 Jan 94, sub: CASCOM reorganization--action memorandum, and Memo, DAMO-FDO, Brig Gen William J Bolt for distr, 1 Feb 94, sub: reorganization of CASCOM, both documents in Annex A, CASCOM/USAALS Realignment Implementation Plan, Oct 94, DRM.

³⁷Permanent Orders 59-2, 9 Jun 94, DRM.

³⁸Permanent Orders 89-9, 29 Aug 94, DRM.

reorganization. The deputy commander approved physical relocation of the combat development and proponency functions and personnel from Fort Eustis to Fort Rucker. This transferred fifteen military and eight civilian manpower requirements and authorizations from Fort Eustis to Fort Rucker. A functional review was conducted to determine table of distribution and allowances (TDA) identification and location of evaluation and training development functions. In accordance with the functional review determinations, USAALS internal resident training evaluation and external reserve component training evaluation functions were to be performed with manpower identified on the USAAVNC TDA duty-stationed at Fort Eustis. Aviation Branch-related functions and worldwide missions for evaluation and standardization were to be performed by Fort Rucker personnel. This entailed the transfer of seven military and one civilian manpower requirements and authorizations from the USAALS to the USAAVNC TDA, but the personnel were to be duty stationed at Fort Eustis. Training development functions relating to schoolhouse support (subject matter experts and training development managers) were to be performed at Fort Eustis with manpower identified on the USAALS TDA. The training development management function was to be performed by manpower identified on the USAAVNC TDA but duty stationed at Fort Eustis. This entailed the transfer of twenty-seven military and twenty-three civilian manpower requirements and authorizations from the USAALS to the USAAVNC TDA. A total of forty-seven military and thirty-two civilian manpower requirements/authorizations were realigned from the USAALS to the USAAVNC TDA. Thirty-six military and twenty-four civilians identified on the USAAVNC TDA were duty stationed at Fort Eustis. The realignment was completed by the scheduled date of 1 October 1994.³⁹

The first phase of the transfer of the maintenance manager and maintenance test pilot training programs from Fort Eustis to Fort Rucker began in early April 1994, and training at Fort Rucker began in mid May. These training programs were moved to Fort Rucker in four phases, beginning in April and ending in July. The transfer was cost effective because eighteen of the aircraft used at Fort Eustis were not required when the training moved to Fort Rucker and because the aircraft that were required could be maintained at lower cost at Fort Rucker than at Fort Eustis. The funding for the one-time cost to move these programs was provided by the Department of the Army.⁴⁰

The Directorate of Training, Doctrine, and Simulation (DOTDS) was established with an effective date of 14 December 1993. The new directorate resulted from the merging of the Directorate of Simulation, the parts of the Directorate of

³⁹"CASCOM/USAALS Realignment Implementation Plan," Oct 94, DRM; Historical report, DRM, CY 94.

⁴⁰Information paper ATZQ-COB-MM, Capt Utnick, 15 Dec 94, sub: Maintenance Managers Course, Brigade Commanders Conference file; Army Flier, 8 Apr, 20 May 94; Historical report, ATB, CY 94.

Training and Doctrine that had not already been transferred to other organizations, and the school house-coordination functions of the Office of Deputy Assistant Commandant, which was abolished at that time.⁴¹

During the early part of 1994, USAAVNC senior leaders conducted a major reorganizational study known as "New Way." According to the New Way proposal, the doctrine and training development functions of DOTDS were to be joined with the combat development functions of the Directorate of Combat Developments (DCD) to create a warfighting capabilities directorate. Secondly, the warfighting simulation development functions in DOTDS would be combined with the Concepts and Studies Division and the Aviation Battle Lab Support Team of DCD to form a battle dynamics exploration directorate. These two new directorates would replace the existing DOTDS and DCD.⁴² New Way was a USAAVNC effort to address organizational problems in the combat development and training development areas and also to give Army aviation the capability of having a battle lab absent specific authority for it. It would use only existing authorizations, but its success required all existing spaces. Therefore, planned new TRADOC cuts in the combat development arena during 1994 caused the implementation of New Way to be increasingly problematical.⁴³ The effort was indefinitely suspended during the latter part of 1994.⁴⁴

In accordance with Permanent Orders 106-01, dated 10 May 1994, the new Directorate of Human Resources (DHR) was established on 16 May 1994. The new directorate was established to reduce the span of control of the garrison commander rather than as a cost-saving measure. It was to operate on a provisional basis through fiscal year 1995 and to be officially documented on the 0196 TDA. The personnel, missions, and functions of the Directorate of Civilian Personnel (DCP), the Office of Military Personnel/Adjutant General, the Army Career and Alumni Program, and the Directorate of Community Activities (less the Army Aviation Museum) were consolidated to form the new directorate. The Army Aviation Museum was not incorporated into the new DHR, but instead realigned under the Directorate of Plans, Training, Mobilization, and Security (DPTMSEC). Other internal changes and realignments within the new DHR included the abolishment of the Special Programs Office of the DCP, the establishment of Automation and Processing Branch in the new Civilian Personnel Office, and the transfer of the Library Branch and the Physical

⁴¹E-mail note, Col Thomas W Garret to cmds/dirs, 14 Dec 93, DOTDS; Historical report, DOTDS, CY 94.

⁴²Historical report, DOTDS, CY 94; Decision briefing, "New Way Organizations," [1994], DOTDS.

⁴³Transcript of end-of-tour interview by author with Maj Gen John D Robinson, 30 Jun and 7 and 20 Jul 94, pp. 30-33.

⁴⁴Historical reports, DOTDS and DCD, CY 94.

Fitness Center Community Recreation Division to the Family Support Division of the directorate.⁴⁵

Another consolidation during 1994 consisted of the establishment of the Directorate of Public Safety (DPS). With the goal of combining similar functions and thereby utilizing personnel assets more efficiently, the Fire Protection Division and the game law enforcement function and personnel of the Natural Resources Branch of the Directorate of Public Works were consolidated with the Military Police Authority to form the new Directorate of Public Safety. Studies leading to the plans for these realignments began in October 1993. The DPS concept was briefed, and the commanding general approved it in August 1994. Implementation occurred during August and September 1994. While these changes transferred authority and responsibility for public security and fire protection to the new DPS, they did not modify any mission requirements or mission essential tasks.⁴⁶

The Helicopter School Battalion of the School of the Americas was activated at Fort Rucker on 2 December 1991 as an activity jointly operated by the School of the Americas and the USAAVNC to provide Spanish-language helicopter pilot training to Spanish-speaking nationals of Central and South American countries.⁴⁷ Prior to 1994, responsibility for this aviation training was vested in the commandant of the School of the Americas, with actual training being conducted at Fort Rucker. A memorandum of agreement of 21 July 1994 transferred responsibility, as well as the necessary assets, for executing the training mission to the USAAVNC on a provisional basis effective 1 October 1994. Formal transfer of the mission and resources was to occur on 1 October 1995.⁴⁸

From 1992 through 1994, the USAAVNC, in conjunction with representatives from other Army organizations, conducted a series of studies concerning the relocation of the training base for some aviation related enlisted military occupational specialties (MOSs).⁴⁹ The enlisted training relocations proposed by the USAAVNC in 1993 consisted of four groups, as follows: (1) five courses (68L30, 68Q30, 68R30, 93D30,

⁴⁵Memo ATZQ-RFM (570-4g), Lt Col Stephen D Milburn for distr, 13 Jun 94, sub: memorandum of instruction for implementation of the establishment of the Directorate of Human Resources, DRM; Historical report, DRM 1994; Historical Report, DHR, 1994; Permanent orders 106-01, USAAVNC, 10 May 94.

⁴⁶Memo ATZQ-MPA (5-3), Maj Gen Ronald E Adams for distr, 9 Aug 94, sub: the Directorate of Public Safety, DRM; Historical report, DRM, 1994; Historical report, DPS, 1994.

⁴⁷"USAAVNC Annual Command History, 1991," pp. 25-26.

⁴⁸Historical report, DRM, CY 94; Memorandum of agreement, Maj Gen John D Robinson and Maj Gen Jerry A White, 21 Jul 94; sub: operating procedures for the School of the Americas Helicopter School Battalion, DRM, also in HSB; Historical report, HSB.

⁴⁹Historical report, DOTD, CY 92; Historical report, NCOA, CY 92; Staffing response. NCOA, CY 93.

and 93D40) from Rucker to Gordon; (2) six courses (67R40, 67T40, 67H40, 67U40, 67Y40, and 67J40) from USAALS to Rucker; (3) four courses (68N10, ASI X1, ASI W5, and ASI W6) from Gordon to USAALS; and (4) aviation life support equipment training from USAALS to Rucker.⁵⁰

All relocations would require approval by the TRADOC commander, and some of them were not feasible unless one or more of the others occurred. All would be advantageous in various ways, and some would provide significant savings or cost avoidance. The one-time cost for the relocations would be small for all except group three, the move of the four courses from Fort Gordon to the USAALS, which would cost \$1.452 million.⁵¹

In July 1994, the USAAVNC proposed to TRADOC the following realignments and transfers for the purpose of streamlining costs, consolidating of MOS skills, reducing aviation training sites, and aligning the Noncommissioned Officer Education System with the training bases:

- a. Relocate five training courses from Fort Rucker to Fort Gordon, realigning them with their new branch.
- b. Relocate six advanced noncommissioned officer courses from Fort Eustis to Fort Rucker, consolidating aviation advanced noncommissioned officer training.
- c. Transfer one MOS-producing and three additional skill identifier-producing courses from Fort Gordon to Fort Eustis, deemed essential for completion of ongoing MOS consolidations.
- d. Relocate the Aviation Life Support Equipment course from Fort Eustis to Fort Rucker, where it would be integrated into the MOS 93P.⁵²

⁵⁰"Army Aviation Warfighting Center Newsletter," Aug 93; Briefing slides, "Training Realignments," 1 Nov 93, DPTMSEC.

⁵¹Briefing slides, "Training Realignments," 1 Nov 93, DPTMSEC.

⁵²Memo ATZQ-AP (611-1a), Maj Gen John D Robinson for cmdr TRADOC, 6 Jul 94, sub: Aviation Branch training realignment, Chapter I file.

The relocation of the 67-series advanced noncommissioned officer courses from Fort Eustis to Fort Rucker was deemed especially important in order to maintain the student load in the Aviation Branch NCO Academy so as to ensure its continuation.⁵³

During the latter part of 1994, the commanding generals of the USAAVNC, USAOMMCS, and USASC&FG finalized and signed a memorandum of understanding establishing procedures and timetables for the transfer of proponency for MOSs 68L, 68Q, 68R, and 93D, along with BNCOC training responsibility for all four MOSs and ANCOC responsibility for 93D from Fort Rucker to Fort Gordon. The memorandum also transferred training responsibility for advanced individual training in those MOSs and for additional skill identifier 68RW5 from Fort Gordon to Redstone Arsenal, Alabama.⁵⁴ At the end of the year, this proposed transfer was on track and had reached the PERSCOM level for approval. The proposal for transferring BNCOC training for MOSs 67N30 and 67V30 from Fort Eustis to Fort Rucker was being considered as a separate but related issue.⁵⁵

In October 1992, the U.S. Army Total Army Warrant Officer Career Center (WOCC) was established provisionally at Fort Rucker. Created out of personnel and fiscal resources of the USAAVNC and operated under the umbrella of the Aviation Center's command operating budget, the WOCC operated in some respects as a U.S. Army Combined Arms Command (USACAC) tenant agency at Fort Rucker, but it remained on the USAAVNC budget and table of distribution and allowance throughout 1993 and 1994. Also, USAAVNC general officers continued to rate and senior rate the senior WOCC leaders. The USAAVNC also continued to fill civilian staff positions and to provide enlisted soldiers to the WOCC.⁵⁶

In July 1993, the USAAVNC submitted a concept plan for the establishment of a stand-alone tenant warrant officer center, with its own unit identification code, at Fort Rucker. It was expected to become increasingly difficult for the USAAVNC to continue supporting the WOCC with decreasing budgets and

⁵³Msg 210900Z Nov 94, Maj Gen Ronald E Adams for distr, sub: relocation of 67-series...course, Chapter I file.

⁵⁴Memorandum of understanding, Maj Gen James W Monroe (6 Oct 94), Maj Gen Ronald E Adams (22 Aug 94), and Maj Gen Douglas D Buchholz (8 Nov 94), sub: realignment of proponency for branch and personnel functions..., NCO Academy.

⁵⁵"Army Aviation Warfighting Bulletin," Dec 94; Historical report, NCO Academy, CY 94.

⁵⁶Memo ATZQ-CG, Maj Gen John D Robinson for Lt Gen Wilson A Shoffner, 25 Feb 93, sub: implementation of Warrant Officer Leader Development Plan, CG file, Historical report, WOCC, CY 93; Memo ATZQ-WCC (570), dir WOCC for DRM, sub: 0294 TDA, WOCC; Staffing response from WOCC, 10 Jul 95.

manpower authorizations.⁵⁷ The DA approved the concept plan for the stand-alone WOCC, but denied the request for additional manpower, suggesting instead internal realignment within TRADOC. The DA proposed that the request for additional funding be submitted as a personnel, operations, and maintenance issue.⁵⁸ These issues were not resolved in time to affect the status of the WOCC during 1994, but the stand-alone status of the center was documented in the fiscal year 1996 TDA.⁵⁹

As directed by the chief of staff of the Army in 1993, the final phase of the consolidation at Fort Rucker of the common core professional development training for the entire Warrant Officer Corps occurred during 1994. During the preceding six years, all common core warrant officer training had been consolidated at Fort Rucker except the reserve component warrant officer candidate training program at the Army Reserve Readiness Training Center at Fort McCoy, Wisconsin. The final class at Fort McCoy graduated on 30 September, and the transfer was completed by 1 October 1994. The transfer was expected to increase significantly the number of soldiers trained by the Warrant Officer Career Center at Fort Rucker.⁶⁰

U.S. Army Forces Command developed plans in 1993 to move the 46th Engineer Battalion (Combat) (Heavy) from Fort Rucker to Fort Polk, LA. The USAAVNC objected to the move, but was able to keep only one company.⁶¹ In 1994, the 46th Engineers ceased to operate as a separate battalion at Fort Rucker. Battalion headquarters along with one company moved to Fort Polk, one company was inactivated, and the third company remained at Fort Rucker under the command and control of the 1-10th Aviation Regiment.

The 256th Signal Company inactivated in September 1994 and reactivated as Company F, 58th Aviation Regiment. Its mission of providing maintenance support for air traffic control equipment at Fort Rucker was unchanged. The company was

⁵⁷Memo ATZQ-RFM (570-4g), Lt Col Stephen D Milburn, for cdr TRADOC, 20 Jul 93, sub: concept plan for WOCC, also encl, DRM.

⁵⁸Memo DAMO-FDF, Brig Gen William J Bolt for cdr USAAVNC, 28 Feb 94, sub: abbreviated concept plan-WOCC, WOCC.

⁵⁹TDA, Warrant Officer Career Center, UIC WOHOAA, E-date: 1 Oct 95, WOCC; Staffing response, WOCC, 10 Jul 95.

⁶⁰Army Flier, 20 May and 19 Aug 94; "United States Army Warrant Officer Association Newsliner" (Apr 95), p. 11; Historical report, WOCC, CY 94; "U.S. Army Aviation Center Annual Historical Review, 1988" p. 36.

⁶¹"Annual Command History, 1993," p. 26.

attached to the 1-13th Aviation, 1st Aviation Brigade, for court-martial jurisdiction and administrative support.⁶²

E. Conferences, Ceremonies, and Awards

The annual Aviation Brigade Commanders Conference, normally held at Fort Rucker in December, was deferred until January 1995. The Aviation Noncommissioned Officers Symposium was held at Fort Rucker from 14 to 18 November. The 180 attendees from aviation units worldwide discussed issues relating to personnel and readiness which were to be brought to the table during the Brigade Commanders Conference.⁶³

The annual worldwide Aviation Trainers Conference was held at Fort Rucker from 25 to 27 October 1994. The Conference was hosted by the Training Development Division of the DOTDS.⁶⁴

The Worldwide Aviation Logistics Conference and Aviation Logistics Maintenance Commanders Conference was a combined conference hosted by Aviation and Troop Command (ATCOM) and held in St. Louis, Missouri, from 25 to 29 April 1994. Working groups focusing on various types of helicopters and Army aviation systems were formed to deal with specific aviation issues.⁶⁵

The 1994 annual convention of the Army Aviation Association of America (AAAA) was held at the Cervantes Convention Center, St. Louis, Missouri, from 20 to 24 April. The 1994 theme was "Army Aviation, Advancing on the 21st Century."⁶⁶

An Honor Eagle ceremony was held on 6 May 1994 on the occasion of the promotion of Col. Thomas W. Garrett, commander of the U.S. Army Safety Center and former chief of staff of the USAAVNC, to the rank of brigadier general. A second Honor Eagle was conducted on 11 July in honor of the new USAAVNC deputy

⁶²Permanent orders 155-2 (Headquarters Forces Command, 22 Sep 93) and 031-11 (USAAVNC, 22 Mar 95), Chapter 1 file; Historical report, 1st Brigade, CY 94.

⁶³"Army Aviation Warfighting Bulletin," Dec 94, Chapter II file.

⁶⁴E-mail note, Col Palmer J. Penny to cdrs/dirs, 7 Oct 94, sub: 1994 aviation trainers conference, Chapter I file; Historical report, DOTDS, CY 94.

⁶⁵"Army Aviation Warfighting Bulletin," Mar 94, Chapter III file.

⁶⁶E-mail note, Col Warren C Edwards to cdrs/dirs, 17 Feb 94, sub: USAAVNC participation at AAAA convention, and "AAAA Convention Schedule of Events," both in Chapter I file.

commanding general, Brig. Gen. Daniel J. Petrosky. The change of command ceremony, marking the transfer of command of the USAAVNC and Fort Rucker from Maj. Gen. John D. Robinson to Maj. Gen. Ronald E. Adams, was conducted on the Center Parade Field on 28 July 1994. Six retirement ceremonies were conducted on the Fort Rucker parade field during 1994.⁶⁷

In accordance with a TRADOC proclamation authorizing the observation of a TRADOC Organization Day at the discretion of post commanders, the USAAVNC commander proclaimed a TRADOC and Fort Rucker Organization Day in 1994. It was observed on 30 June in 1994, but was scheduled to be observed during the month of April in subsequent years to coincide with the anniversary of the Army Aviation Branch on 12 April.⁶⁸

The opening ceremony for the 1994 Alabama Special Olympics was held on 20 May 1994. Fort Rucker and the 1st Aviation Brigade had hosted these competitive events for handicapped Alabamians for several years, but, because of budget constraints, this was expected to be the final year of Fort Rucker's sponsorship of the event.

The Fort Rucker conducted its official observance of the birthday of Dr. Martin Luther King, Jr. on 11 January. The theme for 1994 was "Living the Dream, Let Freedom Ring."⁶⁹

Some of the major awards bestowed during or for 1994 are described below. Other awards are mentioned in Chapter IV and Appendices I and II of this history.

The Lieutenant General Ellis D. Parker Aviation Unit Award to the top aviation battalion in 1994 went to the 2-1st Aviation Regiment, Ansbach, Germany; the combat support battalion winner was the 4-228th Aviation, Soto Cano, Honduras; the combat service support battalion winner was the 6-101st Aviation, Fort Campbell, Kentucky; and the TDA winner was the Eastern ARNG Aviation Training Site. Packets were judged during the third week of November, and the awards were presented on 17 January 1995.⁷⁰

⁶⁷Announcements and programs are in the Chapter I file; Historical report, DPTMSEC, CY 94.

⁶⁸Proclamation by Maj Gen John D Robinson, 27 May 94.

⁶⁹Memo ATZQ-CH (600-20a), Maj Gen John D Robinson for distr, 23 Dec 93, sub: Dr Martin Luther King Jr..., Chapter I file.

⁷⁰"Aviation Warfighting Bulletin," Dec 94; Historical report, DOTDS, CY 94.

The 1-58th Aviation Regiment, XVIII Corps air traffic control unit, was awarded the AAAA Robert M. Leich Award for Sustained Superior Service for the 1990 to 1994 period.⁷¹

The Air Traffic Control (ATC) Awards Board convened in May 1994 and selected the winners of the 1994 ATC awards. The commanding general announced these winners in June. They were as follows: ATC controller of the year--Sgt. Frederick L. Lockett, 1-58th Aviation, Fort Campbell, Kentucky; ATC manager of the year--Sfc. David S. Thompson, 2-58th Aviation, Fort Hood, Texas; ATC maintenance technician of the year, S.Sgt Michael A. Gager, 128th Aviation Brigade, Republic of Panama; ATC facility of the year--Cairns Army Radar Approach Control, Fort Rucker, Alabama; and ATC combat support unit of the year--Company B, 2-58th Aviation, Fort Hood, Texas. Formal presentation of the awards was made by Maj. Gen. Ronald E. Adams on 5 January 1995 at the AAAA annual banquet at Fort Rucker.⁷²

The winner of the AAAA Outstanding Aviation Logistics Support Unit of the Year award for 1993 was E Company 228th Aviation Regiment, Panama. The Aviation Materiel Readiness Award for contribution by a major contractor was Sikorsky Aircraft Division of UTC; the award for contribution by an industry team went to Dyncorp Contract Field Team 10-2s of Killeen, Texas; and the award for contribution by a small business organization went to Sabreliner Corporation of Chesterfield, Missouri. These awards were presented in February 1994 at the Joseph P. Cribbins 20th Annual Product Support Symposium.⁷³

The 1993 Instructors of the Year awards went to Capt. Shane Dietrich (commissioned officer), Britton Buehrig (civilian), Sfc. Larry Richardson (noncommissioned officer) and CWO2 Antonio Lascano (warrant officer). The awards were presented in a ceremony held in March 1994.⁷⁴

Effective 1 January 1994, a local award entitled "Fort Rucker Employee of the Year," award was established. Each activity was to nominate one individual with nominations to be based on achievements such as technical competence, innovation, leadership, heroism, and service. The 1994 winner was Ginnie R. Neal, mail and file

⁷¹E-mail note, Lt Col Donald T Stuck to cdrs/dirs, 14 Feb 95, Chapter I file.

⁷²Msg 221620Z Jun 94, cdr USAAVNC to AIG 8846, sub: annual air traffic control awards, USAATCA-1; Historical report, USAATCA, 1994.

⁷³E-mail note, Maj George A Vidal Jr to cdrs/dirs, 18 Jan 94, sub: announcement of 1993...awards, Chapter I file.

⁷⁴Army Flier, 18 Mar 94.

supervisor in the DOIM. Runners-up were JoAnn Blanks, Andrew E. Bottoms, Joyce T. Head, and James E. Speigner.⁷⁵

The Fort Rucker Noncommissioned Officer of the Year award for 1994 was presented to Sgt. Jonathan W. Spurlock, Company B, 1-11th Aviation Regiment. The Soldier of the Year award went to Spc. Crystal A. Thompson, Headquarters, Headquarters Company, 1-10th Aviation Regiment. Sfc. Antoinette K. Aila, Company B, 1-13th Aviation Regiment received the Drill Sergeant of the Year award.⁷⁶ M.Sgt. Max Guthrie was selected for the second consecutive year as the Reserve Component Transition Noncommissioned Officer for fiscal year 1994. He then came in second place at the DA-level completion.⁷⁷

The director of the USAAVNC's new Directorate of Human Resources, Lyndon H. Rosenberry, was selected as the 1994 winner of the prestigious William H. Kushnick award. The secretary of the Army presented the award to Mr. Rosenberry at a ceremony in the Pentagon on 17 May 1995.⁷⁸

⁷⁵Memo ATZQ-DCP-SP (627), Maj Gen John D Robinson for distr, 27 Dec 93, sub: "Fort Rucker Employee of the Year" award, Chapter I file, Army Flier, 5 May 95.

⁷⁶Army Flier, 14 Apr 95.

⁷⁷Ibid, 21 Apr 95.

⁷⁸Army Flier, 28 Apr 95.

CHAPTER II

TRAINING AND LEADER DEVELOPMENT

The USAAVNC School Board was less active during 1994 than during the previous two years--at least partly as a result of the abolishment of the position of deputy assistant commandant.¹ The Directorate of Training, Plans, Mobilization, and Security (DPTMSEC) was assigned the lead in the operations of the board in September 1994.² During the latter part of the year, the School Board studied the problem of backlogs of students awaiting the beginning of courses or of phases of courses.³

The Resident Training Management Division of the DPTMSEC programmed and arranged most training activities at the USAAVNC. The numbers of personnel for which training was programmed for fiscal year 1994, with corresponding 1993 figures for comparison, are as follows:

	FY 93	FY 94
Undergraduate Flight	1,072	960
Graduate Flight	2,506	2,806
Advanced Individual	1,145	1,221
NCO Academy	410	375
Professional Development	2,207	2,807
Total	<u>7,304</u>	<u>8,169</u>

Flying hours programmed during the two fiscal years were as follows:

	FY 93	FY 94
Mission	248,262	229,308
Base Operations	6,008	6,828
Total	<u>254,270</u>	<u>236,136⁴</u>

¹Notes on author's interview with Col Warren C Edwards, 20 Jun 95.

²E-mail note, Col David W Swank to cmdrs/dirs, Chapter II file.

³Transcript of interview by author with Maj Gen Ronald Adams, 9 Dec 94, pp. 25-26, Oral History file.

⁴Historical report, DPTMSEC, CY 94.

In November 1994, the USAAVNC notified TRADOC headquarters that the fiscal year 1995 student loads programmed by TRADOC could be trained for \$218 million, provided the USAAVNC was allowed to reprogram \$10 million to base operations and the information mission area. The USAAVNC observed, however, that if the final fiscal year 1995 TRADOC budget guidance reduced the funding levels in base operations, training support, and the information mission area, the number of students trained in 1995 would be reduced accordingly. Other possible problems were the loss of military instructor personnel not selected for retention and the pending fiscal year 1996 manpower reduction, which would likely remove some civilian personnel from the rolls before 30 September 1995 and therefore adversely affect the fiscal year 1995 training production.⁵

In response to TRADOC's listing of four resource imperatives, the USAAVNC recommended that aviation maintenance training should be included in the TRADOC list of protected training programs. While other branches could accomplish advanced individual training in the field, this was not possible for aviation, which required twenty weeks of concentrated training using training devices and simulators not available in the field.⁶

Early in 1994, the USAAVNC requested TRADOC headquarters support for other procurement Army funding for hardware, software, and communications capabilities for an updated automated system for maintaining, transferring, and communicating flight records at Fort Rucker. The estimated cost of \$256,000 exceeded operations and maintenance Army funding limitations, and the project was selected as top priority and submitted for fiscal year 1994.⁷

A. Initial Entry Rotary Wing Training

During 1994, 454 officers and 457 warrant officers graduated from the common core phase of the Initial Entry Rotary Wing (IERW) Course. The overwhelming majority of these aviators completed their common core training in the UH-1, but twenty-eight officers and eighteen warrant officers trained in the new training helicopter, the TH-67 Creek. The total of 911 graduates in 1994 compared to 938 in 1993, 1,161 in 1992, 1,360 in 1991, and 1,576 in 1990. During 1994, 17 officers and 160 warrant officers completed the OH-58 track, 154 officers and 172

⁵Memo ATZQ-DPT, Maj Gen Ronald E Adams for cmdr TRADOC, 10 Nov 94, sub: FY 95 aviation training program, Chapter II file.

⁶Msg 082004Z Dec 94, Maj Gen Ronald E Adams to Brig Gen Benton, DCSRM, sub: TRADOC resource imperatives, Chapter II file.

⁷Ltr, Maj Gen John D Robinson to Brig Gen Joe D Frazar III, 3 Jan 94, Chapter II file.

warrant officers completed the UH-1 track, 6 officers and 7 warrant officers completed the AH-1 track, and 43 officers and 67 warrant officers completed the UH-60 track.⁸ The USAAVNC exercised the option to extend for an additional year (fiscal year 1995) the contract with UNC Aviation Services for IERW training at Fort Rucker.⁹

For initial entry rotary wing classes beginning after 1 October 1993, the dual-track approach (consisting only of the OH-58 and UH-1 tracks) replaced the multi-track approach, which had been used since 1988. The last multi-track students completed their training during the summer of 1994.¹⁰ Since the AH-1 was no longer being used in IERW, training requirements for that aircraft declined rapidly and came to consist largely of reserve component and international students. The company responsible for AH-1 training was inactivated on 20 July 1994, and the program was transferred to a platoon of another company.¹¹

The Aviation Training Brigade (ATB) assumed program manager responsibility for the new training helicopter, the TH-67 Creek, in 1994. This involved assisting with aircraft procurement, managing program administration, developing and executing a conversion plan from the UH-1 to the TH-67, and transforming the UH-1 instructor pilot force into a TH-67 instructor pilot force. The TH-67 Creek, a modified version of the Bell 206, first arrived on Fort Rucker in October 1993. It was scheduled gradually to replace the UH-1 for all primary and instrument training. Sixty-nine TH-67 aircraft were integrated into the training fleet during 1994. Also, 183 instructor pilots were transitioned to the new training helicopter. The first IERW class to train in the TH-67 began in May and graduated in September. During the year, 120 initial entry students completed training in the new helicopter. The transition to the TH-67 was expected to be complete in 1996 following the final delivery of TH-67s scheduled for February of that year. A total of 137 TH-67s were programmed to be purchased by that time. Transition to the TH-67 was expected to save the Army an estimated \$27 million annually. Training costs would also be reduced as a result of the use of the nine new state-of-the-art TH-67 cockpit procedural trainers acquired by the ATB during 1994 and integrated into the IERW training program.¹²

⁸Academic records data, Chapter II file; "USAAVNC Annual Command History, 1993," p. 41.

⁹Modification of contract no. DABT01-92-C-0054, 14 Sep 94, DOC; Historical report, DOC, CY 94.

¹⁰"USAAVNC Annual Command History, 1993," p. 42.

¹¹Historical report, ATB, CY 94.

¹²Army Flier, 4 May, 16 Sep 94; "Army Aviation Warfighting Bulletin," Dec 94, Chapter II file; Historical report, ATB, CY 94.

Aircraft from Lowe Army Airfield, piloted by both the military personnel of the 1-212th and by contractor personnel providing IERW training flew a total of approximately 122,000 hours during 1994. The battalion expended \$122,853 in 1994, compared to \$197,046 in 1993. The reduced expenditures in 1994 resulted primarily from moving aviation life support equipment shops from Shell Army Airfield and consolidating operations at Lowe Army Airfield.

During 1994, the ATB conducted a conceptual study on restructuring initial entry flight training, known as "Flight School 2000." This first major restructuring of flight training for over thirty years was expected to save an estimated \$4.6 million annually when implemented.¹³

B. Graduate Flight Training

During calendar year 1994, 115 aviators graduated from the C-12 Aviator Qualification Course; 164 from the Fixed Wing Multi-Engine Qualification Course; and 170 from other fixed wing courses. The numbers of graduates from these courses in 1993 were 128, 163, and 172 respectively; and for 1992, 134, 186, and 203. During 1994, 1,225 completed graduate rotary wing qualification and related courses. Of this total, 44 graduated from the AH-1 course, 152 from the CH-47D course, 536 from the UH-60 course, 301 from AH-64 courses, and 191 from OH-58D courses. The total number of graduates from qualification courses was up from the totals of 982 in 1993 and 1,072 in 1992--largely because the numbers of aviators qualifying for the UH-60 increased from 294 in 1993 to 536 in 1994. During 1994 there were 221 graduates from various rotary wing instructor courses, compared to 305 in 1993 and 289 in 1992. Two hundred sixty-two students completed various methods of instruction courses, compared to 247 in 1993 and 265 in 1992. Twenty-one students completed flight simulator specialty courses in 1994, compared to twenty-six in both 1993 and 1992.¹⁴

The USAAVNC negotiated two new contracts for fixed-wing flight training in 1994--both with Flight Safety International Inc. The first of these contracts was for C-12 flight training services (Aviation Qualification Course and refresher training) for fiscal year 1995 with four option years. The total amount of the contract was \$1,844,828.76.¹⁵ The second contract was for the Fixed Wing Multi-Engine Qualification Course and was for fiscal year 1996. This fixed-wing training was to be

¹³Historical report, ATB, CY 94.

¹⁴Academic records data, Chapter II file; "USAAVNC Annual Command History, 1993," pp. 43-44.

¹⁵Contract no. DABT01-94C-0064, 23 Feb 94, DOC; Historical report, DOC, CY 94.

conducted through the "turnkey" approach whereby the Army provided the student, and the contractor provided the facilities, aircraft, flight instructors, aircraft maintenance, services, and fuel. The contract amount was \$6,267,560.49; the contractor was to train 127 students for the price of \$49,350.87 each.¹⁶ For fiscal year 1994, the USAAVNC had contracted Flight Safety International to train 192 students for the price of \$40,513 each.¹⁷

The transfer to Fort Rucker from Fort Eustis of the maintenance manager and maintenance test pilot training programs occurred between April and July 1994. The first Maintenance Manager Course class to be taught at Fort Rucker began in May, under the auspices of the 1st Aviation Brigade. This course provided commissioned officer, warrant officer, and civilian students with skills and knowledge required to manage aircraft maintenance operations and supply procedures and with technical training required to perform duties as aviation maintenance logisticians and maintenance supervisors. The length of the course was forty-eight academic days.¹⁸ Company A of the 1-223rd Aviation was activated on 14 January at Fort Eustis to teach the Maintenance Test Pilot Course. The company was moved to Fort Rucker later in the year, and the first Fort Rucker class began on 22 July. Only one class of students was eliminated during the move.¹⁹ Following the transfer of the Maintenance Test Pilot Course and Maintenance Manager Course from Fort Eustis to Fort Rucker in 1994, 148 aviation logistics students graduated from the former and 145 from the latter.²⁰ The USAAVNC IRAC completed an audit of the Maintenance Test Pilot Course in October 1994. The report concluded that by utilizing flight simulators to the maximum extent possible, the Army could save about \$5.4 million over the six program objective memorandum years.²¹

The USAAVNC developed a plan in 1993, reviewed by the DA in early 1994, to change the TRADOC policy on instructor pilot training selection. The plan would centralize authority under the control of the commander of the USAAVNC, and the quality of the process was to be ensured through a standardized procedure and by the

¹⁶Contract no. 95-C-0073, 2 Dec 94, DOC; Historical report, DOC, CY 94.

¹⁷"USAAVNC Annual Command History, 1993," p. 44.

¹⁸Information paper ATZQ-COB-MM, Capt Utnick, 15 Dec 94, sub: Maintenance Managers Course, Brigade Commanders Conference file; Army Flier, 20 May 94.

¹⁹Historical report, ATB, CY 94.

²⁰Academic records data, Chapter II file.

²¹1st end, ATZQ-IRO (ATZQ-MH/20 Dec 94) Woodrow J Farrington for cmd hist, 11 Apr 95, IRAC.

continuity of board members. The target date for the implementation of the plan was 1 April 1994.²²

The concept of crew coordination was developed, tested, and incorporated into training courses at Fort Rucker during 1993 with a remarkable effect on the reduction of aviation accidents.²³ During 1994, the 1-14th Aviation Regiment of the ATB completed the incorporation of formal crew coordination into all instructor-pilot training courses. One company of the battalion incorporated crew coordination into each of its programs of instruction.²⁴ The USAAVNC Directorate of Evaluation and Standardization (DES) also emphasized crew coordination training as an important part of the DA aviation standardization program. Battle rostering of crew members, which had been encouraged previously, was no longer required and was left to the discretion of commanders.²⁵

C. International, Joint, and Combined Training

During 1994, a total of 205 international military students graduated from various rotary wing pilot and maintenance courses at Fort Rucker. This number compares to 420 in 1993. The 1994 total included 54 graduates from four EUROPE/NATO courses, 33 German graduates from a rotary wing instrument course, 51 from five Spanish language rotary wing courses, and 61 from a Spanish language advanced individual training course.²⁶

During 1994, the School of the Americas Helicopter School Battalion (HSB) trained a total of 191 Latin American students at Fort Rucker and 37 at Fort Eustis, while logging a total of 17,573 training hours. Night vision goggle, instructor pilot, maintenance manager, and maintenance test pilot training were added to the training curriculum of the battalion during the year. Additionally, a proposed "unaided" initial entry rotary wing course was developed and forwarded to TRADOC for approval. This course was designed for Latin American students who did not require night vision goggle training, but was otherwise identical to the regular IERW course.²⁷

²²Memo ATZQ-S, Maj Gen John D Robinson for cmdr TRADOC, 2 Mar 94, sub: request for change of TRADOC's polity on instructor pilot training selection, Chapter II file.

²³"USAAVNC Annual Command History, 1993" pp. 155-56.

²⁴Historical report, ATB, CY 94.

²⁵"Army Aviation Warfighting Bulletin," Mar & Dec 94, Chapter III file.

²⁶Academic records data, Chapter I file; "USAAVNC Annual Command History, 1993," pp. 44-45.

²⁷Historical report, HSB, CY 94.

The Aviation Training Brigade represented the United States at the twentieth EURO-NATO Helicopter Pilot Training Conference in Oslo, Norway, in September. Accomplishments resulting from the conference included an increase in EURO-NATO training at the USAAVNC for fiscal year 1996 and the completion of a comprehensive review of interoperability between the helicopter forces of the United States and its NATO allies.²⁸

D. Simulation and Simulator Training

During 1994, the Aviation Test Bed remained in the forefront in the exploitation of the advantages of networked virtual, constructive, and live simulation in combat and equipment development, training, warfighting exercises, and demonstrations. During the year, the test bed came to be capable of conducting operations up to the SECRET/NOFORN level. The test bed provided a unique training modality to audiences both internal and external to Fort Rucker. Every lieutenant and captain had the opportunity to interactively execute the plans they developed in the Officer Advanced and Officer Basic courses. They could thereby appreciate the difficulty in maneuvering, massing, and synchronizing combined arms forces on a mid to high intensity battlefield. Aviation warrant officers enrolled in the Warrant Officer Advanced and Warrant Officer Basic courses were also able to execute tactical exercises and refine their planning and tactical skills. During 1994, the test bed also hosted active and reserve component aviation units and Canadian advanced course students.²⁹

In November 1994, the 1-14th Aviation Regiment obtained five new OH-58D Kiowa Warrior cockpit procedures trainers to instruct flight students in the latest Kiowa Warrior technology.³⁰ The battalion also acquired forty-four new combat systems trainers to replace twenty-two outdated systems and increase the output of the OH-58D training program. The use of the new combat procedures trainers also permitted the "hot cockpit" training to be almost eliminated--thereby reducing the daily aircraft demand and permitting more aviators to be trained.³¹

Between January and April 1994, the USAAVNC Directorate of Training, Doctrine, and Simulation (DOTDS) tested the computer linkup of Fort Rucker's

²⁸Historical report, ATB, CY 94.

²⁹Historical report, DOTDS, CY 94.

³⁰Army Flier, 18 Nov 94.

³¹Historical report, ATB, CY 94. Hot cockpit training consisted of the use of a static aircraft on the ramp with an external power source applied to teach cockpit systems and procedures.

Aviation Test Bed with other warfighting simulators in the United States and in Europe in preparation for the Synthetic Theater of War-Europe exercise. The exercise was scheduled as part of the Reforger exercise which would link eighteen sites in the United States and in Europe--including sites from other services.³²

During 1994, the USAAVNC was involved in testing and developing a new Apache crew trainer. This training device had the capabilities of the cockpit, weapons, and emergency procedure trainer (CWEPT) then in use, with the added capacity of night system flight and out-the-window visuals. The new training device was intended to replace the CWEPT and also to be able to substitute for the combat mission simulator when needed. The new trainer was a non-motion- based simulation device that could be used both in the school and in the field. Its development also constituted a significant step in development of a Longbow crew trainer, because over 40 percent of the cost of development would be transferable to the Longbow trainer.³³

The USAAVNC DOTDS deployed the aircraft survivability equipment trainer IV to the National Training Center for testing in 1993. The trainer was brought back for modifications before deployed again in 1994 to be used in National Training Center rotations. The use of this trainer enhanced the combat realism for all aviation assets rotating through the training center. Shortly after being deployed, for example, it permitted the identification of changes needed in unit training for suppression of enemy air defense missions.³⁴

E. Enlisted Training at Fort Rucker

A total of 1,186 enlisted soldiers completed advanced individual training at Fort Rucker during calendar year 1994. This number compared to 1,343 during 1993, 1,402 during 1992, and 1,350 during 1991. The numbers of students completing each advanced individual training class in 1994 were as follows: 93B10--67; 93C10--167; 93P10--356; 67N10--260; 67V10--275; and 67N10 Spanish language--61. Additionally, thirty-four noncommissioned officers (one fewer than during the previous year) completed the Flight Engineering Instructor Course.³⁵

³²Army Flier, 13 May 94.

³³Historical report, ATB, CY 94.

³⁴"USAAVNC Annual Command History, 1993," p. 110; Historical report, DOTDS, CY 94; Information paper ATZQ-TDS-A, 1 Dec 94, sub: aircraft survivability equipment training, Brigade Commanders Conference file.

³⁵Academic records data, Chapter II file; "USAAVNC Annual Command History, 1993," p. 51.

F. Other Training

The Aircraft Survivability Training Management Division of DOTDS developed and dispatched a mobile training team for initial training of electronic warfare officers for the new additional skill identifier H3. The team trained over 220 qualified officers at seven locations around the world during 1994. The team also provided the USAAVNC with all training and training materials required for the initial training at Fort Rucker that began in October 1994.³⁶

The Staff and Faculty Development Branch of the Training Development Division of DOTDS trained 573 students in five different instructor training courses during 1994. The division also provided assistance to over 44,000 customers in the Aviation Learning Center.³⁷

U.S. Army Air Traffic Control Activity (USAATCA) established a maintenance certification program in April 1993 to provide the Army with maintenance standardization and continuity of training and to promote safety through providing qualified maintenance personnel. During 1994, 100 civilian and 63 military technicians (of the 124 civilian and 285 military Army ATC maintenance technicians) were certified under the program. In addition to certification, 45 military and 65 civilian technicians were appointed as performance and theory examiners to facilitate this program at ATC locations worldwide.³⁸

Graduates from courses offered by the U.S. Army School of Aviation Medicine (USASAM) during 1994 were as follows (1993 figures given in parentheses for comparison): Aeromedical Psychology Training--11 (12); Flight Medical Aidman--125 (112); Aeromedical Evacuation Officers--186 (199); Basic Trauma Life Support--11 (0); Army Flight Surgeon Primary--122 (118); and Operational Aeromedical Problems--112 (133). During 1994, the UH-1 hulk was installed and made operational for litter training in the Flight Medical Airman Course; it was expected to save the school approximately \$47,000 per year. Also, the hoist tower was tested and evaluated and became completely operational for student hoist training.³⁹

Two aerial observer courses were discontinued at Fort Rucker during 1994. The field artillery aerial observer program was terminated in March; the enlisted

³⁶Historical report, DOTDS, CY 94.

³⁷Ibid.

³⁸Historical report, USAATCA, CY 94.

³⁹Historical report, USASAM, CY 94.

aeroscout observer program, which had been inaugurated at Fort Rucker in 1986, was terminated in November.⁴⁰

The Threat Division of the USAAVNC DCD sponsored an aviation training class in October 1994. Twelve intelligence analysts from the Central Intelligence Agency were in the one-week class. This concentrated exposure to Army aviation operations and equipment would enable these analysts to respond more effectively to aviation's intelligence needs.⁴¹

Company D of the 1-10th Aviation conducted thirteen air assault classes with 1,091 students graduating during 1994. The company also conducted two senior leader courses with forty graduates and two rappel master classes, also with forty graduates.⁴²

In March and April 1994, more than 130 soldiers of the 2-229th Aviation deployed to Nellis Air Force Base, Nevada, to participate in a joint training exercise with the Air Force. Over 300 soldiers deployed to Marianna, Florida, for field training exercises in August. Smaller numbers of soldiers from the unit deployed to several other locations during the year for various training exercises. Company A of the battalion became the first company whose crews were trained in the Longbow Apache. A total of sixteen pilots received Longbow Apache training from May to July. The 2-229th conducted aerial gunnery at Fort Rucker's Molinelli Range in December in preparation for initial operational test and evaluation.⁴³

G. Commissioned Officer Leader Development

In March 1994, the USAAVNC began using the new battle- focused-training, constructive simulation model known as "Janus" as a leadership development tool for company, battalion, and brigade level operations. Named for the two-headed Roman god, Janus controlled two opposing forces simultaneously and controlled warfighting simulations based on input from both opposing forces and friendly forces. Janus was used in teaching battalion-level staff operations to aviation officers and warrant officers. The focus of the training on the Janus simulation system was on planning,

⁴⁰Historical report, ATB, CY 94.

⁴¹Historical report, DCD, CY 94.

⁴²Historical report, 1st Brigade, CY 94.

⁴³Ibid; Army Flier, 1, 15 Apr 94.

coordination, and execution of air assault, air cavalry, and attack helicopter operations.⁴⁴

The Doctrine Division of the Directorate of Training, Doctrine, and Simulation coordinated, scheduled, and conducted the Aviation Pre-Command Course in space provided in the Aviation Test Bed building. The course consisted of eight days of academic instruction and was taught by senior officers at Fort Rucker. Ninety-eight officers completed the Aviation Pre Command Course during 1994--compared to 82 in 1993, 81 in 1992, and 83 in 1991.⁴⁵

The Aviation Officer Advanced Course was a twenty-week course focusing on developing company commanders and battalion and brigade staff officers. Approximately 85 percent of the course was taught in a team environment of twelve to sixteen students assigned to each small group leader. During 1994, 306 officers completed the Aviation Officer Advanced Course. For comparison, there were 365 graduates in 1993, 436 in 1992, and 378 in 1991. During the year, sixteen students completed the Aviation Officer Advanced Logistics Course at Fort Rucker and ninety-five officers completed the Aviation Officer Advanced Course for reserve component officers--both were newly inaugurated courses at Fort Rucker.⁴⁶

The USAAVNC DOTDS developed a course for AH-64 company grade officers that had finished the advanced course during 1994. The new course was intended to prepare them for eventual command in an AH-64 equipped battalion. The two-week course was briefed to the USAAVNC School Board in September and was prepared for submission to TRADOC in January 1995. If approved as a stand-alone course, it was scheduled to begin in October 1995.⁴⁷

The Aviation Officer Basic Course comprised two phases--one preceding and one following the initial entry rotary wing training (see above). Phase one, lasting four weeks, was a validation of the basic skills needed by any lieutenant entering the Army. Phase two emphasized individual and collective tactical skills and leadership. There were 340 graduates from phase one and 380 from phase two of the basic course during 1994. These numbers compared to 350 and 417 during 1993, and 518 and 486

⁴⁴"Army Aviation Warfighting Bulletin," Mar & Dec 94, Chapter II file; Army Flier, 18 Mar 94; Historical report, 1st Brigade, CY 94; Historical report, DOTDS.

⁴⁵Information paper ATZQ-TDS-D, Capt Williams, 6 Dec 94, sub: Aviation Pre Command Course, Battalion Commanders Conference file; Academic records data, Chapter II file, "USAAVNC Annual Command History, 1993," p. 55.

⁴⁶Information paper AETV-BDE-T, Maj Parker, 1 Dec 94, sub: Aviation Officer Advanced Course, Brigade Commanders Conference file; Academic records data, Chapter II file; "Annual Command History, 1993," pp. 56.

⁴⁷Historical report, DOTDS, CY 94.

during 1992. There were 377 graduates from the Officer Professional Development Course in 1994, compared to 334 in 1993.⁴⁸

H. Warrant Officer Leader Development

During 1994, the Warrant Officer Career Center (WOCC) was charged with developing the warrant officer portion of the officer foundation system standards, which was to replace the military qualification standards. The new system involved the horizontal and vertical integration of officer, warrant officer, and noncommissioned officer common core training requirements.⁴⁹

There were 1,042 graduates from the traditional, six-week, thirty-training day version of the Warrant Officer Candidate School during 1994. With the closing of the warrant officer candidate training program for reserve component personnel at Fort McCoy, Wisconsin, and the consolidation of this training at Fort Rucker, effective 1 October 1994, an alternative, reserve-component version of Fort Rucker's traditional training program was developed. The reserve-component version consisted of two, fourteen-day phases and contained the same subject material in reduced format. Only one class, consisting of thirty-nine graduates, completed this version during 1994, but the future annual student load was estimated to be approximately 315 students for each phase.⁵⁰

The Warrant Officer Career Center proposed to TRADOC a redesigned eight-week course to replace the six-week traditional Warrant Officer Candidate School course. The new course was designed to teach common subjects to the maximum degree possible so that teaching common subjects would not be necessary in the branch basic courses; it therefore incorporated several tasks theretofore taught in basic courses. While the longer course could not easily be adopted for reserve-component warrant officer candidates on two-week training tours, it was reasoned that they were generally older and more mature than most active component candidates and would not

⁴⁸Information paper ATZQ-BDE-T, Maj Parker, 1 Dec 94, sub: Aviation Officer Basic Course, Brigade Commanders Conference file; Academic records data, Chapter II file; "USAAVNC Annual Command History, 1993, p. 56.

⁴⁹Historical report, WOCC, CY 94.

⁵⁰Ibid; 1st end, ATZQ-WCC (ATTG-ILO/16 Apr 93) (350), CW05 David E Helton for distr, 20 Apr 93, sub: consolidation of AC/RC warrant officer candidate training, WOCC; Memo ATZQ-WCC (350) CW05 David E Helton for CG, TRADOC, 5 May 94, sub: Warrant Officer Candidate Course.

necessarily require the additional training.⁵¹ As of the end of 1994, TRADOC had taken no action on this proposal.⁵²

During 1994, 1,465 students were enrolled in phase one (non-resident) of the Warrant Officer Advanced Course; 325 of these (including twenty-four from the reserve components) completed the course during the year. The WOCC conducted the phase two (resident) of the Aviation Warrant Officer Advanced Course until 21 September 1994, at which time course responsibility was transferred to the 1st Aviation Brigade. The mission and course content did not change. The first class after the transfer graduated on 3 November.⁵³ There were 269 graduates from the course during 1994.⁵⁴

The Aviation Warrant Officer Basic Course was four weeks and two days in length and was attended by all aviation warrant officers upon their completion of initial entry rotary wing training. The mission of this course was to train warrant officers in air-land battle and combined arms doctrine.⁵⁵

The Warrant Officer Staff Course replaced the Master Warrant Officer Course in October 1993. The new course was offered for all warrant officers selected for promotion to CWO4. There were 374 graduates from the new course during 1994, compared to a total of 121 from both courses during 1993. The two-week Warrant Officer Senior Staff Course, designed for warrant officers selected for CWO5, was developed in 1993 and began in early 1994. There were 129 graduates from the course in 1994.⁵⁶

I. Noncommissioned Officer Leader Development at Fort Rucker

During 1994, 90 NCOs graduated from the Advanced Noncommissioned Officer Course. This number compared to 107 in 1993 and 97 each year for 1992 and

⁵¹Memo ATZQ-WCC (350) CW05 David E Helton for CG TRADOC, 5 May 94, sub: Warrant Officer Candidate Course, WOCC.

⁵²Staffing response, WOCC, 10 Jul 95

⁵³Historical report, WOCC, CY 94; Historical report, 1st Brigade, CY 94; Information paper ATZQ-BDE-T, Maj Parker, 1 Dec 94, sub: Aviation Warrant Officer Advanced Course, Brigade Commanders Conference file.

⁵⁴Academic records data for 1994, Chapter II file.

⁵⁵Information paper ATZQ-BDE-T, Maj Parker, 1 Dec 94, sub: Aviation Warrant Officer Basic Course, Brigade Commanders Conference file.

⁵⁶Historical report, WOCC, CY 94; "USAAVNC Annual Command History, 1993," p. 57.

1991. Of the total 1994 graduates, 24 completed 68P40, 19 completed 93C40, 1 completed 93D40, and 46 completed 93P40.

The Basic Noncommissioned Officer Course graduated 270 students during 1994--compared to 274 in 1993, 346 in 1992, and 298 in 1991. Of the 1994 graduates, 31 completed 93B30, 61 completed 93C30, 17 completed 93D30, 76 completed 93P30, 16 completed 68L30, 52 completed 68N30, 9 completed 68Q30, and 8 completed 68R30.⁵⁷

Both the basic and advanced courses were divided into two phases, viz: the common leader training phase designed to improve the soldiers' ability to lead, and the military occupational specialty phase aimed at increasing the soldiers' technical and tactical knowledge. In January 1994, because of budget constraints and guidance from the U.S. Army Sergeants Major Academy, live-fire exercises were deleted from rifle marksmanship, and the time allotted for this task was reduced by two hours.⁵⁸ New plans of instruction were adopted for the following courses during 1994: 68P40 (Nov), 93C40 (Sep), 93D40 (Oct), 93P40 (Nov), 68L30 (Oct), 68N30 (Sep), 68R30 (Oct), 68Q30 (Oct), 93B30 (Oct), 93C30 (Oct), 93D30 (Oct), and 93P30 (Feb).⁵⁹

J. Aviation Logistics Training and Leader Development at Fort Eustis

During 1994, the U.S. Army Aviation Logistics School (USAALS) trained 4,794 students; for comparison, the corresponding total for 1993 was 5,144. Of the 1994 total, 2946 were enlisted, 266 were officers, 496 were officers and enlisted soldiers given aviation life support equipment training, and 1,053 were in either ANCOG or BNCOG programs.

Of the enlisted students trained during 1994, 2,712 were skill level 1 (advanced individual training) soldiers trained in career management field 67. Of these, 367 were trained in 67R, 143 in 67S, 545 in 67T, 384 in 67U, 146 in 67Y, 335 in 68B, 137 in 68D, 178 in 68F, 208 in 68G, 161 in 68J, and 218 in 68X. During 1994, the USAALS also trained 674 additional skill identifier students. Of these, 496 were trained in ASIQ2 (enlisted) and ASIH2 (officer), 29 in ASIW5 (68F), 82 in ASIW5 (68J), 37 in ASIX1 (68D), and 30 in ASIX1 (68H). Also during 1994, 35 students were trained in the 67R20/30 (T) Aircraft Maintenance Transition Course, and 21

⁵⁷Academic records data, Chapter II file; "USAAVNC Annual Command History, 1993, p. 58; Historical report, NCOA, CY 94.

⁵⁸Historical report, NCOA, CY 94; Memo ATSS-DCA (351), Lt Col Theodore R Jongbloed for distr, 28 Jan 94, sub: changes to common leader training..., NCOA.

⁵⁹The plans of instruction are in the NCOA section of the 1994 annual history file.

were trained in the 68X20/30 (T) AH-64 Armament/Electrical Systems Transition Course.

In the Noncommissioned Officer Educational System, 747 soldiers completed the BNCOC, and 306 completed ANCOC during the year. These soldiers completed leadership training, consisting of two weeks and four days for BNCOC and four weeks for ANCOC in the U.S. Army Transportation Center NCO Academy. After the leadership training, they received aviation logistics and technical training from the USAALS. Of the BNCOC students, 6 were trained in 67H, 93 in 67N, 77 in 67R, 27 in 67S, 126 in 67T, 80 in 67U, 52 in 67V, 29 in 67Y, 36 in 68B, 34 in 68D, 38 in 68F, 33 in 68G, 11 in 68H, 65 in 68J (AH-1), and 40 in 68X MOSs. Of the ANCOC students, 43 were trained in 67R, 103 in 67T, 20 in 67U, 66 in 67Y, 27 in 68J/X, and 47 in 68K MOSs.

Of the 266 officers trained at the USAALS during 1994, 204 completed the Maintenance Management and Maintenance Test Pilot courses before these programs were transferred to Fort Rucker. Eighteen completed the Aviation Maintenance Technician Course, and forty-four completed the Aircraft Armament Maintenance Technician Course.

During 1994, the U.S. Air Force repair course for the UH-60 helicopter was consolidated with the Army UH-60 repair course at Fort Eustis. The Air Force was given a quota of twenty students per class beginning with Class 51/52-94. Seventeen Latin American students were given advanced individual training, and sixteen were given level three training at the USAALS during 1994.⁶⁰

⁶⁰Historical report and staffing response, USAALS, CY 94.

CHAPTER III

DOCTRINE AND COMBAT DEVELOPMENTS

A. Doctrine and Force Design

Force XXI and the Aviation Campaign Plan

During 1994, the U.S. Army developed "Force XXI" as a design plan for the Army for entering the twenty-first century. The three principal thrusts of Force XXI were force redesign, assimilation and integration of information age technology, and the re-engineering of the Army from the factory to the foxhole. Its characteristics included doctrinal flexibility, strategic mobility, tailorability and modularity, joint and multinational connectivity, and versatility to function in war and operations-other-than-war. Information age technologies and advanced warfighting systems would allow a wider range of missions for divisions. The Force XXI Army would function in the future as the primary land force executing joint, multinational operations in war and operations-other-than-war to achieve objectives in operations where domination of terrain or control of populations was central to victory.¹

The Army Aviation Restructure Initiative supported the Force XXI design principles, and the current version of the Army Aviation Modernization Plan supported equipment requirements as they related to aviation. It was necessary, however, for the Aviation Center to develop the "Aviation Campaign Plan" in 1994 to further define the aviation capabilities that would be required to achieve Force XXI goals. The Aviation Campaign Plan focused on information-age technology in order to achieve electronic linking of air and ground forces allowing the commander to synchronize combat power with the seven aviation digitization programs, viz: Global Positioning System, Have Quick, high frequency radio, Improved Data Modem, Army Airborne Command and Control System, Aviation Mission Planning System, and Aviation Tactical Operation Center (see "Avionics and Digitization Programs" below). The plan would support several advanced warfighting experiments, both live and in simulation, scheduled for 1995. During 1994, USAAVNC project officers analyzed program issues and ensured that the digital systems, when fielded, would be reliable. By providing the aviation users' perspectives, the developmental programs would ultimately meet aviation

¹TRADOC Pamphlet 525-5, "Force XXI Operations" (Aug 94), pp. i-iii, passim; Historical report, DCD, CY 94; "Five-Year Joint Venture Analysis Plan Force XXI," Apr 95, DCD; Briefing slides, "Modularity," DCD; "Employment of Aviation into the 21st Century," Dec 93, DCD.

requirements for a comprehensive Army digital battlefield architecture for Force XXI.²

Prior to 1994, no adequate analysis had been made of air cavalry troops/squadrons as they would exist after the RAH-66 Comanche replaced the aircraft theretofore used by those units. In 1994, the USAAVNC Directorate of Combat Developments (DCD) used Rand Corporation methodology for evaluating reconnaissance and analyzing force structures and tables of organization and equipment (TOEs) to determine the optimum troop size within air cavalry squadrons. Janus war gaming was used to evaluate the size of cavalry troops/squadrons versus the capability to perform counter-reconnaissance. The study concluded that there should be a minimum of twelve Comanches per troop. Should a troop be given more than one mission, however, either more than twelve Comanches would be required or one or more of the missions would have to be performed at a reduced level.³

Key force design issues studied by the Concepts Branch of the USAAVNC DCD during 1994 included the Aviation Branch, air traffic services, theater missile defense, and battlefield distribution operational concepts. The Aviation Branch concept described how Army Aviation would conduct operations in the environments of war and operations other than war. The air traffic services study outlined the operational concept for Army air-traffic-services support to all airspace users (joint, combined, interagency, and host). The theater missile defense concept described Army aviation's capabilities to support theater-level missile defense. The battlefield distribution operational concept, begun by the U.S. Army Aviation Logistics School (USAALS) DCD before its merger with the DCD at Fort Rucker, provided continuity of logistics command and encompassed the distribution of materiel, personnel, and soldier support items through the logistics pipeline.⁴

The USAAVNC DCD established the Systems Prioritization and Integration Office as a separate office in February 1994 to address the critical need to integrate programs and actions across the areas of doctrine, training, leader development, organizations, materiel, and the soldier (DTLOMS). The first DTLOMS council of colonels meeting was held on 13 September. The plan was to reconvene quarterly to discuss issues and develop solutions for problem areas in any of DTLOMS areas. Personnel of the office began work on the 1995 Army Aviation Modernization Plan in

²Briefing slides, "Aviation Campaign Plan," DCD; Historical report, DCD, CY 94

³"Air Cavalry Organizational Analysis," DCD; Historical report, DCD, CY 94.

⁴Historical report, DCD, CY 94; DCD action updates for Aviation Branch concept (8 Nov 94), air traffic services concept (8 Nov 94), theater missile defense concept (8 Nov 94), and battlefield logistics system (1 Feb 95)

September. A final draft of the plan was prepared in December. The office also published DCD's second "Program and Project Summary Book" in March 1994.⁵

Total Army Analysis was a multi-phased force structuring process. It consisted of both qualitative and quantitative analysis to generate tactical support forces and general support forces necessary to sustain and support the divisional and non-divisional combat forces designated in the objective force. It was a biennial process conducted during even-numbered years followed by a force integration analysis conducted during odd-numbered years. The continuum and combination of the two analytical processes were the bases for the Army's program objective memorandum development and establishment of the program force. Army aviation force allocation rules were developed by the Force Analysis Structure Branch of the USAAVNC DCD to be used during the Total Army Analysis 03 process. As of the end of 1994, there were no significant Army aviation issues going forward during the 03 process.⁶

A combat service support review of aviation intermediate maintenance units was held at CASCOM headquarters in November 1994. As a result of that initiative, the USAAVNC formed an ad hoc committee to address aviation intermediate maintenance modularity and battlefield logistic support. The initial meeting at Fort Rucker was held on 10 November. The intent of the modularity study was to determine how much redundancy (both personnel and equipment) was required for the commander to be able to organize by task and still be able to support multiple missions simultaneously. While redundancy to support every possible contingency was not feasible or affordable, the goal was to provide sufficient manpower and equipment to support likely task organizations. Further analysis was to be conducted to determine what additional personnel and equipment would be needed.⁷

Aviation Restructure Initiative (ARI)

The objective of the Army aviation modernization strategy was to reduce the rotary and fixed wing fleets to four aircraft types each. The goal was to provide the nation the most capable force possible within resource constraints. The ARI was the foundation of the program. It called for modernizing aviation units to correct organizational and personnel deficiencies, accelerating the retirement of obsolete

⁵Historical report, DCD, CY 94; "Army Aviation Modernization Plan, 1995," draft, Dec 94, DCD; "Program and Project Summary Sheets," Mar 95, DCD.

⁶"Total Army Analysis," ATZQ-CDO, 9 Sep 94, DCD; Historical report, DCD, CY 94.

⁷Historical report, DCD, CY 94; Briefing notes, "Modularity," DCD.

aircraft, and equipping the objective force with modernized Comanche and AH-64D Longbow Apache aircraft.

During the early part of 1994, the USAAVNC DCD developed an implementation plan for the ARI. The ARI conversion schedule called for units in Europe to complete restructuring no later than the first quarter of fiscal year 1996. The XVII Airborne Corps units would complete ARI conversion during the third quarter of fiscal year 1997. All forward deployed forces were scheduled to complete the restructuring process no later than the third quarter of fiscal year 1998, with the remainder of the active component units completing the process by the second quarter of fiscal year 1999. All aviation units were to have completed conversion to ARI by 1 October 1999. At the end of the year the impacts of the changes in the RAH-66 Comanche procurement program (see below) were being assessed to determine alternative solutions to any shortfalls created by the delay in the Comanche program.⁸

Battle Laboratories and Other Exercises

Since no TRADOC battle lab was established at Fort Rucker, the USAAVNC, in 1992, created the Aviation Battle Lab Support Team as a division of the DCD to coordinate aviation's involvement in the various labs. In September 1994, the director of DCD reorganized the Aviation Battle Lab Support Team with the purpose of increasing its capabilities and size. During 1994, the team worked to ensure Army aviation's full involvement in the battle lab process and its integration within the six TRADOC battle labs. Aviation participated in all 1994 advanced warfighting experiments and demonstrations. Aviation systems displayed in the Mounted Battle Space Battle Lab's Desert Hammer VI included the OH-58D Kiowa Warrior, the enhanced Apache with the airborne target handover system and digital imagery, the aviation mission planning system, and the Army airborne command and control system. In the Dismounted Battle Space Battle Lab's experiments with "Own the Night" technologies, the branch coordinated tests of night vision devices and equipment and tested advanced night fighting systems. With the Depth and Simultaneous Attack Battle Lab, the branch explored joint-sensor to shooter linkages, long haul tactical command and control, and the deep operation coordination cell.⁹

⁸Memo ATZQ-CDO Maj Gen John D Robinson for distr, 3 Jun 94, sub: ARI update, Chapter III file; "Army Aviation Modernization Plan, 1995," draft, Dec 94, DCD; Historical report, DCD, CY 94: "Army Aviation Warfighting Bulletin," Dec 94.

⁹Historical report, DCD, CY 94; "Army Aviation Warfighting Bulletin," Mar, Sep, Dec 94, Chapter III file.

Doctrinal Development and Publications

The USAATCA air traffic services concept document developed and staffed through the U.S. Army Combined Arms Center (USACAC) for approval during 1993 was revised during 1994. This concept comprised Army airspace command and control services, airspace information services, terminal services, and forward area support services. It provided the conceptual view of how these services would link into current and future Army airspace command and control doctrine and structure. The operational concept was approved at the USAAVNC in November 1994 and forwarded to TRADOC headquarters.¹⁰ Field Manual 100-103, "Airspace Command and Control in a Combat Zone," was continually under revision throughout 1994 for the purposes of updating for technological developments and improving its joint operations aspects.¹¹

Worldwide staffing of the coordination draft of FM 95-100, "Army Air Traffic Services Contingency and Combat Operations," was completed in March 1994. After TRADOC changed the numerical designation of the manual to FM 1-120 to conform with aviation numbering, a joint working group effected further revisions and completed a final draft. It was distributed for worldwide staffing in September 1994. The revised document was to replace FM 1-103, dated 30 December 1981. In addition to providing more current doctrine generally, it would include army airspace command and control doctrine.¹²

The USAAVNC 1st Brigade prepared a preliminary draft of FM 1-300, "Flight Operations Procedures." The draft would disseminate new information to the field and provide an opportunity for input from the field for the final product. Automated flight records material were to be incorporated into the final product.¹³

The Doctrine Division of DOTDS completed over 90 percent of the revision of FM 1-100, "Doctrinal Principles for Army Aviation in Combat Operations," and of FM 1-111, "Aviation Brigades," during 1994. As the capstone manual for Army aviation, FM 1-100 would serve as the doctrinal foundation for Army aviation and the principles upon which it would be employed. The final version was scheduled to be fielded in May 1995. The revised FM 1-111 reflected doctrinal revisions in several

¹⁰"ATS Concept," USAAVNC, 1994, USAATCA, doc 3; "USAAVNC Annual Command History 1993," p. 76; Historical report, USAATCA, 1994.

¹¹Historical report, DOTDS, CY 94.

¹²FM 1-120, "Army Air Traffic Services Contingency and Combat Zone Operations," coordination draft, USAATCA, doc. 4; Historical report, USAATCA, 1994.

¹³"Army Aviation Warfighting Bulletin," Dec 94, Chapter III file.

other field manuals and also the restructuring of Army aviation in accordance with the ARI. The final version was to be fielded in April 1995. The Doctrine Division also developed major doctrinal concepts, such as helicopter gunnery and assigning responsibilities to commissioned officers, that were included in the TC 1-210, "Commanders' Guide." The division also assimilated feedback from the field and completed the final draft of FM 1-140, "Helicopter Gunnery," during 1994.¹⁴

The 1-145th Aviation was responsible for battalion-level-and-below doctrine for attack, air cavalry, assault, utility, and medium helicopter operations. During 1994, the battalion revised field manuals to reduce the total number of aviation manuals and to incorporate ARI/aviation force structure changes and changes to FM 100-5. The revisions were to produce the following three manuals: "Attack Helicopter Operations"; "Assault/Utility/Medium Helicopter Operations"; and "Air Cavalry Operations" as replacements for seven manuals that had previously addressed these topics.¹⁵

The Threat Division of the USAAVNC DCD completed the system threat assessment reports for the Apache and the Comanche helicopters during 1994. The Apache report was completed and validated in August; the Comanche report was completed and staffed for validation in December. The division also supported the Foreign Intelligence Office of the Aviation and Troop Command (ATCOM) with the preparation of the system threat and assessment report for the UH-60 Black Hawk. The division also supported the completion of the threat test support package for the AH-64D Longbow. Additionally, the Threat Division contributed to several other developmental programs and provided periodic briefings and reports on various worldwide threats to aviation. It produced and distributed four quarterly issues of the "U.S. Army Aviation Center Threat Bulletin" during the year.¹⁶

B. Equipment Requirements

The USAAVNC DCD conducted a study of non-TOE aircraft during 1994. The non-TOE aircraft consisted of float aircraft, table of distribution and allowances (TDA) aircraft, and several other categories of non-TOE aircraft. Float aircraft were to be maintained in combat-ready condition so that they could be cycled into and out of the TOE fleet as replacements for TOE aircraft that were down for major

¹⁴Information papers, ATZQ-TDS-D, 6 Dec 94, sub: FM 1-111 and FM 1-100, Brigade Commanders Conference file; Historical report, DOTDS, CY 94; "Army Aviation Warfighting Bulletin," Mar & Dec 94, Chapter III file.

¹⁵"Army Aviation Warfighting Bulletin," Mar 94, Chapter III file.

¹⁶Historical report, DCD, CY 94; "Army Aviation Warfighting Bulletin," Mar & Sep 94, Chapter III file.

maintenance or other reasons. TDA aircraft were used for training, testing, and development. While some of these aircraft could be made combat ready with little or no preparation, they would have to be transported to a combat unit and were not considered combat ready. The other categories included the relatively small numbers of aircraft awaiting deployment or in transit; they were not considered combat ready. The study examined statistics for a thirteen-year period on actual aircraft utilization in non-TOE roles and compared results against allowances specified in Army regulations. The study concluded that a mission capability rating of 100 percent could be maintained with a reduction in non-TOE procurement from the existing 35.5 percent to 26 percent.¹⁷

AH-64 Apache and Longbow

By the end of 1994, all scheduled units except the 1-2nd Aviation Regiment had been equipped with AH-64A aircraft. This attack helicopter battalion was scheduled to be equipped and trained at Fort Hood, Texas, and then sent to Korea in 1996.¹⁸

In accordance with instruction from the DOD and from TRADOC, the USAAVNC converted the advanced attack helicopter materiel need statement into two operational requirements document--one for the AH-64A+ Apache and one for the modernized or AH-64D Apache. The AH-64A+ requirements document stated the requirements necessary to maintain the Apache fleet until modernization. The modernized Apache requirements document stated the requirements necessary to modernize and standardize the Apache fleet to accept the Longbow weapon system. The requirements documents were validated at DA level in April. In November, the Joint Requirements Oversight Council reviewed and validated the key performance parameters for the modernized Apache and Longbow weapon system and designated the chief of staff of the Army as approval authority for the operational requirements documents.¹⁹

According to the operational requirements documents, the latest system improvement plan was to constitute the product improvement plan for the Apache.

¹⁷"Non-TOE Aircraft Study," DCD; Historical report, DCD, CY 94.

¹⁸Historical report and staffing response, TSM-Longbow, CY 94.

¹⁹Memo ATZQ-TSM-LB (70-1c), Maj Gen John D Robinson for cdr TRADOC, 21 Dec 93, sub: operational requirements document...; Memo DAMO-FDR, Maj Gen Jay M Garner for cdr TRADOC, 1 Apr 94, Sub: Longbow weapon system and modernized Apache operational requirement document conversions; Memo JROCM 075-94, W A Owens for chief of staff of the Army, 10 Nov 94, subject: modernized Apache ... requirements documents, all in TSM-Longbow.

The system improvement plan was approved at Fort Rucker and signed by the program executive officer-aviation (PEO-A) in September 1994. The first ten items on the system improvement plan would convert an A model to an A+ model. These included embedded Global Positioning System inertial, single channel ground-to-air radio, improvements to 30MM canon, an ARC 220 high frequency radio, improvements in nap-of-the-earth communications, alternate laser coding, and altitude voice warning.²⁰

In May 1994, HQDA approved the revised modernized Apache Longbow critical operational issues and criteria. The two issues were as follows: (1) whether the Longbow weapons system enhanced mission accomplishment of the modernized Apache team with regard to engaging and defeating enemy targets during combat operations in environments that precluded the use of laser guided weapons; and (2) whether units equipped with modernized Apache aircraft could achieve a level of trained readiness during peacetime and provide a wartime readiness capability for sustained operations.²¹ Company A of the 2-229th Aviation Regiment took the prototype AH-64D aircraft to Fort Hunter Liggitt, California, in October to prepare for the force development test and experimentation. The test was an unqualified success; it provided data to be used in development and refinement of tactics, techniques, and procedures to be used in the initial operational test and evaluation scheduled for January to March 1995 and for the operational employment of the Longbow Apache.²²

The U.S. Army Technical Test Center (ATTC) completed the preliminary airworthiness evaluation of the AH-64D Longbow Apache helicopter during 1994. The evaluation was conducted to assess the handling qualities, crew-station design, and the integrated avionics subsystem. The evaluation consisted of forty-two daytime flights and nine night flights--the latter using the pilot night vision system. One deficiency, related specifically to the AH-64D without radar, was the rotor speed droop during aggressive maneuvers. The remaining deficiencies included the failure of the integrated avionics system to notify the pilot when attitude/position hold reverted to synchronization mode, the failure of the hover position box to accurately reflect aircraft drift, the excessive reflective glare on the copilot/gunner's overhead

²⁰Memo DAMO-FDR, Maj Gen Jay M Garner for cdr TRADOC, Apr 94, sub: operational requirement document for the AH-64A+ Apache; Briefing list, AH-64 System Improvement Plan, 6 Dec 94, both in TSM Longbow; Historical report, TSM Longbow, CY 94.

²¹Memo DAMO-FDR, Maj Gen Jay M Garner for chairman, modernized Apache/Longbow weapon system Test Integration Working Group, 12 May 94, sub: revised critical operational issues and criteria..., TSM-Longbow.

²²Historical report, TSM-Longbow, CY 94; Memo CSTE-TAV (71-3c), Lt Col William C Durham for TSM-Longbow, 26 Nov 94, sub: letter of agreement for delivery of validated tactics techniques and procedures..., TSM-Longbow; "Army Aviation Warfighting Bulletin," Dec 94, Chapter III file.

canopy during unaided night flight, the failure of the environmental control system to adequately heat and cool the cockpits, and the large airspeed errors registered by the low-air-speed system.²³

RAH-66 Comanche

Notwithstanding a congressional reduction of \$30 million in its fiscal year 1995 budget, the Comanche program remained on schedule during most of 1994. It was enroute to a projected roll out of aircraft number 1 in May 1995 with the first flight expected the following November.²⁴ Beginning in November 1993, the Comanche program manager developed a streamlined Comanche developmental program to eliminate redundancy and incidental procedures that added no value to the acquisition process. A major feature of the plan was that it consolidated the remaining portions of the demonstration/validation phase of the developmental process with the engineering, manufacturing and development phase, permitting the program to move ahead notwithstanding budget shortfalls. In December 1993, the plan was briefed to the vice chief of staff of the Army, who directed that it be finalized for review and formal approval in 1994.²⁵

The streamlined acquisition program for the Comanche was not implemented because of the release by the deputy secretary of defense of a program decision memorandum that seriously affected the Comanche developmental and fielding plans. On 18 August, Deputy Secretary of Defense John Deutch requested that members of the Defense Resource Board review with each service several programs to shift resources required to support revised program objective memorandum funding priorities. Army programs to be reviewed included the RAH-66 Comanche helicopter. The three options proposed by the Army were as follows: (1) terminate the program and provide no additional funding; (2) terminate the airframe but develop key technology; or (3) delay the developmental process by retaining two flyable prototypes while prolonging the demonstration/validation phase of the program. On 9 December 1994, the DOD released its decision to select option three. With the production of two flyable prototypes, the Comanche program would be restructured to ensure that the important technology-based programs would continue forward, but procurement

²³Historical report, ATTC, 1994; "Preliminary Airworthiness Evaluation of the AH-64C Apache," Apr 94, ATTC; "Preliminary Airworthiness Evaluation of the AH-64D Longbow Apache Helicopter," Apr 94, ATTC.

²⁴Historical report, TSM Comanche, CY 94; "Army Aviation Warfighting Bulletin," Dec 94, Chapter III file.

²⁵"Annual Command History, 1993," p. 86.

would be deferred to beyond fiscal year 2001. According to the DOD, the Comanche decision would save the \$2.1 billion during fiscal years 1996 through 2001.²⁶

During 1994, assembly continued on the two prototype Comanche aircraft, which were ahead of schedule at the end of the year, with roll out of the first one planned for May 1995. Testing continued on the LHTEC T-801 growth engine, and two T-800 engines were delivered for installation in aircraft number one. Also, the first subsystem power unit had been completed by the end of the year and was ready for shipment to Stratford, Connecticut, to be placed in the first prototype. Finally, following the OH-58D Kiowa Warrior force development test and experimentation II, E Troop of the 2-229th Aviation Regiment was redesignated E Troop (Comanche), 1-10 Aviation Regiment. The main efforts of this troop were to develop and refine Comanche tactics, techniques, and procedures, and to articulate the employment of the Comanche in advanced warfighting experiments and other simulation exercises. As subject matter experts, troop personnel also represented the user during design and development meetings, analytical studies, and battle lab exercises.²⁷

The ATTC continued its support of the Comanche development effort during 1994 by maintaining a representative on site at Boeing Helicopters Textron, Inc. throughout fiscal year 1994. This representative continued tracking instrumentation and government test requirements to ensure they were implemented during preliminary planning stages. He also tracked and reported progress of contractor test efforts and assisted the program manager's office in resolving test discrepancies. The on-site representative worked closely with personnel from TRADOC Systems Manager--Forward, the U.S. Army Test and Experimentation Command, and the U.S. Army Operational Evaluation Command to ensure that operational test requirements and issues were addressed.²⁸

TH-67 Creek

By December 1967, the USAAVNC had acquired a total of sixty-seven TH-67s--thirty-five configured with visual flight rules and thirty-two with instrument flight

²⁶Historical report, TSM Comanche, CY 94; "Comanche Courier," 1994 issue 4, TSM-Comanche; Army Flier, 16 Dec 94.

²⁷Historical report, TSM Comanche, CY 94.

²⁸Historical report, ATTC, CY 94; Memos STEAT-FS-A (70-10r), Jim McCrory for distr, 15 Jul, 28 Sep, and 24 Oct 94, sub: activity reports, RAH-66 Comanche, ATTC.

rules. The planned total purchase was 157 aircraft, with approximately five arriving each month until the final delivery in July 1996.²⁹

CH-47D Chinook

In 1993, the USAAVNC DCD prepared a mission need statement for an aerial cargo transport aircraft as a replacement for the CH-47D in the years 2020 to 2025 and also for a means of modernizing and upgrading the existing CH-47D aircraft until a replacement was developed. TRADOC reviewed and approved the statement and forwarded it to HQDA. The ODCSOPS validated the need but did not fund the program. That office also requested that the necessary upgrades required for the CH-47D be incorporated into an operational requirements document and returned to HQDA by 30 June 1994. The suspense was first changed to 1 October and then removed pending completion of a cost and operational analysis, which was expected to be completed by March 1996.³⁰

UH-60 Black Hawk

The planned UH-60Q was the standard UH-60A Black Hawk modified with a medical interior package and an upgraded cockpit with modernized avionics package. During 1994, the USAAVNC DCD conducted an analysis to determine the system configuration that best met the needs of medical evacuation missions on the future battlefield. The purpose of the study was to identify cost and operational benefits of certain key subsystems of the UH-60Q medical evacuation helicopter. The subsystems to which most attention of the study was directed were the data bus, the forward-looking infrared, and the on-board oxygen generating system. The analysis supported the configuration of the medical evacuation helicopter that included these subsystems.³¹ A council of colonels met in the ODCSOPS conference room in Washington on 29 September and resolved that all Q-model aircraft would be outfitted with the data bus and oxygen system and all would be modified to accept the forward-

²⁹"Army Aviation Warfighting Bulletin," Mar & Dec 94, Chapter III file.

³⁰"USAAVNC Annual Command History, 1993," p. 92; Memo DAMO-FDR, Jay M Garner for cdr TRADOC, 24 Mar 94, sub: mission need statement for the aerial cargo transport capability, DCD; Historical report, DCD, CY 94; 1st end ATCD-MV (ATZQ-C/30 Aug 94) (70-li), Maj Gen Larry G Lehowicz for ODCSOPS, 26 Sep 94, sub: operational requirement document for the CH-47D, DCD.

³¹Executive summary of UH-60Q MEDEVAC configuration abbreviated analysis, DCD; Historical report, DCD, CY 94.

looking infrared. The Office of the Deputy Chief of Staff for Operations and Plans then approved the changes recommended by the council of colonels.³²

The USAAVNC DCD, ATCOM, and the program management offices for the UH-60 and CH-47 began conducting a helicopter lift study during 1994. The study was expected to help define sustainment actions and improvements that would need to be incorporated into those aircraft to keep them in service for the next decade.³³

Special Operations Aircraft

The ATTC began testing special operations aircraft in January 1994 at Fort Campbell, Kentucky. The test team consisted of pilots from ATTC and from the 160th Systems Integration and Maintenance Office, test engineers, technicians, test managers, and support personnel. The program was conducted to fully integrate the AN/APQ-174 radar system in the MH-60K and MH-47E aircraft in preparation for qualification testing at Edwards Air Force Base during 1995. At Fort Campbell, project personnel tested the aircraft equipped with multi-mode radar against man-made objects in rough terrain. The basic requirement of the multi-mode radar was to allow the aircraft to follow the terrain contour at selected clearance altitudes. The ATTC conducted a preliminary human factors engineering/system safety assessment on the MH-47E in May 1994. In June, the Test and Evaluation Command directed that future test/assessments be accomplished as part of a different test project.³⁴

Light Utility Helicopter

The Aviation Modernization Plan identified the need for a light utility helicopter to move battle staff personnel, conduct liaison missions, perform communications relay and courier missions, and transport critical materiel items. Light helicopter missions would also include disaster relief and humanitarian assistance. The Aviation Restructure Initiative identified a force structure of three light utility battalions to provide these functions. Following worldwide coordination, a light utility helicopter mission need statement was submitted to TRADOC in

³²Historical report, DCD, CY 94; Information paper DAM-FDV, 30 Sep 94, sub: minutes of 29 Sep 94 council of colonels UH-60 "Q" model MEDEVAC strategy IPR, DCD; Memo DAM-FDR, Maj Gen Edward G Anderson III for cdr TRADOC, sub: proposed changes to the UH60 Black Hawk..., DCD.

³³"Army Aviation Warfighting Bulletin," Dec 94, Chapter III file.

³⁴Historical report, ATTC, CY 94; Memos STEAT-FS-E (70-10r), Jim McCrory for distr, 26 Aug, 2 Sep, and 1 Dec 94, sub: test record...special operations aircraft, ATTC.

September 1994. TRADOC approved the statement and forwarded it to HQDA in November.

According to the mission need statement, the Army had a near-term shortfall in light utility helicopter capability. Operations and sustainment costs were rising for the OH-58A/Cs and UH-1Hs performing the mission during the mid-1990s. Additionally, these aircraft lacked range and suffered performance degradation at high altitudes and in hot climates, had been in continuous operation for twenty-five years, and were approaching the end of their serviceable life. There were three potential options for replacement of these aircraft. The first was the use of the UH-60A/L; the second was the application of a service life extension program for the UH-1 and/or the OH-58; and the third was the procurement of one of several commercial helicopters as a non-developmental item.³⁵

During 1994 the USAAVNC DCD conducted studies relating to the light utility helicopter mission requirement. The studies concluded that a commercially available non-developmental aircraft to fill the light utility mission would cost too much as would also using the UH-60 Black Hawk for these missions. Furthermore, budget considerations had already reduced the purchase of Black Hawks from 2,180 to 1,427. The light utility helicopter units in Force Package 1 should be supplied with Black Hawks, however, so as to have a common aircraft with the rest of the package. For other units, the UH-1 would be an acceptable aircraft with relatively minor service life extension upgrades. Engine upgrades would be too costly for the relatively small performance gains they would provide. Therefore, the UH-1 should not be considered for other than light utility helicopter missions. It could perform these missions in all units except those in Force Package 1 with a service life extension program consisting only of an avionics upgrade and the minimum wiring required to incorporate the avionics. The study also recommended the implementation of a mechanism to reuse the parts of UH-1s being taken out of service in the repair of those remaining in service.³⁶

Fixed-Wing Aircraft

In 1993, the USAAVNC and other interested Army agencies developed a fixed wing investment strategy as a comprehensive plan for modernizing the Army's fixed-wing fleet. The fleet consisted of twenty-one different types of airplanes that performed many different missions. The 1993 strategy defined four required

³⁵"Mission Need Statement for Light Utility Helicopter Capability," DCD; Memo ATZQ-CDM-C, Maj Gen Ronald E Adams for Maj Gen Larry G Lehowicz, 23 Sep 94, DCD; Memo ATCD-MV (70), Maj Gen Larry G Lehowicz for HQDA, 15 Nov 94, DCD.

³⁶"Executive Summary, Light Utility Helicopter and UH-1 Service Life Extension Studies," DCD; Historical report, DCD, CY 94.

capabilities, viz: short range utility, medium range utility, long range utility, and a multi-mission tactical transport. The plan was to replace older, technologically obsolete aircraft with fewer, but more capable and cost efficient aircraft. Operating and support costs would be reduced. The DA approved the fixed wing investment strategy in July 1994, paving the way for further progress.³⁷

The C-XX medium range utility airplane was intended to fill the Army's requirements for operational support airlift and theater fixed-wing aircraft. With the intended mission of transporting senior commanders, key personnel, critical parts, equipment, and information during peacetime and contingency operations, it was to replace the retiring U-21 and supplement the C-12. Four aircraft companies (Beechcraft, Lear, Israel Aircraft Industries, and Ratheon Corporate Jets, Inc.) proposed non-developmental aircraft for consideration. During 1994, the USAAVNC DCD conducted a cost and operational effectiveness analysis of the C-XX to determine and evaluate the costs and performance capabilities of the alternative fixed-wing, multi-engine, turbojet/fanjet aircraft with six to eight passenger capability.³⁸ The DCD also completed the operational requirements document for the C-XX and forwarded it to TRADOC for review and approval in December 1994. TRADOC approved the requirements document on 12 December, and Congress appropriated funds in the fiscal year 1995 budget to purchase two aircraft.³⁹

Also during 1994, the USAAVNC DCD prepared a mission need statement for a multiple mission medium tactical transport airplane. The tactical transport was envisioned as a multiple function airplane that could fulfill the several Army missions requiring a medium cargo airplane. These missions included aerial common sensor, high capacity air ambulance, special operations, and intra-theater cargo. The final draft of the statement was approved by TRADOC but put on hold at the DA level. While the concept of a single multi-mission fixed-wing aircraft that satisfied multiple user requirements was deemed to be valid, it was not considered sufficiently mature to continue as a separate program at that time. The concept would, however, be used to

³⁷"Executive Summary to U.S. Army Aviation Fixed Wing Investment Strategy," DCD; Historical report, DCD, CY 94.

³⁸"Army Aviation Warfighting Bulletin," Dec. 94, Chapter III file; Historical report, DCD, CY 94; "Report on the C-XX Medium Range Utility Aircraft: Comparison of Alternatives, Analysis of Cost & Performance Parameters," Dec 94, DCD.

³⁹Memo ATZQ-CDM-C, Maj Gen Ronald E Adams for Maj Gen Larry G Lehowicz, 11 Dec 94, sub: C-XX Medium Range operational requirement document, also encl and 1st end attached; Historical report, DCD, CY 94.

gain efficiencies and enhance standardization as materiel solutions were developed and doctrine standardized.⁴⁰

The final scheduled flight of the OV-1 Mohawk airplane occurred at Fort Rucker's Cairns Army Airfield on 15 September 1994. The final check ride was flown by Capt. David Basset, the only student in the last Mohawk class. Mohawk training began at Fort Rucker in 1960, and more than 115,000 hours had been accrued in the accomplishment of that training. Manufactured by Gruman Aerospace in Bethpage, New York, until production stopped during the late 1970s, the Mohawk was the longest tenured fixed-wing aircraft in the Army's inventory.⁴¹

Weapons Systems

On 5 July 1994, the ATTC and Yuma Proving Ground personnel began testing the AH-64 Longbow weapon system on three aircraft at the Yuma Proving Ground. The tests were conducted in accordance with a test plan developed earlier in the year. Testing was completed on 1 December 1994, and both organizations were to write the formal report in 1995.⁴²

As of 30 December 1994, the Army had taken delivery of 39,167 Hellfire missiles. Of these, 7,790 were AGM-114A missiles, 22,538 were AGM-114C missiles (minimum smoke and lower altitude profile), and 8,839 were AGM-114F missiles (improved warhead). None of these missiles remained in production at the end of 1994.⁴³

Hellfire II, the latest laser-guided Hellfire missile, entered production during 1994 at a facility near Troy, Alabama. The total planned procurement of this missile was 7,858, of which the Army was to receive 4,685 and the Navy, 3,173. Hellfire II would provide improved lethality against advanced armor threats. Hellfire II was a developmental stepping stone toward and would have a common bus with the Longbow Hellfire missile. The Longbow Hellfire was to be an inertial-guided, radar-assisted

⁴⁰Memo ATZQ-CDM-C, Maj Gen John D Robinson for Maj Gen Larry G Lehowicz, 3 Jun 94, sub: multiple mission medium tactical transport airplane, also 1st end and encl, DCD; Memo DAMO-FDV, Brig Gen John M. Riggs for cdr TRADOC, 24 Feb 95, sub: fixed wing investment strategy, DCD; Historical report, DCD, CY 94.

⁴¹E-mail note, Maj Kenneth A Hawes for cdrs/dirs, 10 Sep 94, sub: final flight of the OV-1 (15 Sep 94), Chapter II file; Army Flier, 23 Sep 94.

⁴²Historical report, ATTC, CY 94; "Detailed Test Plan...Longbow Apache Weapon System," May 1994, ATTC.

⁴³Information paper ATZQ-TSM-LB, Col Mitchell, 30 Dec 94, sub: Hellfire modular missile system program review, Brigade Commanders Conference file.

missile. Development of this weapon was completed and testing began during 1994. Thirty-seven of these fire-and-forget missiles were fired in the developmental test flight program with thirty-four direct hits against intended targets. Twenty more of these missiles were to be fired during the Longbow Apache initial operational test and evaluation in February 1995.⁴⁴

Avionics and Aviation Digitization Programs

The Army Airborne Command and Control System was planned during 1994 as an extension of the existing airborne command and control capability and as the airborne variant of the command and control vehicle program. The UH-60 helicopter-based command and control system would provide the commander an airborne command and control capability with voice and data equipment comparable to those in tactical command posts and battle command vehicles. The airborne command and control system would operate with and be compatible with joint and allied forces, the ground commander's command vehicle, battle command vehicles, other components of the Army command and control system, and various other agencies and communication networks. It was given high priority in the aviation digitization effort. Cost efficiency was planned through the use of government off-the-shelf equipment tailored for emerging technology in communications and data processing. The Program Manager for Aviation Electronic Combat was the materiel developer. Although funds had been allocated for the system, \$11.8 million of the \$30.7 million necessary for research and development for fiscal years 1995-1997 were unfunded. The USAAVNC DCD developed the operational requirement document for the system during the early part of 1994, and TRADOC approved the document in September.⁴⁵

TRADOC approved the operational requirement document for the Aviation Mission Planning System in 1992. The planning system was an automated mission planning, rehearsal, and synchronization tool designed specifically for the aviation commander. There were two levels of its capabilities--one for brigades and battalions and one for companies. The system would provide tactical planning, mission management, and maintenance management functions. It would enhance mission preparedness with increasing fidelity from the mission planner through the simulator to the aircraft and then "stay in the fight" by providing mission update and re-planning tools. During 1994, a process action team at the USAAVNC consolidated aviation

⁴⁴Ibid; Historical report, TSM-Longbow, CY 94; E-mail note, Edward W Perkins for SFAE-MSL-HD, 2 Feb 94, sub: flash report Longbow Hellfire missile flight test, Chapter III file.

⁴⁵"Operational Requirement Document for the Army Airborne Command and Control System," 31 May 94, DCD; Information paper ATZQ-CBD, Capt Weidinger, 2 Dec 94, sub: the Army Airborne Command and Control System, DCD; 1st end ATCD-MV (ATZQ-CG/31 May 94) (70-li), Maj Gen Larry G Lehowicz for cdr USAAVNC, 30 Sep 94, sub: operational requirement document..., DCD

requirements in the area of mission planning and developed an acquisition strategy for a single integrated mission planner for the Army aviation fleet. For reasons of cost, time required for production, and overall capabilities, the team recommended that the Army adopt the core software of the Air Force Mission Support System. A higher-level management working group approved the recommendation of the process action team in July, 1994. The PEO-A and the USAAVNC commander endorsed the selection of Air Force software later in August.⁴⁶

The Aviation Tactical Operations Center was a mobile, deployable, tactical wheeled vehicle with mounted shelter and stowable tent extension for use by aviation brigade, battalion, and company commanders in planning, controlling, and reporting aviation operations. The major components were a high mobility multipurpose wheeled vehicle with a standard integrated command post--rigid wall shelter, roll out tentage, trailer, and generator. It would replace the 2.5 ton vehicle and the 5 ton expandable van in use as command and control vehicles within Army aviation units. The USAAVNC sent the operational requirements document for the Aviation Tactical Operations Center to TRADOC in June, and TRADOC approved it in September. The center was not in the program objective memorandum in 1994, and no procurement funds had been allocated. The Aviation Research, Development, and Engineering Command allocated \$1.2 million of an estimated \$5 million required for research and development for the purpose of producing a system specification, developing the user functional description, completing software development, and building a prototype. The Program Manager, Aviation Electronics Combat (PM AEC) was the materiel developer.⁴⁷

The Nap-of-the-Earth Communications System was to consist of AN/ARC-220 high frequency radio, which would replace the AN/ARC-199 and AN/VRC-86 radios. The original requirement document was approved in February 1980. In February 1994, TRADOC approved an updated operational requirement document that incorporated new technological capabilities and new requirements. The new high frequency radios were to provide internal aviation command and control communications; communication nets would include air-to-air, air-to-ground, and ground-to-air. Required characteristics of the radios included the following: a line-of-sight range of at least 300 kilometers; automatic link establishment to reduce aircrew

⁴⁶Information paper, "Aviation Mission Planning System," 19 Sep 94, DCD; Action memo ATZQ-CD (70-li), Col Robert M Stewart for CG, 16 Aug 94, sub: results of ... management working group meeting, DCD; Memo SFAE-AV-AEC, Brig Gen Orlin L Millen for PEO-A, 11 Jul 94, sub: results of ... management working group meeting, DCD; Final report, "Aviation Mission Planning System, Acquisition Strategy Decision Paper," 13 Jul 94, DCD.

⁴⁷"Operational Requirements Document for the Aviation Tactical Operations Center," 1 Jun 94, DCD; 1st end ATCD-MV (ATZQ-CDM-A/1 Jun 94, Maj Gen Larry G Lehowicz, for cdr USAAVNC, 6 Sep 94, sub: Aviation Tactical Operations Center..., DCD; Fact sheet ATZA-CDM-A, Mr Bartosch, 1 Dec 94, sub: Aviation Tactical Operations Center, DCD.

workload and improve connectivity; digital transmission of Global Position System data; improved human factors engineering; three output power options; and a minimum capability to create, edit, and store up to ten formatted and free text messages of up to 500 characters each. Critical operational issues and criteria for the communications system were approved in May 1994. In August, following a favorable milestone I and II decision, a competitive contract was awarded to a Rockwell Collins/Harris Radio team. The modified, non-developmental item was funded and was number two priority on the aviation avionics system improvement program list.⁴⁸ The USAAVNC also conducted a cost and operational effectiveness analysis for nap-of-the-earth communications. The purpose of the study, which was completed in September 1994, was to analyze the operational efficiencies, benefits, and cost of the communications system. The study also examined communications requirements to determine the potential improvements in range and efficiency provided by an improved communications system.⁴⁹

Initial operational capability was achieved for the satellite constellation comprising the DOD's Global Positioning System (GPS) in 1993. Initial operational capability called for at least twenty-four "healthy" block I (prototype) and block II satellites to be in orbit transmitting signals. Full operational capability (of primary significance to military users) would be achieved when twenty-four block II satellites were operational. The PM AEC was the lead agency for equipping the modernized fleet of OH-58D, AH-64A+, AH-64D, UH-60-A/L, and CH-47D aircraft with objective systems for use with the GPS. The program manager's goal was to provide a world-wide tactical navigation capability. Three objective navigation systems were identified in 1994. A contract was awarded to Honeywell Military Avionics Division in April for an H-764G Embedded GPS/Inertial Navigation System. This system was to be used on the OH-58D, AH-64A+, AH-64D, and special operations aircraft. The AN/ASN-149V GPS/doppler navigation system was to be installed in 205 CH-47D helicopters. The third system, the AN/ASN-128B, was an upgrade to the existing AN/ASN-128 doppler navigation system.⁵⁰

⁴⁸Memo ATCD-MV (70), Col Ronald Stewart for cdr USAAVNC, 4 Mar 94, sub: operational requirement document for the Nap-of-the-Earth Communications System, also encl, DCD; Memo ATZQ-CDM (71-3c), Col Robert M Stewart for distr, 19 May 94, sub: critical operational issues and criteria ..., DCD; Information paper ATZQ-CDB-R, Mr Sweitzer, sub: high frequency Nap-of-the-Earth Communications System--AN/ARC-220, DCD.

⁴⁹Historical report, DCD, CY 94; Executive summary of cost and operational effectiveness analysis for nap-of-the-earth communications, DCD.

⁵⁰Information paper ATZQ-CDB-R, CWO4 Reidar Opgaard, 1 Dec 94, sub: US Army Global Positioning System integration efforts, Battalion Commanders Conference file; Historical report, DCD, CY 94; Washington Post, 18 Feb 94, p. 14.

The Improved Data Modem was a data communications modem that used tactical radios, on-board sensors, and processors to provide digital communications. It was to replace the Airborne Target Handover System. The modem was developed in the Naval Research Laboratory for the Air Force. Weighing less than thirteen pounds, it occupied less than 0.3 cubic feet. It could simultaneously transmit and/or receive over four different radios, interface with the MIL-STD 1553 data bus, transmit data at rates up to 16,000 bits per second, net with up to 100 network subscribers, provide an internet relay capability, and process messages up to 3,500 characters in length. It was also interoperable with other combined arms and joint services. The Improved Data Modem was to replace the Airborne Target Handover System on the OH-58D and to have follow-on application on the AH-64D. The USAAVNC approved the critical operations issues and criteria for the modem in March 1994. In May, McDonnell Douglas completed the second in a series of contractor tests involving the modem. Significant modifications were made in June as a result of the decision made to use the modem in "Task Force XXI," a task force scheduled to experiment with digital technology and new force design in February 1997. Through the use of an Improved Data Modem ground station, Air Force application program development messages received from the Longbow aircraft were parsed and sent over a local area network to other information systems; this occurred during the Longbow force development test and evaluation in November 1994.⁵¹

Have Quick was a ground or airborne UHF-AM radio modified to incorporate an electronic counter-countermeasure capability. A timing signal from an external source maintained synchronization for frequency hopping communications. Have Quick II was the current DOD frequency hopping standard in 1994. The Air Force was the DOD lead and configuration manager for airborne UHF radios and the Have Quick program. Over 5,000 non-Have Quick UHF radios remained in the Army aviation inventory in 1994. Approximately 2,125 Have Quick I equipped AN/ARC-164 radios were deployed from 1982 to 1987 and remained in the inventory in 1994. Beginning in 1988 and continuing through 1994, approximately 2,113 Have Quick II AN/ARC-164 radios were installed in new production aircraft and in deployed aircraft as replacements for the obsolete AN/ARC-51 UHF radios. The most capable radios (Have Quick II) were not necessarily installed in the highest deployment priority units or the most modern aircraft. Furthermore, most Have Quick radios were not night vision goggle-compatible, and pre-mission data loading was a manual and time consuming process. Consequently, the majority of radios in use were used in the single channel, non-Have Quick mode, without a data transmission capability. By June 1997, the objective plan was to upgrade all Army aviation UHF radios to Have Quick II capable AN/ARC-164 radios with aviators' night vision system compatible

⁵¹Fact sheet. "Improved Data Modem," DCD; Historical report, DCD, CY 94; Information paper ATZQ-CDB, 6 Dec 94, sub: Task Force XXI advanced warfighting experiment, Brigade Commanders Conference file.

blue/green lighting and a data fill port. The electronic fill capability would allow electronic data loading in eleven seconds versus the twenty-five seconds required for manual loading. The Improved Data Modem software was planned to enable data to be transmitted via an Improved Data Modem and the Have Quick II radio in data bussed aircraft.⁵²

Training Aids, Devices, Simulations, and Simulators (TADSS)

On 8 April 1994, an executive steering group, chaired by a Mr. Hollis of the Office of the Secretary of the Army and including the commanders of the USAAVNC, the PEO-A and Simulation, Training, and Instrumentation Command (STRICOM) met in Washington, DC, and tasked the USAAVNC to take the lead in identifying simulation requirements that would support the program objective memorandum submission for fiscal year 1996. The PEO-A, supported by STRICOM, had the lead for development of the acquisition strategy. The simulation requirements document was completed and forwarded to the military deputy to the assistant secretary of the Army on 1 June 1994 with a request that it be adopted and included in the fiscal year 1996 program objective memorandum. The USAAVNC contended that a developmental simulation capability must exist at the Aviation Center to support the maxim of "simulate before you buy, build, or fight." Upgrades to the existing USAAVNC simulation capabilities, it argued, were critical to capitalize on aviation capabilities in advanced warfighting experiments sponsored by TRADOC battle labs.

According to the simulation requirements document, the three domains of Army aviation simulation requirements were as follows:

- a. Research, development, and acquisition, including training development, doctrinal development, and simulation support for combat system acquisition.
- b. Advanced concept exploration/development, including battle labs, Louisiana Maneuvers, and combat development (both force structure and materiel).
- c. Training/military operations, consisting of training aids, devices, simulators, and simulation for individual, crew, collective, combined arms, initial and sustainment operator, maintainer, and support personnel training.

⁵²Information paper ATZQ-CDB-R, Mr Sweitzer, 2 Dec 94, sub: Have Quick II UHF-AM radio program.

Aviation requirements encompassed the full spectrum of constructive, virtual, and live simulations. Applications for the simulation environment included the following:

- a. full-mission soldier-in-the-loop simulations to define technology needs and automation requirements as well as to assess soldier performance and time lines.
- b. Closed simulations to evaluate requirements and conduct trade-off analyses of survivability, mission capability, and cost effectiveness.
- c. Crew station simulators designed to optimize man-machine interface, control laws, fire control, controls and displays logic, and symbology and display presentation.
- d. System-level interactive simulations to integrate mission equipment package and armament systems, develop integrated training system design, conduct technical test and evaluations, augment flight tests, and conduct system validation.
- e. distributed interactive simulation infrastructure under battlefield distributed simulation (development) to facilitate interface with the synthetic battlefield encompassing the Army combined arms team and other services.⁵³

The Aviation simulation strategy was supported by the final report of the 2003 Board, and the USAAVNC requested that the capstone document be included in the program objective memorandum for funding during fiscal years 1997 to 2002. Also, the strategy was briefed to and accepted by a general officer steering committee in September 1994. Partly as a result of having two organizations (PEO-A and STRICOM) jointly responsible for developing the acquisition strategy, however, the strategy for obtaining the requirements stated in the capstone document was not completed in 1994.⁵⁴

The aviation combined arms tactical trainer program was in the concept exploration and definition phase of the acquisition life cycle system management model during 1994. The DOTDS revised the operational requirements document to

⁵³Memo ATZA-DS (1), Maj Gen John D Robinson for Lt Gen William H Forster, 1 Jun 94, sub: Army aviation simulation requirements capstone, also encl, DOTDS; Historical report, DOTDS, CY 95; Briefing papers for Maj Gen John D Robinson, "Aviation Simulation Requirements," Chapter III file.

⁵⁴Final report of 2003 Board, 31 May 94, DOTDS; Briefing papers, for Aviation Simulation General Officer Steering Committee, 23 Sep 94, DOTDS; Historical report, DOTDS, CY 94.

consolidate training simulation requirements, to define more specifically the user operational requirements, and to identify the requirement for reconfigurable hardware and software. The revised operational requirements document was forwarded to TRADOC in December 1994.⁵⁵

The USAAVNC negotiated an agreement with PEO-A and STRICOM during 1994 to ensure development and procurement of the aviation combined arms tactical trainer and all of its components. The PEO-A was to provide the aircraft specific hardware and software to support the reconfigurable manned simulator component, and the Program Manager-Combined Arms Tactical Trainer was to provide the environment components of the tactical trainer. At the end of the year, the agreement was in the process of being formalized through a memorandum of agreement.⁵⁶

Also in 1994, the USAAVNC developed the concept of building a "pre-prototype" aviation combined arms tactical trainer in the Aviation Test Bed. This would reduce the cost of using the trainer and increase its training effectiveness. The concept was proposed as an aspect of the upgrading of the Aviation Test Bed to be implemented in 1995 and 1996 and consisting of the creation of an aviation digitalization lab, a battle lab reconfigurable simulator initiative, and a close combat tactical trainer electronic battlefield.⁵⁷

The Aviation Test Bed was a principal player in several high profile demonstrations of the Distributed Interactive Simulation technology during 1994. In April, the test bed supported the Threat Management Support Office in performing a lethality study of a potential ground-based threat laser weapon with the capability of inducing hardkills on aircraft. The experiment was conducted in a series of combined arms battles including manned aircraft simulators engaging a manned weapon system vehicle. The experiment proved the value of using simulation rather than building and testing actual equipment and demonstrated the ability to perform tests through simulation which could not be done otherwise because of laser safety considerations. Another example of the use of simulation to test and evaluate new technology occurred in June. The test bed provided various types of vehicles and systems in support of the Army's Stingray program. Using battlefield distributed simulation-development, the experiment explored, influenced, and verified an array of variables that could not otherwise have been examined until the actual hardware was built and integrated.

⁵⁵Operational requirements document for aviation combined arms tactical trainer, draft, USAAVNC, 14 Nov 94, DOTDS; Historical report, DOTDS, CY 94.

⁵⁶Historical report, DOTDS, CY 94.

⁵⁷Ibid.

The Aviation Test Bed participated in several other exercises during the year. The most intensive of these was the Synthetic Theater of War-Europe, a major exercise, participated in by the Army, the Air Force, and the Navy, and involving live, virtual, and constructive simulation. The test bed provided eight AH-64 configured simulators to participate in a simulated battlefield centered in Germany. An AH-64 at Fort Rucker "killed" a live tank on the ground in Germany--the first successful engagement of a live tank by a virtual simulated AH-64.⁵⁸

Multiple Integrated Laser Engagement System (MILES)/Air-Ground Engagement Simulation (AGES) II

During February and March 1994, the ATTC and the U.S. Army Electronic Proving Ground completed major tests of the AGES program for the UH-60A Black Hawk and the CH-47D Chinook. The ATTC evaluated the systems integration and human factors aspects of AGES II, and the Electronic Proving Ground conducted probability of kill, aircraft vulnerability analysis, and laser characterization testing. The identified deficiencies and shortcomings were not technically difficult to correct. During August and September the two agencies conducted these tests for the AH-64A Apache. Although the prototype system had been used at the National Training Center, numerous deficiencies and shortcomings were identified during the tests. The AH-64A AGES II was to be upgraded based on these tests and then re-evaluated during 1995.⁵⁹

Air Traffic Control (ATC) Equipment

During 1994, the Tactical Requirements Division of the USAATCA continued work toward the acquisition of four new ATC systems and equipment which were under development during 1993. These consisted of the tactical terminal control system, the tactical airspace integration system, the forward area shelterized terminal, and the air traffic navigation integration and coordination system.⁶⁰

A source selection board for the tactical terminal control system selected Magnavox Electronics Systems Company as the manufacturer, and a contract was awarded on 1 July 1994. The firm fixed-price contract was for the amount of

⁵⁸Ibid.

⁵⁹Historical report, ATTC, CY 94; Test plans for first article test-government of AGES II for Ch-47D, UH-60A, and AH-64A, first two dated Sep 94 third dated Mar 94, ATTC.

⁶⁰Historical report, USAATCA, 1994; "USAAVNC Annual Command History, 1993," p. 113.

\$8,851,294 for an initial buy of ten systems with two additional options for twenty-six systems each. In October 1994, the test and evaluation master plan for the system was approved, and the second draft of the fielding plan was distributed for comments and actions.⁶¹

On 23 May 1994, HQDA approved the mission needs statement for the tactical airspace integration system, and the operational requirements document was distributed for worldwide staffing on 15 September.⁶² The critical operational issues and criteria document was distributed for staffing on 17 August. The cost and operational effectiveness analysis was contracted to ARINC Research Corporation because of a shortage of qualified personnel.⁶³

The USAAVNC changed the nomenclature of the forward area shelterized terminal to mobile tower system so as to avoid confusion with other programs with the "FAST" acronym. The system consisted of a mobile air traffic control tower mounted on a vehicle and able to self-deploy or be airlifted to a landing area and then rapidly begin operations. TRADOC headquarters approved the mission needs statement for the system on 30 December 1994.⁶⁴

The air traffic navigation, integration, and coordination system and the associated fixed-base precision approach radar was to replace operationally inadequate and logistically unsupportable air traffic control equipment in the Army inventory. They were non-developmental items, and acquisition was to be competitive. A source selection board convened at Fort Monmouth, New Jersey, in October to decide on the manufacturer of the system, but a final decision was deferred until 1995.⁶⁵

⁶¹Historical report, USAATCA, 1994; Excerpt from contract between U.S. Army CECOM and Magnavox Electronic System Company, 1 Jul 94, USAATCA, doc 8.

⁶²Memo DAMO-FDR, Maj Gen Jay M Garner for assistant secretary of the Army, 23 May 94, sub: mission need statement..., USAATCA, doc 11; Memo ATZQ-ATC-TR, Col Robert M Stewart for distr, 15 Sep 94, sub: draft operational requirements document..., USAATCA, doc 12.

⁶³Draft Critical Operational Issues and Criteria for the Tactical Airspace Integration System, USAATCA, doc 13; Historical report, USAATCA, 1994.

⁶⁴Historical report, USAATCA, CY 1994; Information paper, "Mobile Tower System," 15 Feb 95, USAATCA, doc 16; 1st end ATCD-GI (ATZQ-ATC-TR/20 Sep 94) (95-9b), sub: approval of the mission need statement..., USAATCA, doc 17.

⁶⁵Historical report, USAATCA, CY 94; Memo AMSAT-R-E (70-2a), Arthur W Lindberg for distr, 21 Oct 94, sub: milestone I/II in-process review..., USAATCA, doc 18.

Aviation Logistics Equipment

Some of the higher priority aviation logistics equipment items and systems, along with progress made and end-of-year status in 1994 were as follows:

- (1) The auxiliary ground power unit was a self-propelled turbine powered cart that provided hydraulic, AC/DC power, and pneumatic power for Army helicopters. The total requirement was for 536 units; 445 had been received; and 35 were to be purchased for Army units in fiscal year 1996.
- (2) The new aircraft tool system was an improved set of quality tools for the helicopter repairer. Three battalions of the 101st Aviation Regiment were supplied with the new tools in 1994, and other units would be supplied in 1995.
- (3) Non-destructive test equipment consisted of four test items managed by the Air Force and the Navy. Air Force data was being assessed during 1994 to determine whether the Army needed to test these non-developmental equipment items.
- (3) Advanced boresight equipment was a lightweight, state-of-the-art, easy-to-use, common boresight hardware applicable to multiple aircraft types. The total number of units required for the Army was 262. Although the joint service operational requirements document was approved by TRADOC in September 1994, the project was not funded for testing and production. Two pre-production models were scheduled for delivery in fiscal year 1995. One of the problems was that, since the Project Manager-Apache had spent \$3.9 million to improve the AH-64 boresight equipment, they were reluctant to accept the advanced boresight equipment as a replacement.
- (5) The shop, equipment, contact maintenance was a dedicated maintenance vehicle for aviation maintenance contact teams to repair downed aircraft as far forward as possible. The aviation version of the vehicle was tested and procurement was funded. Since the Aviation Restructure Initiative removed the utility helicopter that might otherwise be used for transporting repairers to downed aircraft, there was a great deal of user interest in getting this vehicle to the field as soon as possible. The first unit was scheduled to be equipped in fiscal year 1997.

(6) The pitot static test set was an off-the-shelf test item. TRADOC approved the operational requirement document, and testing was conducted at Fort Rucker during 1994. Funding was available for the purchase of 150 units during fiscal year 1995, 160 in 1996, and 170 in 1997. All units were expected to be provided with the new equipment by fiscal year 1998.⁶⁶

Other Equipment Requirements

Distribution of the aircrew battle dress uniform began in 1992. Notwithstanding several production delays, the program got back on schedule in 1994. Another uniform item, the aircrew cold weather clothing system, received increased emphasis during 1994, and the first unit was scheduled to be equipped in July 1997. The nomenclature for the M-43A1E1 protective mask changed in 1994; the M-43A1E1 type 1 became the XM-48, and the M-43A1E1 became the XM-49. Aviation life support equipment items added to the common table of allowances in 1994 included the helicopter emergency egress device and the SRU-37P life raft.⁶⁷

⁶⁶Historical report, DCD, CY 94; Memo ATCD-SL (70-1f), Col W B Droke, 20 Sep 94, sub: operational requirement document..., DCD.

⁶⁷Historical report, DCD, CY 94; "Aviation Warfighting Bulletin," Mar 94, Chapter III file.

CHAPTER IV

MISSION SUPPORT

A. Resource Management

Budget guidance from TRADOC for 1994 allocated USAAVNC a total of \$347.1 million in total operations and maintenance Army (OMA) funding which was an increase of \$5.4 million from the May, 1993 TRADOC budget guidance.¹ Of the OMA funding, \$307.0 million was in direct funds and \$40.1 million in automatic reimbursement funds.

The increase in funds for FY 94 came from direct funding for environmental compliance projects; the increase in reimbursable funding for foreign military training as well as other reimbursable sources.²

The total fiscal year (FY) budget expenditure of TRADOC operations and maintenance funds for USAAVNC was \$372.3 million of which \$315.5 million was in direct funds and \$56.8 million were automatic reimbursement funds. Expenditures in 1993 totalled \$364.7 million.³

The guidance for FY 95 funding from TRADOC was received in March. According to the guidance, USAAVNC would receive \$342.1 million of which \$306.9 million would be direct funds and \$35.2 million in automatic reimbursable funds. The Aviation Center's requirements for FY 95 to fund TRADOC's mission essential task list and other funding imperatives totalled \$365.2 million, leaving an unfinanced requirement of \$23.1 million.⁴ This guidance impacted heavily on Fort Rucker in many ways. One of the principal reasons that USAAVNC's funding had been cut so deeply was that it was acknowledged by TRADOC that Army aviation was helping to pay TRADOC's bills. In fact, Fort Rucker was the only TRADOC installation that reported "red" on its training because of funding constraints.⁵

¹ For FY 93 budget figures, see: United States Army Aviation Center Annual Command History, 1 January to 31 December 1993, p. 119.

² Memo, ATRM-B, Maj. Gen. Henry M. Hagwood for distr, subj: FY 94 Appropriation TRADOC Budget Guidance; Historical report, DRM, CY 94.

³ Historical Report, DRM, CY 93; United States Army Aviation Center Annual Command History 1 January to 31 December 1993, p. 119-120.

⁴ Memo, ATRM-B, Maj. Gen. Henry M. Hagwood, Jr. for distr, 22 Mar 94, subj: FY 95 TRADOC Guidance (TBG); Historical report, DRM, CY 94.

⁵ E-mail note, Edwards to all cdns/dirs, 25 Feb 94, subj: TRADOC Chief of Staff Conference, Chapter IV file.

In a commander's assessment on the FY 94 Appropriation of the TRADOC Budget Update, the Commanding General laid out the impact of funding constraints on the Center's ability to accomplish the training mission.⁶ On 10 February, the Director of Resource Management (DRM), Lt. Col. Stephen Milburn, sent Maj. Gen. Robinson an FY 94 assessment of USAAVNC's budget posture as grim as the earlier commander's estimate.

The FY 94 Appropriation TRADOC Budget Guidance did not support 106 funding imperatives. Funding reductions after the first three months of the execution year almost eliminated whatever flexibility to reduce operating costs USAAVNC possessed. The Headquarters, Department of the Army (HQDA) guidance provided \$257 million.⁷ Of that amount, Headquarters, TRADOC set aside \$38 million for other missions. The remaining \$219 million would not train the Department of the Army (DA) directed 77 percent of FY 94 training requirements. A further \$10 million was reprogrammed to BASOPS and training support. The \$209 million remaining in the aviation account would train 63 percent of FY 94 aviation requirements. Only 58 percent of graduate level courses were supported by funding. Further budget decrements affected fixed-wing training costs.

Because many aviation training costs were fixed by contractors, execution year funding decrements reduced training opportunities without significantly reducing costs. Reductions of up to 25 percent were made in training development and training support for civilians. These reductions were reinforced by an FY 95 Appropriation TRADOC Budget Guidance dated 19 Nov 94. The congressional guidance mandated a funding reduction of civilian awards, a thirty percent reduction in travel, an increase for civilian locality pay raise annualization, and other adjustments. Total dollars received were \$355.5 million of which \$319.7 were direct funds, and \$35.8 were in automatic reimbursement funds.⁸

Aviation training could not be increased without commensurate cuts in other areas affecting aviation mission support, training standardization and safety. The only work that could be done was the "fix and react" maintenance while the backlog for other repairs kept growing.⁹

⁶ Commander's Assessment, FY 94 Appropriation TRADOC Budget Update for Fort Rucker, 8 Feb 94; Historical report, DRM, CY 94.

⁷ E-mail note, Milburns to all cdms/dirs, 10 Feb 94, subj: FY 94 Commander's Assessment, Chapter IV file.

⁸ Memo, ATRM-B, Brig. Gen. David L. Benton III for distr, 18 Nov 94, subj: FY 95 Appropriation TRADOC Budget Guidance; Historical report, DRM, CY 94.

⁹ Ibid.

The way civilians were paid at Fort Rucker was changed in August, 1994. After that time, Department of Defense (DOD) civilian employees were no longer paid by the Defense Accounting Office at Fort Rucker, but by the new Defense Civilian Pay System, Defense Finance and Accounting Service, in Pensacola, Florida. This new system standardized the interpretation of regulations, calculations, hardware, software and operations across the board for DOD agencies. The system mandated major changes -- i.e., input for pay changes in time and attendance reports, issuance of replacement checks, a new leave and earnings statement, and cash payments.¹⁰

Training and Doctrine Command's (TRADOC) budget guidance also reduced civilian cash awards by \$522,000. A total of \$334,981 was awarded to civilians in FY 1994. This eliminated the funding Fort Rucker had programmed to pay for civilian cash awards, but non-cash awards such as certificates and time off awards were not affected.¹¹

Not only were the various directorates of Fort Rucker affected by loss of funding, some of the tenant units were as well. For example, the authorized FY 94 funding for the U.S. Army Aeromedical Research Laboratory was \$5,585,000 but only \$4,536,000 for FY 95.¹²

In addition to judicious consolidation activities, one way to maximize personnel and funds that had been implemented during 1994 was the total army quality program (TAQ). The trial run of this new management concept produced real benefits for the Aviation Center. The commander's task list was streamlined as well as the aircrew member grading system. Also streamlined were the aircrew mission briefing forms which resulted in an information tracking system that was easier to understand, more user friendly, and less prone to errors.¹³

The TAQ system also eliminated duplication between Fort Rucker's evaluation and standardization worldwide inspection teams and the major army commands inspection teams. The elimination of duplication would save travel dollars and prevent unnecessary double inspections of aviation units.¹⁴ The scheduling of aircraft for

¹⁰ Army Flier, 26 Aug 94, Chapter IV file.

¹¹ E-mail note, Edwards to all cdrs/dirs, 29 Nov 94, subj: FY 95 TRADOC Budget Guidance, Chapter IV file.

¹² Annual Historical Report AMEDD Activities for Calendar Year 1994. U.S. Army Aeromedical Research Laboratory, Fort Rucker, March 1995. p. 10.

¹³ Memo, ATZQ-CD, Major Mark V. Evetts for DRM, 18 May 94, subj: Final Report, "Streamlining" Process action Team (PAT); Historical report, DRM, CY 94.

¹⁴ Memo, ATZQ-R Lt. Col. Stephen D. Milburn for CG, USAAVNC, 22 Jun 94, subj: TAQ ESC Meeting Minutes; Historical report, DRM, CY 94.

training was revamped to eliminate middle-men, putting the requester of the aircraft in direct contact with the supplier.¹⁵ The TAQ system also triggered a reduction of the number of telephone work orders, centralized the turn-in of supplies/equipment, automated travel orders, and simplified procedures to locally purchase supplies.¹⁶ Another way to reduce cost and make more effective use of resources was by insuring that USAAVNC had a rigorous inspection program.

The Aviation Center's Inspector General (IG) performed special inspections during the year in the following areas: selected recreational services, command supply discipline, intelligence oversight, and the dining facility and meal card/separate ration procedures. Visits from other inspectors general included two inspections by the TRADOC IG and one inspection by the Department of the Army IG. The IG office at Fort Rucker processed 396 inspection general action requests and informal inquiries.¹⁷

The Internal Review and Audit Compliance Office (IRAC) performed eighteen audits and provided a total of ninety-six recommendations that were expected to save the government \$14.9 million over the Program Objective Memorandum years.¹⁸ Computed savings represented a benefit to cost ratio of thirty-three to one.¹⁹

The audits performed by IRAC involved such diverse directorates as Logistics (DOL), Equal Opportunity, Civilian Personnel (DCP), Plans and Training (DPTMSEC), Human Resources (DHR), and Resource Management (DRM). For example, in reviewing the aircraft maintenance and scheduling operations, IRAC made a nineteen recommendation to improve maintenance operations, contractor surveillance, aircraft availability and contract provisions. The auditors recommended that the methodology used for the aircraft availability incentive fee in future contracts be changed because the contract allowed the contractor to earn an availability incentive fee for a level of service below the government's minimum standards. This change would result in POM years' savings of approximately \$1.96 million.²⁰

¹⁵ Memo, ATZQ-R, Lt. Col. Karen D. Lloyd for CG, USAVNC, 21 Dec 94, subj: Total Army Quality (TAQ) Executive Steering Committee (ESC) Meeting Minutes; Historical report, DRM, CY 94.

¹⁶ Memo, ATZQ-R, Lt. Col. Stephen D. Milburn for CG, USAVNC, 22 Jun 94, subj: TAQ ESC Meeting Minutes; Memo, ATZQ-R, Lt. Col. Karen D. Lloyd for CG, USAAVNC, 23 Jan 95, subj: Total Army Quality (TAQ) Executive Steering Committee (ESC) Meeting Minutes; Historical report, DRM, CY 94.

¹⁷ Historical report, IG, CY 94.

¹⁸ The current year plus the next five years.

¹⁹ Historical report, IRAC, CY 94.

²⁰ IRAC Report No. ATZQ 94-15 "Review of Aircraft Maintenance Operations - Fort Rucker", 18 Feb 94; Historical report, IRAC, CY 94.

During an audit of overtime controls, auditors from IRAC found installation activities did not always follow established overtime control procedures, and extra payments of \$225,000 were made for overtime that was either not necessary or not properly documented or approved. Implementation recommendations to stop these oversights would save more than \$1.35 million a year.²¹

In a review of the requirements for the GSA motor pool, IRAC discovered that up to five tenant organization did not have an inter-service support agreement and as a result, were not reimbursing the installation for the GSA vehicles they used. Busses were also under utilized and installation organization and aircraft maintenance contractors were under utilizing GSA vehicles. Implementation of IRAC's recommendations would result in POM years' savings of \$1.51 million.²²

In the area of laundry services for Fort Rucker, IRAC performed an analysis of continuing the present government owned, contractor operated operations versus a contractor owned, contractor operated post laundry. The audit determined that Fort Rucker could save up to \$2.98 million over the POM years by changing from government owned to contractor owned operation.²³

B. Personnel Management

The Aviation Center experienced further losses in manpower resources in 1994. According to the FY 95 Budget Manpower Guidance, Fort Rucker was to be reduced six officers, twenty-seven warrant officers, and sixty civilians. The Aviation Center was to receive a plus up of thirteen enlisted personnel.²⁴ The transfer of the maintenance manager/maintenance test pilot training from USAALS added four officers, fifty warrant officers, eighteen enlisted personnel, and six civilians. The Combined Arms Support Command (CASCOM) realignment added another eleven officers, six warrant officers, thirty enlisted and thirty-two civilians. Based on the loss of civilian authorizations, a reduction-in-force was executed in August 1994.

²¹ IRAC Report No. ATZQ 93-29 "IRAC Office Audit of Overtime Controls", 4 Mar 94; Historical report, IRAC, CY 94.

²² IRAC Report No. ATZQ 94-31 "Review of General Services Administration (GSA) Vehicle Usage", 17 Oct 94; Historical report, IRAC, CY 94.

²³ IRAC Report No. ATZQ 94-52 "Fort Rucker Laundry Options", 7 Nov 94; Historical report, IRAC, CY 94.

²⁴ Memo, ATRM-B, Maj. Gen. Henry Hagwood to distr, 26 Sept 94, subj: Budget Manpower Guidance; Historical report, DRM, CY 94.

President Clinton signed Public Law 103-226 entitled the "Federal Workforce Restructuring Act of 1994" on 30 March 1994. This act authorized non-DOD agencies to offer incentive payments to encourage employees to resign or voluntarily retire. Since the VSIP/VERA of DOD was specified in a separate law, most of this process was not changed. However, there were some areas of the law that affected the DOD program.

Those who accepted a VSIP on or after 30 March 1994 could not be re-employed by the Federal Government for five years unless the employee paid back the VSIP payment in full. Agencies had to pay the civil service retirement fund nine percent of the employee's final basic pay, and also pay to the civil service retirement fund \$80.00 per year for each employee on the rolls as of 31 March.²⁵

Because of the success of the first VSIP/VERA program another VSIP window of opportunity opened on 26 October and closed on 3 December. Another VSIP window was opened between 6 and 16 December. This window abolished the requirements to eliminate an employee's position if that individual applied for VSIP or VERA. There was, however, no guarantee that all VSIP requests would be approved.²⁶

Since October 1994, nearly 400 positions were considered for elimination, but because of creative work by the Civilian Personnel Office, that number was pared to fewer than 250 positions.²⁷

In past RIFs hardly anyone had actually become unemployed. Now, there was a very good chance that a loss of jobs would become a reality at USAAVNC. Only thirty-five individuals accepted the second offering of the VSIP which was well short of the number of space cuts required by budget shortfalls.²⁸ By December [1994], it was anticipated that 249 positions would have to be eliminated, but only after their functions were reviewed.²⁹

In an effort to control the increase of high grade control positions -- general schedule 14-15s -- Fort Rucker was tasked by TRADOC to follow the guidelines of

²⁵ E-mail note, Rosenbel to all cdrs/dirs, 19 Apr 95, subj: Federal Workforce Restructuring Act of 1994.

²⁶ Army Flier, 9 Dec 94, Chapter IV file; Memo (ATZQ-RFM) Col. Warren C. Edwards to distr, subj: Expanded Voluntary Separation Incentive Pay (VSIP) Program; Historical report, DHR, CY 94..

²⁷ Army Flier, 6 Jan 95, Chapter IV file; Memo, ATZQ-RFM, Col. Warren C. Edwards to distr, 26 Oct 94, subj: Voluntary Separation Incentive Pay (VSIP); Historical report, DHR, CY 94).

²⁸ E-mail note, Allmanp to Kitchenj, 11 Apr 94, subj: Milestone Schedule RIF 94.

²⁹ Briefing Slides, VSIP/VERA Briefing, 5 Dec 94.

the TRADOC high grade management plan. Although there was a cap on GS 14/15 positions; GS-13 positions were not capped but Fort Rucker was monitored for any grade creep. The reason for this control and reduction was that the Army's high grade jobs increased by 2500 during the recent period of downsizing. Fort Rucker, like other TRADOC posts was required to eliminate advisor positions, assure that directors supervised thirty-five or more, and reduce supervisory layering.³⁰

A committee was formed under the direction of Colonel Larry Turnage (Garrison Support Commander) and Colonel Robert Gatlin (Directorate of Public Works). The committee's goal was to develop maximum efficiency and utilize scarce resources. All GS-13 grades and above had to be validated. The groups most concerned with this were the support staff agencies, i.e., Directorate of Civilian Personnel, Military Police Activity (MPA), Directorate of Information Management (DOIM), (DOL), Directorate of Contracting (DOC), Army Career and Alumni Program (ACAP), and Directorate of Community Activities (DCA). The committee recommended that support groups be divided into the following function four areas: 1. installation support; 2. public safety; 3. resource management; and 4. human resources.³¹

One way that the civilian personnel office helped those individuals who were RIF'd was to use the expanded capabilities of VSIP under Section 5597, Title 5 U.S. Code. The system allowed an individual at Fort Rucker to register for the VSIP program through the DOD priority placement program and indicate willingness to accept a job elsewhere in lieu of separation. A VSIP at another installation would allow the individual at Fort Rucker to transfer to that position.³²

The Army Career and Alumni Program at Fort Rucker inaugurated a new computer network which helped those searching for a job to find one. The program, called "America's Job Bank," was consolidated, automated listing from various state employment security offices of not-readily-filled jobs. This information, as well as local-state employment information was available at 1,700 job services offices nationwide and 330 military installations worldwide. Under FY 93 legislation, the Office of the Secretary of Defense established a program with the Department of

³⁰ Memo, ATZQ-DCP, Lynden H. Rosenberry to distr, 9 Feb 94, subj: High Grade Control Update, Chapter IV file.

³¹ Memo, ATZQ-MH, B. Wright to Branch Historian, 20 Jan 94, subj: BASOPS Reorganization Briefing, Chapter IV file.

³² E-mail note, Duncanf to BB, 6 Jun 94, subj: Voluntary Separation Incentive Pay Expansion.

Labor to expand services of and provide access to the job bank for separating service members, DOD employees, and displaced defense contractor employees.³³

Since 1993, the Civilian Personnel Office has been working on a potential consolidation of its functions and those of nearby bases into a central CPO. A team from HQ, TRADOC visited Fort Rucker to discuss consolidation on 3 February. A particular concern of Fort Rucker was the automation of CPO records if they were moved from Rucker to another location. That critical information from a person's personnel file must be retrievable quickly. Without a working automation system, no consolidation was possible. This was still the case in 1994.³⁴

Because USAAVNC personnel are not all established at Fort Rucker, the Commanding General, USAAVNC, directed that the Director of the Peninsula Civilian Personnel Support to act for the Commander, USAAVNC in regard to the administration of civilian personnel for the employees of USAAVNC's Army Maintenance Training Activity cells stationed at Fort Eustis, Virginia. This was because the local personnel center would be best able to support USAAVNC personnel stationed at Fort Eustis rather than the CPO at Fort Rucker.³⁵

During 1994, the officer and warrant officer strength at Fort Rucker dropped from 988 to 913. Assigned enlisted strength also decreased during 1994 from 888 to 881. The TRADOC fill to authorization for Fort Rucker was at 61 percent (130 out of 212 authorizations).³⁶

Officer promotions for Fort Rucker during 1994 were as follows: one colonel considered for promotion to brigadier general with one selected; 24 lieutenant colonels were considered for promotion to colonel with five selected; 58 majors were considered for promotion to lieutenant colonel with six selected; 48 captains were considered for promotion to major with 34 selected; 31 first lieutenants were considered for promotion to captain with 25 selected.

Promotions for aviators in 1994 were excellent. For example in a group of twenty aviation officers considered for captain, sixteen were selected (80 percent).

³³ Army Flier, 4 May 94, Chapter IV file; 1st End (ATZQ-MH) Mrs. J. E. Escallullery to Dir, DHR, 12 Apr 95, subj: 1994 Annual Command History Staffing; Historical report, DHR, CY 94.

³⁴ E-mail note, Rosenbel to all cdrs/dirs, 27 Jan 94, subj: CPO Consolidation, Chapter IV file; E-mail note, Rosenbel to all cdrs/dirs, 4 Jan 93, subj: SAGE Visit CPO Consolidation, Chapter IV file.

³⁵ Memo, ATZQ-CG, Maj. Gen. John D. Robinson to Director, Peninsula Civilian Personnel Support, Newport News, Virginia, subj: Designation of Director, Peninsula Civilian Personnel Support Activity (PCPSA) to Act for the Commander, U.S. Army Aviation Center (USAAVNC), Fort Rucker, Alabama.

³⁶ Historical report, DHR, CY 94.

Five lieutenants from Fort Rucker were selected in an above the zone category out of six considered, and in the primary zone thirty-nine lieutenants were promoted out of forty-five considered. Promotion rates of nearly 87 percent which was higher than the other combat arms branches rate of 80-82 percent.³⁷

In the area of warrant officer promotions, 63 CW4's were considered for promotion to CW5 with 16 selected; 41 CW3's were considered for promotion to CW4 with 18 selected, 29 CW2's were considered for promotion to CW3 with 23 selected, and 28 of 30 WO1's were selected for promotion to WO2.

The Aviation Proponency Office (APO) was involved during 1994 in a major change in the arena of commissioned officers involved in aviation maintenance. As of 1 October, active component commissioned officers no longer attended the Maintenance Test Pilot Course.³⁸ This action anticipated the approval of an action enabling any aviation advance course graduate to command an aviation maintenance company, thus relieving an historic shortage of qualified officers to take aviation maintenance commands.³⁹

Personnel management in 1944 involved the transitions of women into attack helicopter pilot slots. Women began training in attack helicopters as early as 1993, and were assigned to field units. They were not, however, permitted in air cavalry units with their associated ground components [armor]. This changed when on July 27, 1994 the Secretary of the Army released a memorandum stating that as of 1 October a new definition of what constituted "direct ground combat" would be applied to determine female eligibility for combat units.⁴⁰

This decision directly affected air cavalry units as there were now few remaining aviation units (i.e., special operations) barring women by law from serving. Women would now have command and leadership opportunities equal to men in most cavalry and attack organizations. However, even though the opportunity had been offered, the number of women signing up for attack training and assignments was well

³⁷ Army Flier, 29 Apr 94, Chapter IV file.

³⁸ Memo, ATZQ-AT, Lt. Col. William S. Bowers to Commander, U.S. Total Army Personnel Command (TAPC-PLC), 30 Nov 94, subj: Recommended Change to AR 611-101 for Revision of Skill Identifier (SI) G6 (Maintenance Test Pilot); Historical report, AP, CY 94.

³⁹ Memo, ATRM-D, 6 Feb 95, subj: AOC 15D Action Plan; Memo, ATRM-DC, Col. James P. Hayes to distr, 21 Dec 94, subj: Proposed Change to AR 611-101, Branch 15 (Aviation) and Skill Identifier (SI) G6 (Maintenance Test Pilot); Historical report, AP, CY 94.

⁴⁰ Memo, Togo West to Undersecretary of Defense, 27 Jul 94, subj: Increasing Opportunities for Women in the Army; Historical report, AP, CY 94.

below DA expectations. By the end of the year, Fort Rucker had graduated only nine female AH-64 pilots, four AH-1 pilots and four OH-58D pilots.⁴¹

In the area of minority recruiting for Army Aviation, Aviation Proponency attempted to increase "minority advertising". Females constituted only 4.9 percent of commissioned officers and only 1.7 percent of warrant officers which was nearly the same numbers as in 1993. The number of ethnic minorities as a percentage of all aviation officers dropped slightly in 1994 to eight percent from nine percent in 1993. Aviation proponency sent minority recruits out to ROTC summer camps as well as local events to attempt to increase the number of minorities in Army aviation.

The Aviation Proponency Office played a major role in rewriting several regulations. Army Regulation (AR) 611-110 and AR 611-85 were consolidated.⁴² This consolidation updated service obligations and changed administrative procedures since warrant officers began attending flight school in officer status. Regulations 611-101 and 611-112 were rewritten, revising several warrant officer military occupational specialties (MOSs), and creating several additional skill identifiers (ASIs).⁴³

During November, Fort Rucker hosted the 1994 Aviation Noncommissioned Officer symposium for 150 NCOs from all around Army aviation. The theme was "Implementing Aviation Restructure for the 21st Century." Fort Rucker's commander opened the symposium with an overview of the aviation branch and stressed the effects of budgetary cutbacks on the branch. The challenge, as the CG saw it, was to balance mission and resources. The Aviation Center's Command Sergeant Major, Fredy Finch, gave an update briefing on the stripes on the flight line program. Participants were updated on career management fields 67 and 93, training, automated flight records, the NCOA, and the aviation restructuring initiative.⁴⁴

On 22 August, a memorandum of understanding between the Chief of Aviation, Chief of Ordnance, and the Chief of Signal to establish procedures for the transfer of proponency of MOSs 68L, 68Q, 68R, and 93D as well as the training responsibility

⁴¹ List, Females in Attack Aircraft, 23 Jan 95; Historical report, AP, CY 94.

⁴² Draft, Army Regulation 611-110, 1 Oct 94, Personnel Application, Selection, and Processing for U.S. Army Flight Training; Historical report, AP, CY 94.

⁴³ Memo, ATZQ-AP, Lt. Col. Robert L. Johnson to CG, USAAVNC, 20 May 94, subj: Change to AR 611-101, Branch 15 (Aviation), and AR 611-112, Branch 15 (Aviation), Skill Identifiers (SIs) and Additional Skill Identifiers (ASIs) F5, E3, E7, and E8 -- Action Memorandum; Memo, ATRM-CD, Col. James P. Hayes to distr, 6 Jan 95, subj: Notification of Future Change to AR 611-112, W-9504-1a, Revision of Military Occupational Specialties (MOS), 15A (Fixed Wing Aviator), 15D (U-21 Pilot) and 15E (C-12 Pilot) and Establishes Additional Skill Identifiers (ASI) E3 (C-20 Pilot), E6 (C-21 Pilot), E7 (C-23 Pilot), E8 (C-26 Pilot) and F5 (EO-5A/O-5B Pilot); Historical report, AP, CY 94.

⁴⁴ Army Flier, 18 Nov 94; Army Flier, 11 Nov 94, Chapter IV file.

for Basic Noncommissioned Officer Course (BNCOC) for MOSs 68L, 68Q, 68R, and 93D and the Advanced Noncommissioned Officer Course (ANCOC) for MOS 93D from the Command, U.S. Army Aviation Center to the Commander, U.S. Army Combined Arms Support Command and the Commander, U.S. Army Ordnance Missile and Munitions Center and School. Also to be transferred were the training responsibilities for Advanced Individual Training (AIT) for MOSs 68L, 68Q, 68R, and 93D, Additional Skill Identifier (ASI) 68RW5 from the Commander, U.S. Army Signal Center to Commander, U.S. Army Ordnance Missile and Munitions Center.⁴⁵

Senior enlisted promotions for 1994 were as follows: 26 master sergeants were considered for sergeant major with 5 selected; 183 sergeants first class were considered for master sergeant with 29 selected; and 427 staff sergeants were considered for sergeant first class with 83 selected.

The number of minorities in the enlisted ranks of aviation units were higher in 1994. In career management field (CMF) 67 (Aircraft Maintenance), the number of females increased slightly from 4.1 percent in 1993 to 5.4 percent in 1994. Ethnic minorities remained generally steady in the same CMF 67 or 26.6 percent of the workforce. Aviation Operations (CMF 93) had the best representation in both females and ethnic minorities with 18 percent and 34.9 percent respectively, both increases from 1993.⁴⁶

Aviation Proponency wrote and published the Aviation Restructure Initiative (ARI) Personnel and Implementation Plan.⁴⁷ This plan balanced available training dollars with the evolving needs of the new aviation force structure while still protecting normal career progressions.⁴⁸

The Aviation Proponency Office helped to complete the stripes on the flight line's AR 611-201. It was staffed at USAALS, USAAVNC, and TRADOC and submitted to Department of the Army (DA) in 1994.⁴⁹ The purpose of the changes

⁴⁵ Memorandum of Understanding Between Chief of Aviation and Chief of Ordnance and Chief of Signal, subj: Realignment of Proponency for Branch and Personnel Functions of Military Occupational Specialties (MOSs) 68L, 68Q, 68R, and 93D), 22 Aug 94, Chapter IV file.

⁴⁶ Historical report, AP, CY 94.

⁴⁷ Executive Summary, Aviation Restructure Initiative (ARI) Personnel Implementation Plan (PIP), 1994; Historical report, AP, CY 94.

⁴⁸ Historical Report, AP, CY 94.

⁴⁹ Memo, ATRM-D, Col. Thomas E. Johnson to Commander, U.S. Total Army Personnel Command (TAPC-PLI-MO), subj: Recommended Change to AR 611-201, Stripes on the Flight Line; Memo, ATZQ-CG, Maj. Gen. Ronald E. Adams to Commander, U.S. Army Personnel Integration Command (TAPC-PI-MOS), 22 Aug 94, subj: Recommended Change to AR 611-201 Affecting Career Management Fields (CMFs) 67, Aircraft Maintenance and

was to place emphasis on aviation maintenance by increasing the rank authorization, and replacing CMF 93 with a leadership track -- CMF 15. Senior CMF 67's would continue to work on aircraft while the new CMF 15 filled platoon and company leadership positions.⁵⁰

The recruitment and training of CMF 93B (aeroscout observer) ended on 1 October.⁵¹ The MOS was terminated because of the phase out of the OH-58 aircraft in the aeroscout role. Those currently in the MOS were encouraged to apply for flight school, a transition to MOSC 93P (Aviation Operations), or a transition to MOSC 93C (Air Traffic Control).⁵² The ARI also concurrently decreased the need for 67V (Observation/Scout Helicopter Repairer) which forced transitions courses or reclassification for soldiers in that MOS over the next two years (1995-96).⁵³

The ARI also affected other enlisted MOSCs including 67T (UH-60 Helicopter Repairer). It's authorizations were increased owing to the approval by DA of one additional crewmember for each UH-60.⁵⁴ ARI also decreased the authorization for MOSC 67Y (AH-1 Attack Helicopter Repairer).⁵⁵

During FY 94, the Adjutant General's Strength Management/Trainee-Student Records Processing Section inprocessed 3,736 officer and 2,868 enlisted soldiers for training. They maintained an average of 2000 military personnel record jackets per month. The records section submitted 45,156 SIDPERS transactions with a processing rate of 99.3 percent. They also processed applications for 1,067 warrant officer candidates to be appointed as warrant officers. The section also executed a total of 236 elimination actions, 172 officer promotions, 602 enlisted promotions and 899 recomputations or reevaluations in FY 94. The section published 11,601 orders in support of students and 1,437 PCS/TDY orders.

CMF 93, Aviation Operations and Creation of CMF 15, Aviation (Stripes on the Flight Line); Historical report, AP, CY 94.

⁵⁰ Historical report, AP, CY 94.

⁵¹ U.S. Army Footprint System - Manpower, Active Army Authorization/Assignments by Grade, MOS 93B, Summary 1-A; Historical report, AP, CY 94.

⁵² Historical report, AP, CY 93.

⁵³ U.S. Army Footprint System. Manpower, Active Army Authorization by Grade, MOS 67V, Summary 1-A; Historical report, AP, CY 94.

⁵⁴ Memo, ARTM-BZ, Col. Leroy B. Outlaw to distr, 13 Apr 94, subj: Notification of Future Change to AR 611-201, E-9410-6, MOS 67T (UH-60 Helicopter Repairer); Historical report, AP, CY 90.

⁵⁵ U.S. Army Footprint system. Manpower, Active Army Authorization/Assignments by Grade, MOS 67Y, Summary 1-A; Historical report, AP, CY 94.

To enable personnel records processing to run more smoothly, customer services for the identification cards/DEERS was fully automated and three work stations were installed. One work station fully supported the special needs of service consumers with physical disabilities. Customer workload capability increased from 45 a day to over 200 a day.

Each clerk's work station was outfitted with information management programs which enabled them to submit SIDPERS transactions with an accuracy rate of 99.2 percent against the TRADOC standard of 98.5 percent.

The OER/NCO-ER section automated its monthly suspense rosters. In so doing, a local form was eliminated which saved over \$4,000 annually. Evaluations clerks, down one in strength from the three authorized, processed over 2100 evaluations with a rate of 98.3 percent surpassing the TRADOC of 97.5 percent. During the year the Adjutant General's office served 36,369 customers with less than three complaints.⁵⁶

New equal opportunity complaint procedures were inaugurated during 1994. Formal complaints must now be acted upon within three calendar days. Within that time the person or agency receiving the complaint must either accept the complaint or refer the individual to an alternate agency or appropriate command. A new Army form 7279-R was distributed in 1994 to help process complaints.⁵⁷

Once a complaint had been accepted by an agency, they had fourteen calendar days to conduct an investigation and meet with the individual to provide a report of that investigation. The purpose of the new procedures was to lay out specific responsibilities for each individual within the complaint process.⁵⁸ It also became the policy of Fort Rucker that the organization against whom complaints were lodged had to provide fund citations for the processing of the complaint if it was not resolved locally.⁵⁹ During October, the Government Accounting Office (GAO) conducted an assessment of racial discrimination and sexual harassment at Fort Rucker.⁶⁰

⁵⁶ Ibid.

⁵⁷ Army Flier, 4 May 94, Chapter IV file.

⁵⁸ Army Flier, 4 May 94, Chapter IV file.

⁵⁹ Memo, ATZQ-CS, Col. Warren C. Edwards to distr, 25 Apr 94, subj: Payments for Equal Employment Opportunity (EEO) Complaints Processing, Chapter IV file.

⁶⁰ E-mail note, Braxtonp to xo/ops personnel, 6 Oct 94, Chapter IV file.

During FY 94, Fort Rucker experienced a slight decrease in the number of complaints of discrimination. There were 105 precomplaints filed as compared with 108 in 1993. The number of complaints seemed to remain somewhat constant in spite of strong command emphasis on EEOO. This situation was largely due to the unrest and turbulence caused by downsizing. The successful resolution rate for the EEOO process was 88 percent in 1994. Formal complaints totaled thirty-eight.⁶¹

On 29-30 March, the TRADOC Assistant Deputy Chief of Staff for Base Operations Support, Ms. Toni Wainwright; Mr. Luther Santiful, the DA Director of the EEO Agency; and Ms. Rosetta Green, Acting TRADOC EEO Director conducted a staff visit to Fort Rucker.⁶²

A meeting was held on 6 September with Maj. Gen. Adams, Senator Richard Shelby, the Reverend John Nettles, state president of the Southern Christian Leadership Conference (SCLC), the Reverend Eugene Leonard, Houston County Chapter President of SCLC, Paul Phillips, Brenda Riddick and others regarding complaints of racial discrimination and retaliation.⁶³ The EEO Office did not receive a written report following this visit. Their observations as stated in their outbriefing were: The EEO program was operating according to established guidelines, they recommended that Fort Rucker needed to work on its image as an installation, and recommended that EEO needed to improve its working relationship with the Civilian Personnel Office.⁶⁴

On 31 October, Maj. Gen. Ronald E. Adams, USAAVNC commander, endorsed the first draft of the Fort Rucker EEO/EO Action Plan. The plan's principal features will take effect in FY 95.⁶⁵

The EEOO sponsored prevention of sexual harassment training sessions throughout 1994. During the nineteen separate training sessions a total of 119 supervisors and 263 non-supervisory personnel were trained. All the training was given by volunteer employees.⁶⁶

⁶¹ Historical report, EEOO, CY 94.

⁶² Historical report, EEOO, CY 94.

⁶³ Historical report, EEOO, CY 94.

⁶⁴EEO Office to Historian, response to staffing memorandum, no date, EEOO.

⁶⁵ Ibid.

⁶⁶ Ibid.

During June and August, the EEOO conducted two one-week annual training sessions for new EEOO counselors. Fifteen employees were nominated by their organizations to attend these sessions which were developed and required by the Department of the Army for all counselors. Upon completion, the prospective counselors took an examination. The score of the examination plus how the participant was able to conduct interviews, mediate, and write reports determined who was appointed. All fifteen students passed the screening and were appointed to a two-year term that began in 1994.⁶⁷

The affirmative employment program of the Equal Employment Opportunity Office (EEOO) continued to train the work force by involvement in all new employee orientations. The office also briefed all incoming directors, commanders, and agency heads.⁶⁸

The Black Employment Program Committee officers were installed on 13 January with the following members: Paul Wheeler, chairperson; Elmaree Gordon, vice-chairperson; Faye Carson, correspondent; Barbara Harper, budget officer; Sam Chatman, parliamentarian. The committee sponsored the Dr. Martin Luther King, Jr. commemorative program with 500 people in attendance and the Black History Month luncheon held at the NCO Club.⁶⁹

The annual service tribute to Dr. King was held at the post theater on 11 January. The guest speaker was Dr. Edward E. Cleveland, Department of Religion, Oakwood College, Huntsville, Alabama.⁷⁰ The Black History month luncheon was held on 2 February. The guest speaker was Col. Sharon I. Richie, Chief Nurse, Dwight D. Eisenhower Army Medical Center and her subject was "Empowering Afro-American Organizations, Present and Future".⁷¹

The Black Employment Program Committee also co-sponsored the "America's Forgotten Eagles' Day". In addition to several ceremonies, a recognition dinner was held for three retired African-American aviators: two Tuskegee airmen -- Sherman Rose and James Wright -- and the former presidential aircraft commander Carl

⁶⁷ List of those appointed can be found in the 1994 EEOO ACH File; Historical report, EEOO, CY 94.

⁶⁸ Historical report, EEOO, CY 94.

⁶⁹ Ibid.

⁷⁰ Program, U.S. Army Aviation Center and Fort Rucker Celebrates Service of Tribute to Dr. Martin Luther King, Jr., Fort Rucker Post Theater 11 January 94; Army Flier, 14 Jan 94, Chapter IV file.

⁷¹ Flyer, "Black History Month Luncheon", 3 Feb 94, Chapter IV file.

Burhanan. The post commander, Maj. Gen. John D. Robinson was the guest speaker.⁷²

One of the responsibilities for EEOO during 1994 was the Hispanic employment program. At year's end, the Hispanics in civilian positions at Fort Rucker was 2.3 percent or fifty-two personnel out of 2296 appropriated fund workers which exceeded the percentage of Hispanics in the state of Alabama civil service work force (.7 percent). The Hispanic employees had the highest average government service (GS) grade of GS-9. In the nonappropriated fund workforce, the percentage of Hispanics was 4.7 or seventeen employees out of 362.⁷³

The Federal Women's Program Committee officers for 1994 were as follows: Betty Lewis, chairperson; Deborah Carr, vice-chair person; Carol Boylston, recorder; Bonnie Niver, correspondent; Leslie Franklin, budget officer; Trish Witmer, parliamentarian. During the month of March, three major observances of Women's history month were held: a Fort Rucker Elementary School essay contest on the accomplishments of women; the women-of-the-year awards ceremony honoring five women in the categories of professional, administrative, technical, clerical, and blue collar employment, and the Women's History Month luncheon.

The five women honored were as follows: Maj. Lisa Schenck--professional; Brenda Miller--administrative; Carol Eubanks--technical; Cathy Torgerson--clerical; Gloria Smith--nonappropriated fund. No nominations were submitted for the blue collar category.⁷⁴

Dr. Eve Gordon spoke to the Women's History Month luncheon on 30 March on her service with the British Army during World War II. Her talk which she titled "Choices" dealt with her service behind enemy lines as a resistance fighter. This year's theme was "In Every Generation, Action Frees Our Dreams."⁷⁵

C. Information Management

The Directorate of Information Management's (DOIM) telephone and E-Mail modernization program began in 1993 and was continued into 1994. A modernization

⁷² Historical report, EEOO, CY 94.

⁷³ Ibid.

⁷⁴ Ibid.

⁷⁵ Army Flier, 1 Apr 94; Memo, ATZQ-CG, Maj. Gen. John D. Robinson to distr, 14 Feb 94, subj: Women's History Month -- March 1994; Historical report, EEOO, CY 94.

plan was developed to change Fort Rucker from a mainframe E-Mail system to a local area network based on the E-Mail system. The plan outlined a detailed network design specification and acquisition for automation/telecommunication hardware and software to support 802.3 ethernets in a total of sixty buildings. When in place this system would provide E-Mail services, on-line facsimile and LAN-based scheduling to over 1200 USAAVNC users. Worked continued on a 1500 line expansion at Fort Rucker contracted by Northern Telcom with completion sometime in 1995. To support the expanded telephone capability, installation of E911 system continued on schedule with work completed in April 1995.⁷⁶

Because of budget restraints, the defense information system network node that was to have been installed at Fort Rucker by February 1994 was canceled. The basic system will still be available to Fort Rucker, but its point of presence router will be located at Maxwell Air Force Base and Rucker will be connected via a leased line by 1995.

In support of the new switch installation, DOIM replaced approximately 35 percent of the 15,000 rotary phones on Fort Rucker. The objective was to complete an entire changeover in the next two to three years. This, if funds were available, would permit buildings to be rewired to the single line concept.⁷⁷ In 1994 an automatic directory assistance system which implemented automated directory assistance and interactive voice response was completed.⁷⁸

One of the intermittent problems that DOIM had to contend with was the loss of approximately 1000 telephone lines due to a switch problem. Since the problem was intermittent it did not affect any particular numbers group.⁷⁹ The Directorate of Information Management completed projects for outlying airfields. A Fujitsu private branch exchange system and fiber optic cable were partially installed at Knox Field.⁸⁰

D. Air Traffic Control

During 1994 the U.S. Army's Air Traffic Control Activity (USAATCA) Fixed Base Support Division as the requirements developer for fixed-base air traffic control

⁷⁶ Historical report, DOIM, CY 94.

⁷⁷ E-mail note, Leighton to all cdms/dirs, 19 Sept 94, subj: Replacement of Rotary Phones, Chapter IV file.

⁷⁸ Historical report, DOIM, CY 94.

⁷⁹ E-mail note, Leighton to all cdms/dirs, 18 Apr 94, subj: Telephone Lines, Chapter IV file.

⁸⁰ Historical report, DOIM, CY 94.

(ATC) facilities completed thirty-five requirement surveys during the year.⁸¹ Of these thirty-five surveys, thirty-two recommended upgrading facilities and equipment or navigation aids. Two of the surveys validated the need for Army radar approach control facilities at Fort Polk to support the Joint Readiness Training Center and also at Fort Huachuca to support unmanned aerial vehicle operations. Both of these upgrades were awaiting approval at major command or Department of the Army level at the end of 1994.⁸² On-site assessments were also conducted of the ATC facilities at Hagler Army Airfield, Camp Shelby, and Guardian Control (Korea). The Fixed-Base Support Division also reviewed airfield engineering waiver requests, reviewed airfield/ATC designs for McCoy AAF, Sabre AAF, and Campbell AAF to insure all ATC requirements were met.⁸³

In addition to its many other missions in 1994, the USAATCA was an area maintenance and supply facility for all of the Army's air traffic control community and supplied equipment and parts for fixed-base ground navigation aids and equipment. The area of USAATCA's responsibility continued to include all of CONUS, Alaska, Hawaii, Panama, Japan, and select sites in Korea. Funding constraints allowed only seventeen mobile maintenance missions during 1994.⁸⁴ Repair parts services provided by USAATCA during 1994 in the repairable exchange category totalled 949 items worth \$1,538,045.86. In the authorized stockage list items totalled 140 items worth \$40,325.08.

TRADOC transferred sixteen major command functions to USAATCA ranging from representing TRADOC as the air traffic control maintenance subject matter

⁸¹ 1st End, ATZQ-ATC, Lt. Col. Donald T. Stuck to Commander, Eighth Army (EAGC-EA-ATC), 26 Oct 94, subj: Air Traffic Control Facilities Requests; Historical report, USAATCA.

⁸² 1st End, ATZQ-ATC, Lt. Col. Donald T. Stuck to Commander, TRADOC (ATAG-IA), 14 Oct 94, subj: Air Traffic Control Requirements Survey for an Army Radar approach Control Facility to Libby Army Airfield; Memo, ATZQ-ATC, Lt. Col. Donald T. Stuck to Headquarters, DA, Office of Deputy Chief of Staff for Operations and Plans (DAMO-FDV), 9 Nov 94, subj: Mission Need Statement (MNS) for an Army Radar Approach Control (ARAC) Facility at Fort Polk, LA; Historical report, USAATCA, CY 94.

⁸³ Memo, ATZQ-ATC, Lt. Col. Donald T. Stuck to Commander, Camp Shelby Training Site, 8 Aug 94, subj: Air Traffic Control (ATC) Assessment of Hagler Army Airfield; Memo, ATZQ-ATC, Curtis E. Carter to Commander, Eighth U.S. Army (EACJ-EA-ATC), 10 Feb 94, subj: Status of Facilities Request; Memo, ATZQ-ATC, Lt. Col. Donald T. Stuck to Commander, Eighth U.S. Army (EAGC-EA-ATC), 12 Aug 94, subj: Expanded Radio Coverage of Guardian Control; 1st End, ATZQ-ATC, Lt. Col. Donald T. Stuck to Commander, Yuma Proving Ground (STEYP-PW-E), subj: Renovation of Laguna Airfield Control Tower; 1st End, ATZQ-ATC, Lt. Col. Donald T. Stuck to Director, U.S. Army Aeronautical Services Agency (MOAS-AI), 15 Sep 94, subj: Request for Waiver of Helicopter Parking Pad Dimensions at Campbell Army Airfield (AAF); Memo, ATZQ-ATC, Curtis E. Carter to Robert and Company, Atlanta, Georgia, 5 May 94, subj: Design Drawings for Campbell Army Airfield; Memo, ATZQ-ATC, Curtis E. Carter to Commander, 101st Airborne Division (AFZB-AV-A), 5 May 94, subj: Design Drawings for Sabre Army heliport; Historical report, USAATCA, CY 94.

⁸⁴ The seventeen trip reports referred to can be found in the USAATCA File, 1994 ACH, Branch Historians Office.

expert to resolving all air traffic control logistics problems. This major shift of responsibility was because of manpower reductions at TRADOC headquarters.⁸⁵

The reimbursable parts program was begun in 1992 as a way to obtain funding for ATC fixed-base maintenance. Because of interest created by an article in Aviation Digest entitled "Air Traffic Control Support is Not Free" by Mr. Freddie G. Helton, USAAVNC's Deputy Commandant, Brig. Gen. (P) Riggs, was briefed and forwarded the briefing slides to the Army Comptroller in an effort to obtain direct Army-level funding.⁸⁶

The annual AAAA Awards banquet was held at Fort Rucker in January 1995. A number of awards were given to air traffic control organizations and individuals. The Air Traffic Control Facility of the Year Award was given to the Cairns Army Radar Approach Control, Fort Rucker. They handled a total of 243,000 instrument operations during 1993.⁸⁷

During 1994, the 1-11th Aviation Regiment continued providing ATC support for the flight training mission of the USAAVNC. This support was provided through the operation of five basefields, twelve stagefields, three ground control approach radars, and a flight operational center. During the year, the battalion conducted over 2.77 million aircraft movements without an ATC-related accident. In August, the instrument landing system at Troy Municipal Airport was upgraded from a pre-1970 model to a state-of-the-art system, which would provide a more reliable and safer approach to Army aircraft as well as civilian aircraft. The flight operations building construction project at the same airport was completed also, thereby enhancing the training benefits of the tower and the ground approach control radar. In September 1994, the Projects Office of the 1-11th initiated the engineering and coordination for a low-level communications system which would eliminate the necessity for flight following while conducting nap-of-the-earth training in the Andalusia area.⁸⁸

⁸⁵ Ltr, Maj. Gen. Walter J. Bryde to Commander, USAAVNC, 3 Feb 94, subj: Air Traffic Control (ATC) Maintenance Technical Mission Transfer; A full list of the functions can be found in Historical report, USAATCA, CY 94.

⁸⁶ Mr. Freddie G. Helton, "Air Traffic Control Support is Not Free", Aviation Digest, Jan/Feb 1994, p. 48; Briefing Slides, "ATC Maintenance Service Briefing; Historical report, USAATCA, CY 94.

⁸⁷ Army Flier, 13 Jan 95.

⁸⁸ Historical report, ATB, CY 94.

E. Library, Museum and Training Support

The Aviation Technical Library continued its mission as the primary information center for USAAVNC. The library acquired sixteen new CD-ROM resources among them such information as the Air University Index to Military Periodicals; Naval Logistics Library; Army Doctrine Publication (ADEL); NTIS National Technical Information Service; and the new FM 100-5. In October, the library published the first issue of the Aviation Technical Library Bulletin which highlighted new library acquisition and served as a guide to various library services and sources. The library staff prepared awareness packages on the situations in Rwanda, Haiti, Somalia, Bosnia, North Korea, and Iraq. The reference librarians also compiled detailed bibliographies on Korean and Vietnam war battles including Lam Son 719, Chosin, and Heartbreak Ridge. During the year, the library served over 33,000 personnel, an increase of 25% over 1993. The library added 9,206 unclassified documents, 323 classified documents, and 490 volumes to its collection. Librarians answered over 15,500 reference questions for patrons in-house, not including the information provided by phone.⁸⁹

F. Logistics Support

During 1994 the Aircraft Logistics Management Division of DOL obtained a total of eighty-nine helicopters to upgrade the aviation school's fleet by acquiring "newer" aircraft to replace those with a high number of flight hours. Sixty-three of these helicopters were new TH-67 Creeks from Bell Helicopter Company.⁹⁰

During October, November, and December, Fort Rucker received fifteen AH-64 aircraft from Europe. These aircraft were acquired to help retire other training fleet Apache aircraft with higher hours, but no new production line Apaches were received during the year. The end result of the use of more Apache training aircraft was lower flight hours on all aircraft.

Dyncorp completed its first year of the 1994 USAAVNC aircraft maintenance contract. Like the military, they, too, were affected by downsizing when they reduced the number of employees as a result of the cutback of programmed flight hours from 285,415 to 238,398.

⁸⁹ Memo, Ms. Beverly Hall to DOTDS, 10 Feb 95, subj: 1994 Annual Command History Report -- Aviation Technical Library; Historical report, DOTDS, CY 94.

⁹⁰ Historical report, DOL, CY 94.

The Aircraft Logistics Management Division signed for the "fuel farm" complex at Molinelli Aerial Gunnery Range in September. DynCorp more efficiently performed both fueling/defueling of aircraft and loading/unloading of ammunition and rockets for aircraft using the range.

The Directorate of Logistics (DOL) broke ground on 11 August for a new oil laboratory. This \$700,000 facility was expected to be in operation in August 1995. When operational the facility will allow the consolidation of the fuel and oil labs which had been located in separate WWII wooden buildings. In addition, two new fuel storage facilities would be constructed at Cairns and Lowe Fields with a total storage capacity of 588,000 gallons. The total estimated cost of all the above facilities was \$5,192,000. Congress appropriated \$5,192,000 in the 1994 Appropriations Act for these projects, but the final cost was not know because they were not completed in 1994.⁹¹

The Simulator Branch of DOL assumed the repair responsibility for the four Data Automated Tower Systems trainers this year. The DATS were used to train air traffic control students in control tower procedures. The four systems were conditionally accepted between June and November 1994 with the first student training beginning in December.

The Self-Service Supply Center was closed in late 1993, and during 1994, expendable office and industrial items were ordered directly from GSA which provided better customer support and faster delivery of supplies. The initiative provided a manpower savings of four positions in the supply center. Savings in utility and maintenance costs were approximately \$7,200 in 1994.⁹²

Downsizing the number of military personnel plus the departure of several major units from Fort Rucker necessitated a consolidation of dining facilities. One of the two remaining dining facilities was closed in February and dining operations consolidated in the remaining facility.⁹³ The dining facility closed had belonged to the 46th Engineer Battalion and the one remaining had been the 1st/13th Aviation Regiment's dining facility. When dining facilities usage fell below thirty-five percent

⁹¹ Memo, Mrs. Jane L. Gillis to Historian, 11 Apr 95, subj: 1994 Annual Command History--Staffing; Historical report, DOL, CY 94.

⁹² The positions were abolished and the incumbent personnel were reassigned to vacant positions within the division; Memo, Ms. Jane L. Gillis to Historian, 11 Apr 95, subj: 1994 Annual History -- Staffing; Historical report, DOL, CY 94.

⁹³ Monthly Fund Status Reports, DRM, Program and Budget Division, CY 94; Historical report, DOL, CY 94: Army Flier, 26 Aug 94, Chapter IV file.

TRADOC mandated consolidation. When the two dining facilities were operating, their utilization rates were under forty-five percent.⁹⁴

The Consolidated Installation Property Book Office of DOL implemented a new automated property book system called the Standard Property Book System--Redesign on 23 July. The new system enabled the property book office to reduce the total number of hand receipts from 368 to 227. This new system also improved the Continuing Balance System--Expanded reporting. Upon request office input and reports could now be produced automatically from the new system.⁹⁵

A structural survey was conducted on Building 1012A, Installation Laundry Facility. The Directorate submitted a work request to the Directorate of Public Works (DPW) to conduct a survey of the building because the contractor complained that the building was unsafe. A contract was awarded by DPW and the building surveyed. The survey established a life span of three to five years for the facility, and based on that finding, the third option year of the contract with Broad Avenue laundry and Tailoring was exercised. Contract cost for the 1994 was \$1,296,354.

In September, the ceiling in the cold storage area of building 1015 was declared unsafe. Until repairs could be completed, all storage of chill and cold subsistence was met through the use of rented trailers. Rental cost for the trailers from 1 September through 31 December 1994 was \$12,000.

The Personal Property/Inspection Branch of DOL dealt with 5,767 customers and processed 8,627 documents for personal property movements in 1994. Of these, 2,731 were outbound; 2,393 inbound; 708 direct procurement method; 1,470 do-it-yourself; and 1,325 nontemporary storage. In addition, 4,344 inspections were conducted on household goods shipments. The Material Movements/Terminal Warehouse Branch (DOL) executed 3,854 outbound shipments totaling 7,220,068 pounds in 1994 and there were 21,747 inbound shipments totaling 129,711,099 pounds that were received and distributed.⁹⁶

With the cost of airline fares fluctuating throughout 1994, the Transportation Division of DOL monitored the rise and fall of airfares at both the Dothan and Montgomery airports. When direct comparison indicated a cheaper fare from Montgomery, tickets were issued on that basis. Division personnel worked closely

⁹⁴ Army Flier, 26 Aug 94, Chapter IV file.

⁹⁵ Historical report, DOL, CY 94.

⁹⁶ Quarterly Traffic Activity Reports, TRADOC Form 406-F, RCS ATBO-23(R3) for calendar year 1994, Transportation Division, DOL; Historical report, DOL, CY 94.

with the Dothan air carriers to obtain adjustments so that they could be competitive with Montgomery thus ensuring that the most cost effective routing used also met mission requirements.⁹⁷ Carson Wagonlit Travel was awarded the contract to provide ticketing support for official travel, as well as leisure travel in CY 1995.⁹⁸

The Transportation Division also reduced the number of vehicles in the GSA fleet thus providing savings for the installation. A bimonthly dispatch system was begun in December at the Transportation Motor Pool which allowed vehicles out on dispatch for up to two weeks so that the vehicles would be signed for only twice a month rather than every day.⁹⁹

The Transportation Division assisted in an airlift to support the 46th Engineer Battalion's participation in the Jungle Operations Training Class 95-1 at Howard AFB, Panama Canal. The USAF's Air Mobility Command provided a C-130 transport plane to fly thirty-one passengers and two 463L pallets to Panama.¹⁰⁰

The 46th Engineers were again assisted by the Transportation Division to move heavy equipment to Fort Polk. The Transportation Division loaned the unit thirty 20-foot milvans. A total of twenty-two linehauls were required to transport those milvans in addition to forty-five railcars used to move additional unit equipment.¹⁰¹

During 1994 the 2-229th Attack Helicopter Battalion took part in Exercise GREEN FLAG (28-30 March), and the Transportation Division arranged to ship forty large pieces of equipment, nineteen linehauls, and 483,530 pounds of equipment.¹⁰² The 2-229th Attack Helicopter Battalion also took part in the Longbow Apache field development testing and evaluation at Fort Hunter Liggett, California. Equipment totalling 29,000 pounds was shipped to California for the 2-229th by DOL. A total of twenty-one linehauls were procured to ship a further forty-two pieces of equipment weighing a total of 546,740 pounds.¹⁰³

⁹⁷ Ibid.

⁹⁸ Memo, Mrs. Jane L. Gillis to Historian, 11 Apr 95, subj: 1994 Annual Command History--Staffing; Historical report, DOL, CY 94.

⁹⁹ Ibid.

¹⁰⁰ Quarterly Traffic Activity Reports, TRADOC Form 406-R, RCS ATBO-23(Re), for calendar year 1994, Transportation Division, DOL; Historical Report, DOL, CY 94.

¹⁰¹ Historical report, DOL, CY 94.

¹⁰² Ibid.

¹⁰³ Ibid.

G. Evaluation and Standardization

During 1994, the Directorate of Evaluation and Standardization (DES) was funded at the level of \$726,000 for the assessment of standardization and proficiency of aviators and aircrews throughout the Army. The Directorate was originally funded at only \$423,000.¹⁰⁴ In FY 1993, the funding was initially set at only \$275,000.¹⁰⁵

As in previous years, DES rescheduled some visits to FY 95, consolidated trips, used reserve component aircraft whenever possible, streamlined administration, and employed other economizing measures. With major trips remaining, 57 percent of the operating budget was expended within the first eight months of the fiscal year (May, 1994). On 1 June, DES received additional funding of \$130,000 from the Directorate of Resource Management (DRM). However, on 17 July, USAAVNC withdrew \$80,000 of the DES mission funding due to HQ TRADOC curtailment of travel until FY 95. Assistance/Assessment visits to Panama and Honduras had to be canceled.¹⁰⁶

Although, first and foremost, DES personnel were inspectors, they also were there to assist units. For example, visits were scheduled within twenty days after a new commander assumed command in a FORSCOM aviation unit. The directorate contacted the new brigade commander to coordinate the visit, and what areas were to be inspected during the visit. The inspection teams sent by DES to aviation units consisted of representatives of DES, USAALS' DOES, USAATCA, and the USAAMC.¹⁰⁷

During 1994, the directorate was instructed to place particular emphasis on ATP development, aircraft survivability equipment training, integration of aeromedical evacuation assets in tactical training and new equipment training programs and proficiency. The Air Traffic Control Agency (USAATCA) was directed to focus on air traffic control equipment maintenance, operator preventive maintenance checks, special use airspace, and airspace management. The Directorate of Evaluation and Standardization (DOES) of USAALS concentrated at personnel and equipment

¹⁰⁴ Memo, ATZQ-DRM Directorate of Resource Management to DES, subj: Fund Status for Evaluation and Standardization, 11 Oct 94; Briefing Slide, FY Third Quarter Resource Review, Recommendations, Chapter IV file.

¹⁰⁵ See: United States Army Aviation Center Annual Command History, 1 January to 31 December 1993, p. 143.

¹⁰⁶ E-mail note, Mikkesh to Smythem, 12 May 94, subj: DES Travel Funding; E-mail note, Col. Dave Berg to Milburns, subj: FY 94 Surprise, SPR; Historical report, DES, FY 94.

¹⁰⁷ Memo, ATZQ-CG, Maj. Gen. John D. Robinson to distr, 24 Sep 93, subj: Department of the Army Aviation Standardization Program and Areas of Interest for FY 94; Historical report, DES, CY 94.

utilization with particular emphasis on the progression and proficiency of commissioned officer maintenance test pilots, and the use of the aviation vibration analyzer. The Aviation Branch Safety Office (ABS0) concentrated on safety management and the commander's aviation accident plan. The Aeromedical center directed their inspection on clinical and nonclinical responsibilities of the flight surgeon.¹⁰⁸

On 6 June 1994 the Maintenance Test Flight Standardization Division for DES officially relocated from Fort Eustis, Virginia. This movement was a result of an Aviation Center initiative. Five maintenance test flight evaluators/instructor pilots moved from Fort Eustis to Fort Rucker's DES and were augmented by one evaluator/pilot from Hunter Army Airfield, and one from Fort Rucker. During the remainder of 1994, the division conducted seventeen initial maintenance evaluations and approved five DES designated evaluations. The division followed the philosophy of assistance and training coupled with evaluation.¹⁰⁹

The Evaluation Division of DES conducted six Type II (in-depth) evaluations and over 200 Type I (classroom) evaluations of 153 different courses of instruction at Fort Rucker. In addition, forty-seven reviews of proposed program of instruction changes were completed and course administrative data for eighteen new courses were reviewed. Seven external assistance/assessment visits and two accreditation evaluations were conducted by the external evaluation branch at such locations as the State of Washington's Military Academy and the Alaskan Military Academy.¹¹⁰

H. Contracting

Total FY 94 business dollars handled by the Directorate of Contracting (DOC) totalled \$168,715,246 compared with \$160,433,688 during FY 93. A total of eighty-four percent of the FY 94 spending was awarded competitively which was down from the FY 93 rate of ninety-six percent.¹¹¹

The TRADOC Advanced Acquisition Planning System was begun during the year. Maj. Gen. Robinson wanted all senior leaders to get involved and understand and use the process. A senior leader video had been procured from the Army

¹⁰⁸ Ibid.

¹⁰⁹ Ibid.

¹¹⁰ DA Evaluation Schedule, FY94, HQDA Aviation Standardization; Historical report, DES, CY 94.

¹¹¹ Historical report, DOC, CY 94.

Material Command (AMC), and DOC was directed to obtain a copy and arrange for an executive level presentation for all Fort Rucker senior officials.¹¹²

During 1994, TRADOC initiated a "contract scrub". Installations were required to "scrub" all existing contracts. Fort Rucker was, however, not one of the installations that was required to take part in this experiment.¹¹³

The TRADOC Contracting Activity at Fort Eustis established guidelines for the submission of year-end purchase requests. The dates applied to any potential contract using FY 94 funds that expired 30 September 1994. The reason for the cut-off dates was to insure that the requiring activities submitted requirements packages which were sufficient in content, technical and legal standpoints. This prevented undue delays in processing.¹¹⁴

DynCorp contract costs for FY 94 were \$85,364,400 which was down slightly from the FY 93 costs of \$85,665,000.¹¹⁵ Aircraft maintenance contract costs for parts and supplies in 1994 were: FIA CAT H - \$41,205,500 for a total of 2,829 line items; FIA Non-H - \$13,759,000 for a total of 11,127 line items; Industry Property - \$48,156,697 for a total of 5,092 line items.

Financial Category H (FIA Cat H) were items managed by Aviation and Troops Command (ATCOM). FIA Non-H was all other Financial Inventory Account Categories, non-ATCOM managed items. Inventory was divided this way because the aircraft maintenance contractor requisitioned CAT-H items directly from ATCOM, but went through Supply and Services Division of DOL for all other (non-H) items.¹¹⁶ The monetary value of all stock funded issues during 1994 was: FIA CAT H - \$294,471,499; FIA Non-H - \$90,232,760 for a total of \$384,704,259.¹¹⁷

¹¹² E-mail note, Robinson to all cdrs/dirs, 18 Mar 94, subj: TRADOC Commanders Conference, Chapter IV file.

¹¹³ E-Mail note, Edwards to all cdrs/dirs, 25 Feb 94, subj: TRADOC Chief of Staff Conference, Chapter IV file.

¹¹⁴ Memo, ATZQ-DOC, Peter C. Polivka to distr, 3 Mar 94, subj: Fiscal Year 1994 Procurement Cut-Off Dates, Chapter IV file.

¹¹⁵ Monthly Fund Status Reports, DRM, Program and Budget Division, FY 94; Historical report, DOL, CY 94.

¹¹⁶ Memo, Mrs. Jane L. Gillis to Historian, 11 Apr 95, subj: 1994 Annual Command History--Staffing; Historical report, DOL, CY 94.

¹¹⁷ Quarterly Traffic Activity Reports, TRADOC Form 406-R, RCS ATBO-23(Re), CY 94, Transportation Division, DOL; Historical report, DOL, CY 94.

The Maintenance Division of DOL contracted to manufacture four modification work orders kits for ATCOM. This manufacture of kits for ATCOM was an innovative idea by the Director of Logistics to use local expertise to produce kits and make money for the installation. Earned "profits" were returned to the installation for use in critical areas.¹¹⁸ Using a staff of temporary employees, the division established a facility that would bring in approximately \$500,000 for USAAVNC during the year. The modification of work order kits manufactured by this facility included the 5-volt lighting kit, the APN-209 (Aviation Radar Navigation) Kit, the Instrument Landing System Visual Omni Range Kit, and the Single Channel Airborne Radios kit.¹¹⁹

The Arctic Slope Regional Corporation Contracting Company, Incorporated completed the first year of the refueling and defueling contract. The cost paid by USAAVNC totaled \$3,800,000, and the government exercised the option for the first option year.¹²⁰

Hughes Technical Services continued to hold the simulator maintenance contract which was worth \$1,200,000 in FY 94. This contract covered the maintenance of fifteen flight simulators and training devices.¹²¹

The contract for the dining facility operation, now reduced to one dining hall, was continued for HLJ Management Corporation during the year. The cost of maintaining the contract was \$1,220,900.00.¹²² Because the installation laundry building was still structurally sound for a few more years, DOL exercised the third option year of the contract with Broad Avenue Laundry and Tailoring. The contract cost for CY 94 was \$1,296,354.00.¹²³

In December, a contract worth \$19 million was awarded to a Birmingham Construction Company to build an enlisted barracks complex. The complex was to have two barracks buildings with a total of 384 individual rooms, a parade field, two

¹¹⁸ Memo, Mrs. Jane L. Gillis to Historian, 11 Apr 95, subj: 1994 Annual Command History--Staffing; Historical report, DOL, CY 94.

¹¹⁹ Historical report, DOL, CY 94.

¹²⁰ Ibid.

¹²¹ Ibid.

¹²² Monthly Fund Status Reports, DRM, Program and Budget Division, CY 94; Historical report, DOL, CY 94.

¹²³ Historical report, DOL, CY 94.

parking lots and two company operation facilities. The entire complex will have more than 217,000 feet of floor space.¹²⁴

The Aviation Center accepted available options in 1994 on previously awarded contracts for: aircraft maintenance, initial entry rotary wing flight training, and refuel services.¹²⁵ Three new USAAVNC mission contracts were awarded in 1994 for the following areas: C-12 initial qualification and refresher training; fixed wing multi-engine qualification course, and for operation, maintenance, and repair of the Fort Rucker Gunnery Range complex.¹²⁶

The DPW completed contracts in the amount of \$10,682,719 during 1994 for such diverse projects as a jet fuel storage area, renovation of the officers' club, and commissary renovation. Contracts let during the year totaled \$44,407,617 and involved two major construction projects, the soldier support center and a new state-of-the-art enlisted barracks. An \$11,775,000 contract was begun in 1994 to build facilities at Knox Army Airfield for the 2-229th Aviation Regiment, but it had not been completed by year's end.¹²⁷

The Engineering Plans and Services Division submitted 173 individual projects with an estimated cost of \$16,375,008.47 for bid advertisements. This was considerably lower in funding than the 155 projects totalling \$28,212,000.00 for FY 93.¹²⁸

To implement a new follow-up system for purchase orders, a suspense system was established based on scheduled delivery date. Ten days after that date, the "ship to" addressee was contacted to find out if the item(s) requested had been received. If the answer was "no", then DOC contacted the vendor.¹²⁹

¹²⁴ Army Flier, 16 Dec 94, Chapter IV file.

¹²⁵ SF 30, DynCorp, Modification of Contract, 1 Oct 94; SF 30, UNC Aviation Services, 1 Oct 93; Historical report, DOC, CY 94.

¹²⁶ C-12 Flight Training Services (AQC and Refresher Training) for FY 95 (+4 Option Years), Contract No. DABT01-94-C-0064; Fixed Wing Multi-Engine Qualification Course (FEMEQC), Flight Training Services, Contract No. 95-C-0073, FY 96; Operation, Maintenance, and Repair of the Fort Rucker Gunnery Range Complex, Contract DABT01-94-C-0070; Historical report, DOC, CY 94.

¹²⁷ Historical Report, DPW, CY 94.

¹²⁸ Ibid.

¹²⁹ Memo, Gloria G. Wheeler to distr, 4 Apr 94, subj: Follow-up Procedures for Purchase Orders, Chapter IV file.

I. Physical Plant, Construction, and Environmental Protection

President Clinton's five year budget called for \$123 billion in defense cuts. To meet that goal, defense spending would have to be reduced further.¹³⁰ The Training and Doctrine Command's BASEOPS was underfunded by 1.5 billion in FY 94 which allowed little flexibility in areas of construction and maintenance. Although the base realignment and closing system will result in savings, whatever monies saved would not be available for 5-7 years.¹²³

During FY 94, the Directorate of Public Works experienced a nearly forty percent reduction in housing maintenance funds. Previous reductions reduced some backlogs, and more money was projected for FY 95, but the maintenance level will not be up to what was in previous years. Money normally provided for special projects was not available in FY 94.¹²⁴

The major construction, Army, pause continued through 1994 but funding was granted at the beginning of the year.¹²⁵ Space management was critical and had to be watched closely. The only way that DPW could leverage the shortage of real property maintenance activities/administration money was to limit the amount of maintenance required.¹²⁶

The DB1383 (A106 Report) was the second earliest report submitted in TRADOC for 1994.¹²⁷ Total class 1H requirements were \$2,784,000. Total class 2H requirements were \$642,000. All 1H and 2H requirements were funded.¹²⁸

The Business Management Division of DPW was responsible for a total of 2,625 individual job orders received and a counting the backlog already on file, 2,882 were completed. A total of 27,841 service orders were received in 1994 with 27,296

¹³⁰ E-mail note, Robinson to all cdrs/dirs, 29 Jan 94, subj: Congressional SigActs (28 Jan 94).

¹²³ E-mail note, Robinson to all cdrs/dirs, 18 Mar 94, subj: TRADOC Commanders Conference.

¹²⁴ Army Flier, 9 Sep 94, Chapter IV file.

¹²⁵ An MCA (Major Construction Army) pause is a halt of funding throughout the Army for any major construction project; 1st End, ATZQ-DPW-PS, Col. John W. Pierce to Historians, ATZQ-MH, 24 Apr 95, subj: 1994 Annual Command History Staffing.

¹²⁶ E-mail note, Edwards to all cdrs/dirs, 25 Feb 94, subj: TRADOC Chief of Staff Conference, Chapter IV file.

¹²⁷ This report entitled Environmental Pollution Prevention, Control, and Abatement Report; 1st End, ATZQ-DPW-PS, Col. John W. Pierce to Historians, subj: 1994 Annual Command History-Staffing; Historical Report, DPW, CY 94.

¹²⁸ Historical report, DPW, CY 94.

completed. Funds to support civilian personnel at DPW totalled \$16,493,910.¹²⁹ The job order contracting branch of DPW handled a total of 79 separate contracts with an estimated value of \$2,049,646.56 in FY 94.¹³⁰

The Directorate was involved in renovation of the main billeting building (Bldg. 308). A new front desk/lobby, vending areas, a customer lounge, and in-room carpets, spreads, and drapes were installed in a total decor package. A new state-of-the-art private base exchange hotel/motel telephone system was completed. The new system featured voice mail, automatic in-room customer programming regarding message and wake-up services, DSN access, and automatic call routing and locator for incoming calls.¹³¹ The cost of the renovations of the building were \$721,786.00.¹³²

The energy conservation program run by the Operations and Maintenance Division of DPW dropped a bit in facility energy performance during the year and finished above the goal by a four percent margin. The program was run by the Operations and Maintenance Division. In FY94, the installation consumed 940,108 Million British Thermal Units. The total was 903,612 thermal units. Part of the overage was attributed to the goal shrinkage of -3 percent imposed by TRADOC each year making it more difficult to meet the goal each successive year.¹³³

Over \$4.4 million in energy conservation investment program projects were awarded to Fort Rucker in 1994. The funds were allocated to the following: \$2.3 million for electrical peak shaving generators, \$1.4 million for steam line modifications, and \$500,000 for lighting upgrades in six buildings. Two other energy saving programs, the cooling storage and liquid propane gas storage facility were both scheduled for completion in FY 95.¹³⁴

¹²⁹ Historical report, DPW, CY 94.

¹³⁰ Ibid.

¹³¹ Historical report, DPW, CY 94.

¹³² 1st End, ATZQ-DPW-PS, Col. John W. Pierce to Historians, 24 Apr 95, subj: 1994 Annual Command History--Staffing; Historical Report, DPW, CY 94.

¹³³ 1st End, ATZQ-DPW-PS, Col. John W. Pierce to Historians, 24 Apr 95, subj: 1994 Annual Command History--Staffing; Historical Report, DPW, CY 94.

¹³⁴ Ibid.

All thirty-five of the craftsmen in the Operations and Maintenance Division who repaired heating and air conditioning units in 1994 were certified by an environmental protection agency (EPA) approved program.¹³⁵

The Directorate of Public Works (DPW) was taxed heavily during the July 1994 rains. In mid-July, Fort Rucker and the surrounding communities were deluged with heavy rains as an aftermath of Tropical Storm Alberto. Fourteen to sixteen inches of rain fell in a short period. Many post roads were closed as well as most post gates. The critical dam at Lake Tholocco remained intact despite the pressure on it by the rising waters of the lake.¹³⁶

The most extensive damage to the post was from washouts to roads and damage to bridges and culverts. Damage to the housing area was minimal with some minor flooding. Most facilities remained intact and functioning during the rain with few power outages.¹³⁷

To repair damage from the flood, \$1.75 million was made available from DA funding.¹³⁸ Nearly \$1.5 million was used to repair damage to roads and drainage systems and \$250,000 was used to repair damage to quarters.¹³⁹

The Environmental and Natural Resources division initiated an integrated training area management programs to stabilize numerous critically eroding areas throughout the aerial gunnery range complex and at several other training areas at Fort Rucker. A gully stabilization program was initiated to reduce soil erosion, eliminate safety hazards, and improve water quality.¹⁴⁰

During the year, Fort Rucker was the only TRADOC installation that met the requirement for an internal environmental compliance assessment system.¹⁴¹ In May [1994], Environmental Protection Agency (EPA) and Alabama Department of

¹³⁵ Ibid.

¹³⁶ Army Flier, 10 Jul 94, Chapter IV file.

¹³⁷ Army Flier, 15 Jul 94, Chapter IV file.

¹³⁸ 1st End, ATZQ-DPW-PS, Col. John W. Pierce to Historians, 24 Apr 95, subj: 1994 Annual Command History-Staffing; Historical report, DPW, CY 94.

¹³⁹ Army Flier, 9 Sep 94, Chapter IV file.

¹⁴⁰ Historical report, DPW, CY 94.

¹⁴¹ See a copy of the ECAS in the Historical report, DPW, CY 94.

Environmental Management performed a multimedia inspection of Fort Rucker and found no violations of the Clean Air Act.¹⁴²

Procedures were established in 1994 to review proposed Fort Rucker projects for potential environmental impacts. Facilities engineering work requests received by or generated within DPW were reviewed in accordance with the criteria established by the National Environmental Policy Act.¹⁴³

A Fort Rucker asbestos management plan was prepared by the environmental management branch according to provisions of Chapter 10, AR 200-1 in June. The branch also developed and published an Standard Operating Procedure No. DWP-EN-9 entitled Standing Operating Procedures, Asbestos Identification." The publication established procedures for DPW personnel to identify asbestos in the workplace, and to take the necessary steps for abatement if the disturbance of the material was likely during completion of the project.¹⁴⁴

When the 46th Engineer Battalion was transferred to Fort Polk, the Environmental Management Office supplied a hazardous waste specialist who worked with the battalion to turn-in 300 gallons of outdated hazardous materials which significantly reduced environmental liability for Fort Rucker.¹⁴⁵

The Office of the Staff Judge Advocate (OSJA) assisted in the development of environmental polices and initiated the development of a vacant position in the Administrative Law Division was filled with an attorney who was both a contract attorney and an environmental law specialist. He developed a close working relationship with the Environmental and Natural Resources division by attending staff meetings and becoming involved early in environmental projects and issues such as the removal of underground storage tanks, visits by the Alabama Department of Environmental Management, EPA, and higher headquarters, lead-based paint in family housing and permits to burn wooden buildings for fire-fighter training.¹⁴⁶ The OSJA office also worked closely with the Mobile District of the U.S. Army Corps of

¹⁴² This inspection was a snapshot in time to assess all of Fort Rucker's environmental programs as they related to Federal and State Environmental Laws and Regulations; 1st End, ATZQ-DPW-PS, Col. John W. Pierce to Historians, 24 Apr 95, subj: 1994 Annual Command History-Staffing; Historical report, DPW, CY 94.

¹⁴³ Ibid.

¹⁴⁴ Standing Operating Procedures, DWP-EN-9, "Standing Operating Procedures, Asbestos Identification"; Historical report, DPW, CY 94.

¹⁴⁵ Historical report, DPW, CY 94.

¹⁴⁶ 1st End, TZQ-SJA-AD, CW2 Michael P. Doheney to ABHO (Dr. Wright), 12 Apr 95, subj: 1994 Annual Command History-Staffing; Historical report, OSJA, CY 94.

Engineers to obtain easement and releases from local landowners to allow an erosion control project to continue.¹⁴⁷

The Environmental/Natural Resources Division staff conducted an internal self-audit of Fort Rucker's environmental status as required by AR 200-1, para 12-8 during May-August 1994.¹⁴⁸ The results were reported to TRADOC.¹⁴⁹ In addition to the internal audit, extensive preparations were made to prepare for an environmental compliance assessment system review scheduled for the 2nd quarter of FY 96 (1st Quarter, CY 95). This review was to be conducted by another DOD component (the Center for Health Programs and Preventive Medicine) and will give the installation an indication of where it is and is not in compliance. This was in accordance with the environmental auditing requirement of AR 200-1, para 12-8.¹⁵⁰

The division developed a program to achieve total erosion and sediment control at the aerial gunnery range complex to include the construction of nine sediment control ponds. Funds for the project came from the Mitigation of Non-Point Source Pollution and Land Rehabilitation and Maintenance Fund.¹⁵¹

The Fish and Wildlife Section (DPW) conducted a hunting and fishing program during the year in which 162 deer were harvested. The deer population's weights, antler development and reproductive data indicated a healthy herd that should be allowed to grow to maximum numbers before any future harvesting. During the 1994 hunting season, 97 turkeys were harvested and the turkey population indicated a healthy heart.¹⁵²

The forestry program of DPW earned Fort Rucker a net profit of \$433,000. Over a five-year span total profits for the installation's forestry program was raised to a grand total of \$1,152,000.¹⁵³

¹⁴⁷ Historical report, OSJA, CY 94.

¹⁴⁸ See: Environmental Compliance Assessment System (ECAS) Report in the Historical Report, DPW, CY 94.

¹⁴⁹ Memo, ATZQ-DPW, Col. Robert B. Gatlin to distr, 10 May 94, subj: Internal Environmental Compliance Assessment System (ECAS), Chapter IV file.

¹⁵⁰ 1st End (ATZQ-SJA-AD), CW2 Michael P. Doheney to ABHO, 12 Apr 95, subj: 1994 Annual Command History-Staffing; Historical report, OSJA, CY 94.

¹⁵¹ Memo, ATZQ-DPW, Col. Robert B. Gatlin to distr, 15 Feb 94, subj: Minutes of the Environmental Quality Control Committee, Chapter IV file.

¹⁵² Historical report, DPW, CY 94.

¹⁵³ Ibid.

J. Safety, Security, and Legal Services

The Safety Center embarked on a new way of doing business in 1994. Knowing that personnel and material losses were an intolerable drain on a smaller U.S. Army in the coming decades, the Director of Army Safety required a review of the way that the Safety Center did business. A new program called SAFEFORCE 21 emerged as a vision for force protection into the 21st century. The foundation of this new program was integration of safety risk management into each of the primary activities supporting the Army's missions. Risk management impacted on every aspect of the commander's mission and maximized the commander's warfighting capability.¹⁵⁴

The U.S. Army Safety Center conducted forty-nine major investigations and advisories worldwide in FY 94. This year was the safest year ever for the U.S. Army. Total Army accidents lowered to 4,262 in 1994 from 4,602 during 1993. The rate of 6.44 accidents per 1,000 personnel was the lowest on record. There were 235 fatal accidents in 1994, down from 237 in 1993. Ground accidents also decreased from 4,468 in 1993 to 4,139 in 1994.¹⁵⁵

Based on numbers alone the aviation safety program was a success in 1994. As of 25 March 1994, there had been only ten Class A aviation accidents for a rate of 1.77. In 1993 the number and rate of accidents was 15 and 2.66 respectively. Only four fatalities were reported in 1994 as compared with twenty-two in 1993. Class A through C mishaps totalled nineteen fewer than 1993's 126.¹⁵⁶

Since the Aviation Center flew more than eighteen percent of the Army's total of flying hours in FY 94 (231,270 versus 1,280,944), the job of the Aviation Branch Safety Office in 1994 was a busy one. The Aviation Center experienced no Class A aviation accidents in 1994 whereas the Army as a whole experienced 21. The excellent safety record of USAAVNC also extended into the area of motor vehicle accidents, military disabling injuries and civilian injuries.

The Aviation Center exceeded TRADOC goals in each of the aforementioned areas for 1994 -- In military disabling injuries, the TRADOC goal was .163 per 200,000 man hours and USAAVNC totalled .11 per 200,000; in the area of motor vehicle accidents, the TRADOC goal was 1.68 per 1 million miles, and USAAVNC's

¹⁵⁴ Historical report, USASC, CY 94.

¹⁵⁵ Ibid.

¹⁵⁶ E-mail note, Robinson to avn bde commanders, 26 Mar 94, subj: Aviation Safety, Chapter IV file; United States Army Aviation Center Annual Command History, 1 January to 31 December 1993, p. 153.

total was .59 per 1 million; in the area of occupational injuries, the TRADOC goal was a 5 percent reduction below baseline 1993 figures and USAAVNC reduced its claims by twenty-six percent.¹⁵⁷

A new program developed by the Aviation Center and exported Army wide that promised increased safety was the crew coordination "train the trainer" program. Previous studies of accidents had revealed that crew coordination was a contributing factor. Studies also showed that risk management had not been used as effectively as it might have been nor was it understood or appreciated by aviation personnel. By teaching risk management early in flight courses, the aviation officer advanced course and other aviation school leader courses, officers will have many opportunities to apply the principles first in an academic setting and then in the field.¹⁵⁸

The administrative law division of the Office of the Staff Judge Advocate (OSJA) provided 773 written opinions in 1994 regarding the interpretation and application of statutes and regulations affecting the administration of personnel and operation of the installation. The subject matter of the written opinions included areas such as government information practices; post government employment restriction; administrative separation; private organizations activities; and installation bar orders.¹⁵⁹

Personnel from OSJA also served as legal advisors on the Human Use Committee; on the Family Advocacy Case Management Team; on the Alcohol and Drug Intervention Council and on the Domestic Action Council Committee. The division also dealt with youth problems by assisting in the development of an active youth assistance program and helped to adjudicate a total of thirty-five youth cases with one referred to civil authorities. A magistrate court program was run by the division for offenses such as driving under the influence; theft of government and personal property; possession of marijuana; assaults; and other offenses.¹⁶⁰

The Staff Judge Advocate's labor counselor defended the government in twenty-eight investigations with the Office of Complaints and Investigations, forty-seven grievance proceedings, and nine investigations of unfair labor practice charges conducted by the Federal Labor Relations Authority. The labor counselor also appeared in six merit system protection board cases, eight arbitrations, and six federal

¹⁵⁷ Briefing Slide, "Class A Aircraft Accident Rates"; Briefing Slides, "Military Disabling Injury Rate"; Historical report, ABSO, CY 94.

¹⁵⁸ Historical report, ABSO, CY 94.

¹⁵⁹ Historical report, OSJA, CY 94.

¹⁶⁰ Ibid.

court cases. The counselor also advised the Civilian Personnel Office (CPO) and Fort Rucker supervisors on 8 removals of civilian workers, 10 suspensions, 13 letters of reprimand, and 105 equal employment opportunity complaints.¹⁶¹

The OSJA maintained a close relationship with the Directorate of Contracting to assist with current and potential contract problems. The claims division of OSJA completed 1,258 personnel and tort claims, interviewed over 2,100 claimants and potential claimants. A total of \$593,364.00 was paid in settlements. A total of \$163,339.35 was recovered from household goods carriers for damage during shipment. A total of \$319,235.86 was recovered for the government on medical care cases and \$69,229.85 recovered for care provided by Lyster Army Hospital.

As in past years, the OSJA assisted soldiers to prepare wills and other legal documents -- 659 wills and 3,156 other legal documents such as powers of attorney in 1994. During the operation of the soldier's tax center, OSJA assisted in the electronic preparation of 1,088 federal income tax returns, and also responded to 5,037 inquiries about federal and 754 inquiries about state taxes. The tax center helped save soldiers an estimated \$77,095.00 in payments to civilian tax preparing organizations.

The criminal law division successfully tried eight general courts-martial, three special courts-martial, and two summary courts-martial. Staff Judge Advocate personnel also served on two officer show cause boards [elimination from service] and one enlisted separation board.

During 1994, the criminal law division was involved in 947 cases, 69 non-jury trials, and 3 jury trials. Fines in the amount of \$16,531.60 were collected as well as \$1,360.00 in court costs. Sixteen defendants were sentenced to terms of incarceration.¹⁶²

As a result of downsizing, the Directorate of Public Safety's (DPS) Military Police Activity (MPA) eliminated four patrol dogs and their handlers. The physical security section dropped to one civilian specialist and one military inspector, and actions required by AR 5-9 were transferred to the Provost Marshal at Fort Benning, Georgia. Industrial Maintenance Services of Dothan continued to provide security guards for Fort Rucker airfields.¹⁶³

The Investigation Section (MPA) conducted 375 nonfelonious crime investigations. All but one of the cases were closed during 1994. A total of thirty-

¹⁶¹ Ibid.

¹⁶² Ibid.

¹⁶³ Historical report, DPS, CY 94.

eight personnel absent without leave were returned to military control. During the flooding in July, military police worked around the clock to block roadways, and patrol areas of post for the safety of the residents.¹⁶⁴

The Fire Prevention and Protection Division of the Directorate of Public Safety responded to 2300 aircraft emergencies as well as seventeen fires during 1994. This was an improvement over 1993 when the figures were 3,337 and twenty-four respectively. Over 1860 children were trained in fire safety, and during 1994 Rescue One (EMS) made 357 runs. The fire department was tasked to provide mutual fire fighting support to surrounding communities, and Fort Rucker provided local communities with support a total of forty-four times.¹⁶⁵

Because of the continuing effort to ensure safety at Fort Rucker, the post was awarded the Training and Doctrine Command's Commander's Safety Award of Honor for large installations. Fort Rucker exceeded the TRADOC goals for reducing Army motor vehicle accidents, military disabling injuries, privately-owned vehicle accidents, federal employees compensation act claims, and aircraft accidents.¹⁶⁶

Violence in the workplace was a very important topic in 1994 because of a number of incidents, but one in particular. On 7 February [1994], Colonel David Swank, the Director of DPTMSEC was wounded by an assailant while working in Bldg. 114. He was evacuated for further treatment to Keesler Air Force Base. The assailant was apprehended at the scene. The incident was investigated by the FBI, CID, and MPI.¹⁶⁷

After 8 April, the Fort Rucker Criminal Investigation Division (CID) became the designated agency to conduct the initial interview with soldiers reported to their commanders for confirmed positive results from a command directed urinalysis test. A commander, when informed of the results, was required to immediately contact the CID before the soldiers was notified of the offense because the CID was skilled in interview techniques best able to solicit from the soldiers the source of the drugs used.¹⁶⁸

¹⁶⁴ Ibid.

¹⁶⁵ Ibid.

¹⁶⁶ Army Flier, 1 Aug 94, Chapter IV file.

¹⁶⁷ E-mail note, Edwardsw to all cdrs/dirs, 7 Feb 94, subj: Headquarters Assault, Chapter IV file.

¹⁶⁸ Memo, ATZQ-CS, Col. Warren C. Edwards to distr, 8 Apr 94, subj: Policy for Interviewing Military Personnel Due to Command Directed Urinalysis Tests That are Confirmed Positive for Illegal Drugs, Chapter IV file.

To keep contraband from entering Fort Rucker, the Military Police began inspections of random civilian vehicles at the date and time specified by the commanding general. During 1994 these random inspection were instrumental in keeping illegal arms and other items off Fort Rucker.¹⁶⁹

The Directorate of Public Works began construction of the Criminal Investigation building which cost \$1.15 million in 1994. The building, when completed, would have an evidence repository, an area for polygraph testing, screening rooms, observation and interview rooms, and a finger print room.¹⁷⁰

In order to enhance emergency communications, the Directorate of Information Management continued work on the installation of an updated E911 system. The system was scheduled for completion in April 1995.¹⁷¹

In order to help protect Fort Rucker from the dangers of hazardous materials, thirty members of the post fire department participated in a course to teach them how to handle hazardous material in the event of an accident. At the end of the course, the fire fighters met the Occupational Safety and Health Administration requirements for those who must handle hazardous materials as part of their duties. Because back-up personnel were needed for this type of operation, the entire fire fighting department had to become qualified in time.¹⁷²

K. Medical and Dental Support

A new computer system called the "composite health system" was installed during 1994. It improved scheduling of patients' appointments, access to historical data, more accurate and timely prescription filling, and provided productivity analysis. During the year, 43,000 individuals were listed in the system.¹⁷³ Lyster made strides in the development of health issues among the Fort Rucker Community by the use of a quarterly health information insert in the Army Flier.¹⁷⁴

¹⁶⁹ Army Flier, 6 May 94, Chapter IV file.

¹⁷⁰ Army Flier, 29 Apr 94, Chapter IV file.

¹⁷¹ Historical report, DOIM, CY 94.

¹⁷² Army Flier, 15 Apr 94, Chapter IV file.

¹⁷³ Memo, HSXY-C, Capt. Matt C. Carter to HQ, USAAMC (Gloria Webb), 27 Jan 94, subj: 1994 Historical Report; Historical report, USAAMC, CY 94.

¹⁷⁴ Memo, HSXY-C, USAAMC, "Health News" Publication Meeting Agenda, 3 Feb 94; Historical report, USAAMC, CY 94.

In addition to revising methods of caregiving, Lyster made strong efforts to improve the staff's education, communication, and cohesion. This was accomplished by the establishment of a department of education and added emphasis by the hospital commander.¹⁷⁵ There were gains in some staff positions and in certain specialty areas such as internal medicine, military radiology, general surgery capability for endoscopic procedures, and anesthesia service during 1994. Col. Glenn W. Mitchell, the new commander of Lyster, established the policy that efficient, courteous and high-quality care of each patient was the top priority for all personnel.¹⁷⁶

A special clinic was begun in conjunction with the same day surgery ward for people with chronic pain. Patients were referred to this clinic where they were evaluated and a treatment plan put into operation. This was accomplished by a direct contact between patient and physician. Each patient was reevaluated by use of pain questionnaires at each visit to determine the effectiveness of the treatment plans.¹⁷⁷

Health Risk Appraisal personnel were relocated from building 206 to building 6801A. The building also housed the preventive medicine personnel. This move facilitated an improved working environment for staff and accessibility for the Fort Rucker community.¹⁷⁸

A refill pharmacy and pharmacy consultation program was created for the newly hired clinical pharmacist. The pharmacist was available to service outpatients who have expired prescriptions or those with no remaining refills and who would run out of medication before their scheduled medical appointments.¹⁷⁹ The complete renovation of the Outpatient/Emergency Services area was completed in June [1994]. The remodeled facility made better use of space, thereby enhancing services to patients.¹⁸⁰

The flight physiology branch of the School of Aviation Medicine (USASAM) assisted in USAAMC medical research by conducting a chamber exercise to study the

¹⁷⁵ Memo, MCXY-C, Gloria Webb to Command Historian, 13 Apr 95, subj: 1994 Annual Command History-Staffing; Historical Report, USAAMC, CY 94.

¹⁷⁶ Col. Glenn W. Mitchell, Commander's Statement, HSXY-C, 1 Mar 95; Historical report, USAAMC, CY 94.

¹⁷⁷ Memo, HSXY-C, Capt. Harland D. Simpson to USAAMC HQ (Gloria Webb), 11 Jul 94, subj: Pain Clinic Operations; Historical report, USAAMC, CY 94.

¹⁷⁸ Historical report, USAAMC, CY 94.

¹⁷⁹ Standard Operating Procedure #46, Pharmacy Service, 8 Nov 94, Medication Renewal Clinic; Historical report, USAAMC, CY 94.

¹⁸⁰ Daleville Sun-Courier, 22 Jun 94; Historical report, USAAMC, CY 94.

effects of altitude on radial keratotomy.¹⁸¹ Medical personnel assigned to the School of Aviation Medicine were placed on flight status during 1994 and integrated into the aircrew training program and participated in aeromedical evacuation missions with FLATIRON.¹⁸²

The military assistance to safety and training or more universally known as MAST celebrated its 1,500th safe mission during 1994. Services for MAST are provided by the Air Ambulance Division (FLATIRON) of Lyster Hospital. This unit was one of the few aviation units in the U.S. Army with a day-to-day rescue mission.¹⁸³

During 1994, the U.S. Army Dental Activity maintained the annual dental exam compliance at a rate above 85 percent.¹⁸⁴ Many families at Fort Rucker participated in the Defense Department's active-duty dependents dental plan known as delta dental. As of 1 October, the monthly premiums increased to \$10.00 for a single family member enrolled and to \$20.00 for two or more enrolled family members. The increases were roughly \$.35 and \$.75 cents per month respectively. The increase in premiums was due in part to the nearly eighty percent increase in family member enrollment.¹⁸⁵

As in past years, the U.S. Army Dental Activity provided dental support for Reserve and National Guard soldiers who trained at Camp Shelby in June, 1994. The activity treated a total of 500 soldiers and DA civilians during summer training.¹⁸⁶

L. Religion, Welfare, and Morale

In January, the unit ministry team of the Staff Chaplain's office sponsored along with the Equal Employment Opportunity Office the Dr. Martin Luther King, Jr.,

¹⁸¹ Historical report, USASAM, CY 94.

¹⁸² Ibid.

¹⁸³ Program, Wiregrass MAST, INC, Celebration of FLATIRON's 1500th MAST Mission, 11 Oct 94; Historical report, USAAVNC, CY 94.

¹⁸⁴ The Medical Command standard for soldier readiness is 85 percent deployability; Historical report, USADCC, CY 94.

¹⁸⁵ Army Flier, 26 Aug 94, Chapter IV file.

¹⁸⁶ Historical report, USADCC, CY 94.

birthday observance. The guest speaker was Dr. Edward Cleveland. The theme of his presentation was "Living the Dream, Let Freedom Ring."¹⁸⁷

A special program for teenagers and their families was held on 15 April and the topic was "Gang and Drug Awareness." Over 100 teenagers and their parents attended.¹⁸⁸

The Easter Sunrise Service was held on 3 April at West Beach, Lake Tholocco. The speaker was Chaplain (Col.) Marvin K. Vickers, Jr. Over 1250 persons attended the service. An ecumenical vacation bible school was held in June and staffed jointly by the Protestant and Catholic worshipping communities. A total of 1075 children and staff attended the bible sessions.¹⁸⁹

During the thanksgiving/christmas season, the Staff Chaplain's office sponsored the thanksgiving food basket program, supported the community christmas tree lighting, and the great american family selection. The thanksgiving food basket program assisted 174 families and collected \$6,470.49 in offerings.¹⁹⁰

In order to insure that Fort Rucker was trained in the dynamics of a multicultural work force environment, Maj. Gen. Dave Robinson directed that training be conducted on "Leading in a multicultural work force environment". On 28 September [1994] the commanding general personally conducted the first class comprised of Aviation Center commanders and directors. During the remainder of the year all of Fort Rucker's leaders and supervisors received this training.¹⁹¹

The month of November [1994] was designated Native American Heritage month. The commemorative luncheon was held in the NCO Club on 9 November and the speaker was Darla F. Graves, Executive Director of the Alabama Indian Affairs Commission.¹⁹² In May, Fort Rucker observed Asian/Pacific American Heritage Month. The theme for the celebration was "a proud past and a promising future."¹⁹³

¹⁸⁷ Historical report, Staff Chaplain, CY 94.

¹⁸⁸ Ibid.

¹⁸⁹ Ibid.

¹⁹⁰ Ibid.

¹⁹¹ E-Mail note, Hawesk to all cdrs/dirs, 25 Oct 94, subj: Leading in a Multicultural Work Force Environment, Chapter IV file.

¹⁹² Program, Native American Heritage Month, Luncheon, 9 Nov 94; Army Flier, 4 Nov 94, Chapter IV file.

¹⁹³ Memo, ATZQ-CG, Maj. Gen. John D. Robinson to distr, 18 Apr 94, subj: Asian/Pacific American Heritage Month, 1-31 Mar 94, Chapter IV file.

The Directorate of Human Resources Family Support Division's Consumer Affairs/Financial Assistance Program continued to support families at Fort Rucker. Financial counselors assisted soldiers and their families to make good investment decisions based on needs. Education materials were purchased to give soldiers and their families the opportunity to research a product or appliance before purchase.¹⁹⁴

The Directorate's Youth Services hosted the 1994 Alabama Recreation and Parks Association District VIII Basketball Tournament for 9-10 and 13-14 age groups. Sixteen teams participated in the tournament and more than 700 spectators attended the games. The fall [1994] soccer league increased from twenty to twenty-seven teams. The 1994 easter egg hunt increased from 200 children participating to around 500. Youth services also provided a summer day camp program. Five separate day camps were conducted during the summer with thirty-five to forty children attending.¹⁹⁵

The Directorate's Relocation Assistance Program helped over 33,801 clients in 1994. The program was helped in a big way by twelve new volunteers. The lending hangar was used by 8,368 individuals, and 12,464 used other types of relocation information including the standard installation topics exchange service which became operational in February.

This Relocation Assistance Program provided 1,495 counseling sessions and the supplemental food program assisted 353 clients. Welcome packets were mailed to 1,145 individuals and families, and 5,492 were given out over the counter. Because of the reassignment of entire units to and from Fort Rucker, the relocation program assisted personnel from the 46th Engineer Battalion who moved from Fort Rucker to Fort Polk.¹⁹⁶

M. Army Aviation Related Research

The Aircrew Health and Performance Division of the Aeromedical Research Laboratory (USAARL) developed a coping strategy to prevent shift lag which affected the ability of aviation crews to obtain adequate rest. The research discovered that aircrew personnel could adopt coping strategy countermeasures successfully and thereby preserve the duration and quality of their sleep.¹⁹⁷

¹⁹⁴ Historical report, DHR, CY 94.

¹⁹⁵ Ibid.

¹⁹⁶ Ibid.

¹⁹⁷ U.S. Army Aeromedical Research Laboratory Research Report No. 94-3; Historical report, USAARL, CY 94.

The division also worked on a study on crew endurance factors. Investigators surveyed over 600 active duty aviators of all ranks to provide their opinions on the contribution to fatigue from such factors as mission, aircraft type, experience level, and physical training and conditioning. A UH-60 helicopter was specifically instrumented to record data during extended flight to test fatigue factors in support of the established data base.¹⁹⁸

In collaboration with the Safety Center, the Aeromedical Factors Branch of USAARL documented a higher rate of spatial disorientation than previously suspected. As a result, USAARL initiated research into the nature and factors underlying spatial disorientation and lost of situational awareness. Research showed the clear dominance of the visual over the vestibular system in instances of spatial disorientation induced by creating sensory conflict in the UH-60 flight simulator. A novel aircraft display system was developed and tested based on the information uncovered by the tests. This new display system was developed to reduce pilot workload and reduce incidences of spatial disorientation.¹⁹⁹

The Aircrew Protection Division conducted research on developing methodologies to characterize repeated impact (jolt) signatures of Army ground combat vehicles. They identified the biochemical, physiological, and pathological response variable which indicate potential pathologic effects. Controlled laboratory studies were conducted on human volunteers assessing the effects of repeated impact on biomechanical, physiological, and pathological response. Field tests and epidemiological studies performed that assessed the effects of repeated impact events of ground combat vehicle crewmembers. Bioeffects and performance degradation effects of exposure to repeated impact were determined by these experiments and criteria for safe repeated impact exposure levels formulated.²⁰⁰

The division also worked on the crashworthiness of aviation life support equipment (ALSE), that is, the seating and restraint limitation of total body weight for aircrew and passengers in Army helicopters. Selected accident records were used to study vehicle kinetics and kinematics. Impact testing was performed on restraint systems and helmets. Equipment that had been involved in actual accidents was also sent to USAARL for analysis. These researches resulted in a technological and

¹⁹⁸ Historical report, USAARL, CY 94.

¹⁹⁹ USAARL Report, "Investigation of Spatial Disorientation and Related Topics", DA336186; Historical report, USAARL, CY94.

²⁰⁰ USAARL Research Report, "Repeated Impact Tolerance Criteria for U.S. Army Ground Vehicles", DA336192; Historical report, USAARL, CY 94.

industry data base which assisted designers in recommendations and ALSE concept development.²⁰¹

N. Contingency Operations

In 1994, U.S. Army aviation units were involved in two major operations in differing parts of the world. The first operation was the continuing U.S. military mission in Somalia which had begun in 1992 under the title of Operation Restore Hope. The new United Nations operations was called Operation Continue Hope. Both operations involved what has now come to be called "conflict other than war". A type of conflict for which Army aviation was well suited to support. In Somalia, Army aviation was in support of operations attempting to deter further war and to resolve conflicts in that country.²⁰²

Operation Continue Hope involved potential for aviation support of strikes and raids, peace enforcement, support for insurgency, anti-terrorism, peacekeeping and NEO operations. The 10th Aviation Brigade set up a quick reaction force with the mission to respond to hostile threats and attacks that exceeded the United Nations military forces capabilities. To support the operation, the 10th Aviation Brigade provided forty-four aircraft of which nearly half were UH-60L's.²⁰³

In the early months of the operation (1993), the 10th Aviation Brigade helped to construct Victory Base, and organize a cluster defense plan. After the abortive Ranger assault in Mogadishu, the decision was made to gradually withdraw the US and later UN forces, the brigade supported the German French withdrawal, and the Indian military's relocation. United States Army ground and army aviation personnel dropped from a high of 3600 in early 1994 to only 790 by March 1994 with a commensurate drop in available aviation assets. Air support would continue with diminished resources until all UN units had been removed from Somalia.²⁰⁴

The 10th Aviation also participated in another operation, this time much closer to home -- Operation Uphold Democracy on the troubled Caribbean island of Haiti. The operations was divided into five phases spread over a six month period. To

²⁰¹ USAARL Research Report, "Aviation Life Support Equipment Crashworthiness Evaluations", DA302870; Historical report, USAARL, CY 94.

²⁰² Briefing Slides, "Operation Uphold Democracy, Sep94-Jan 95/Operation Continue Hope, Dec92-Mar94", 10th Aviation Brigade, 1994 Aviation Brigade Commanders Conference File.

²⁰³ Ibid.

²⁰⁴ Ibid.

prepare for an operation not dissimilar to one it had just completed in Somalia, the 10th Aviation brigade quickly performed its usual preparations -- analysis, training, carrier deck landing operations, preparation of the operations plan, and rehearsals.²⁰⁵

This operation was something of a first. Rarely had U.S. Army aircraft taken off from the decks of U.S. Navy carriers, but in this operation they did. The supercarrier U.S.S. Dwight D. Eisenhower became the home to fifty-one army aircraft and their crews on the trip out to Haiti. Soon after boarding the Eisenhower, Army aircrews were trained by the U.S. Navy on how to conduct carrier landing and taking-off operations.²⁰⁶

Day-day for Operation Uphold Democracy was set for 19 September, 1994. Since the landings-- air and sea -- were not opposed, the 10th Aviation Brigade provided a total of 539 sorties over the first three days of the operation, and had assisted in the landing of 2500 soldiers by 21 September. The brigade established ashore landing strips in the Port au-Prince area and then assisted in the establishment of smaller facilities all over the island.²⁰⁷

²⁰⁵ Ibid.

²⁰⁶ Briefing Slides, "Uphold Democracy", 10th Aviation Brigade, 1994 Aviation Brigade Commanders' Conference.

²⁰⁷ Ibid.

APPENDIX I

USAAVNC ORGANIZATIONS¹

A. Command Group

In addition to the senior leaders mentioned in Chapter I, the Command Group included several offices the heads of which were directly subordinate to the chief of staff. The deputy chief of staff was Maj. Kenneth A. Hawes; the secretary general staff was Capt. Grant A. Webb; the chief of protocol was Capt. Mark C. Severance; the chief of the Aviation Planning Group was Maj. Michael E. Garrison; and Dr. John W. Kitchens was command historian.

B. U.S. Army Aviation Logistics School (USAALS)²

Effective 1 October 1994, the USAALS was reorganized into a headquarters element, the Support Group (formerly the Program Management Office), and three training departments, viz: Aviation Systems, Aviation Trades, and Attack Helicopter. The former Directorate of Training and Doctrine became the Department of Training, Plans and Evaluation with its sixty personnel positions on the Fort Rucker table of distribution and allowances, but duty-stationed at Fort Eustis. The USAALS began the year with a total personnel strength of 802, consisting of 665 military and 137 civilians. During 1994, Maj. William Gavora served as director of the Support Group and Lt. Col. Mark Jones, as director of the Training, Plans, and Evaluation. The directors of training departments were as follows: Aviation Systems--Lt. Col. Clinton Palmer; Aviation Trades--Lt. Col. George Giffin; and Attack Helicopter--Lt. Col. Paul Myers.³

C. Directorate of Combat Developments (DCD)

Col. Robert M. Stewart served as director of DCD through October, and Col. David L. Ahearn, Jr. was the director for the remainder of the year. Mr. Albert E. Easterling served as deputy director for the entire year. The six divisions of DCD with their respective chiefs during 1994 were as follows: Concepts and Studies--Mr. Richard S. Maccabe; Materiel and Logistics Systems--Lt. Col. Harold J. Brecher from 1 January until 20 April, Lt. Col. (P) Jesse M. Danielson from 21 April through 14 September, and Lt. Col. Henry D. Lockhart III for the remainder of the year;

¹ Unless otherwise indicated, the 1994 missions and functions of the following USAAVNC organizations remained essentially the same as in 1993.

²See Chapter I, "Command and Control," for names of key USAALS headquarters personnel.

³Historical report, USAALS, CY 93.

Organization and Force Development--Lt. Col. (P) Jesse M. Danielson from 1 January until 20 April and Lt. Col. Jerry K. Hill for the remainder of the year; Systems Prioritization and Integration Office--Mr. Albert E. Easterling for the entire year; Aviation Battle Lab Support Team--Lt. Col. Keith E. Gay from 1 January through 14 September and Lt. Col. (P) Jesse M. Danielson for the remainder of the year; and Threat--Mr. Edward J. Bavaro. The Program Management Office was headed by Mrs. Maxine S. Dowling. A seventh division, Logistics and Soldier Support, was formed in October under the leadership of Maj. Karl Heinz-Graef. This new division incorporated the Aviation Supportability Branch of Materiel and Logistics Systems with the positions transferred to Fort Rucker from the USAALS at Fort Eustis.

The directorate strength at the beginning of the year was forty-nine civilians and forty-five military. With a gain of eighteen positions from Fort Eustis, the directorate strength at the end of the year was fifty-three civilians and fifty-two military.⁴

D. Directorate of Evaluation and Standardization (DES)

The director of DES from January to June was Col. Russell E. Adams. Col. William H. Bryan became director on 17 June and served for the remainder of 1994. The deputy directors were Maj. Jose R. Arroyo-Nieves from 1 January to 29 July, and Maj. Howard P. Mikkelsen for the remainder of the year. The Flight Standardization Division chief was Maj. Mark V. Evetts from January to 17 June and Maj. Victor Fontanez, Jr., for the remainder of 1994. Maj. Craig L. Smith served as the Evaluation Division chief for all of 1994. The ARNG advisor for the year was Maj. Thomas W. Shea. The Medical Service Corps advisor was Capt. Leonard W. Bowley from January through March and Capt. Gordon D. Mayes for the remainder of the year. The directorate began the year with fifty-six military and thirteen civilians assigned, and ended the year with sixty-one military and fourteen civilians.⁵

E. Directorate of Training, Doctrine, and Simulation (DOTDS)

The DOTDS was established by combining the functions of the former DOS and some of those of the former DOTD and of the deputy assistant commandant. The effective date of the creation of the DOTDS was 14 December 1993, but the unified organization of the new directorate was delayed during the first half of 1994, because

⁴ Historical report, DCD, CY 94,

⁵ Historical Report, DES, CY 94.

of "New Way" reorganizational efforts underway at the USAAVNC during that period.⁶ When New Way reorganization was indefinitely postponed during the summer of 1994, the internal organization of DOTDS resumed, and a provisional TDA was established for the directorate in October. The mission of DOTDS was to develop training, doctrine, survivability equipment, and aviation warfighting simulation for the USAAVNC and for aviation units worldwide; to provide staff and faculty training, technical library, and learning center support; to coordinate the Aviation Test Bed and manage simulation software; and to conduct the Pre-Command Course.

Col. Palmer J. Penny was director of DOTDS throughout the year. The division chiefs during 1994 were as follows: Warfighting Simulation--Lt. Col George Welch followed by Lt. Col. Rick Gill; Doctrine--Lt. Col. Ray Bunch followed successively by Lt. Col. Robert Thomson and Lt. Col. Will Carr; Training Development--Lt. Col Al Baker; Operations and Support--Lt. Col. Ray Bunch followed by Lt. Col. Larry Maynard; and Aircraft Survivability Training Management--Mr. John Hogan. Mr. Tom Flohr headed Software Development and Management until it was combined with Warfighting Simulation. The DOTDS had 156 TDA authorizations and an average strength of 75 military personnel and 76 civilians.⁷

F. 1st Aviation Brigade (1st Brigade)

The commander of the 1st Brigade was Col. Albert L. Patterson III throughout the year. The deputy brigade commanders were Lt. Col. Charles F. Doroski from 6 January through 15 July and Lt. Col. Rollie J. Edwards for the remainder of the year. Brigade sergeants major were Cmd. Sgt. Maj. Gary L. Wright during January and February and Cmd. Sgt. Maj. Hiram L. Claytor for the remainder of the year. The battalion commanders during 1994 were as follows: 1-10th Aviation--Lt. Col. Charles F. Doroski from 1 to 6 January and Lt. Col. Terry M. Peck for the remainder of the year; 1-13th Aviation--Lt. Col. Kerry M. Brown from January through June and Lt. Col. George J. Kaigh for the remainder of the year; 1-145th Aviation--Lt. Col. Dennis W. Wilkinson throughout the year; 1-229th--Lt. Col. Kenneth L. Travis from January until 13 July and Lt. Col. Reed C. Kowalczyk for the remainder of the year.

The personnel strength of the 1-10th was 1,216 military personnel and 1,055 civilians assigned and 75 military personnel attached at the end of the calendar year. The permanent party strength of the 1-13th was 107 military and 66 civilians at the beginning of the year and 124 military and 62 civilians at the end. The average

⁶See "Organizational Changes in 1994," in Chapter I, above.

⁷Memo ATZQ-TDS-P (570), Col Palmer J Penny for DRM, sub: provisional TDA, DOTDS; Historical report, also encl, DOTDS, CY 94.

permanent party strength of the 1-145th was 140, and the average strength of the 2-229th was 330.

The 1-10 Aviation conducted an internal review to restructure the battalion for training needs in the downsized Army. As a result, Company B, 260th Field Artillery, and Company A, 511th Infantry were inactivated in 1994. Headquarters and Headquarters Company, 1-145th Aviation was activated on 15 November 1994 to provide support to the other three companies of the battalion.⁸

G. Aviation Training Brigade (ATB)

The ATB commander was Col. Edward H. Littlejohn III throughout the year. Lt. Col. Walton C. Carroll, Jr. was the executive officer, and the command sergeant major was Cmd. Sgt. Maj. John M. Morrison. The battalion commanders during 1994 were as follows: 1-11th Aviation--Lt. Col. Richard L. Gill from 1 January to 21 June and Lt. Col. Joseph W. Williams for the remainder of the year; 1-14th Aviation--Lt. Col. Sam S. Walker III; 1-212th Aviation--Lt. Col. Michael R. Bozeman; and 1-223rd Aviation--Lt. Col. John F. Bithos.

The personnel strength of the 1-11th consisted of 324 military and 90 civilians at the beginning of the year and 341 military and 82 civilians at the end. The personnel strength of other divisions of ATB at the end of 1994 were as follows: Headquarters, Headquarters Co.--130 military and 7 civilians; 1-14th--232 military and 22 civilians; 1-212th 200 military and 73 civilians; and 1-223rd--173 military and 40 civilians. The total strength of ATB at the beginning of the year was 1,091 military and 312 civilians. At the end of the year, the strength was 1,076 military and 287 civilians.

During 1994, the ATB training battalions flew over 300,000 hours using eleven different airframes--almost one-fifth of the Army's total flying hours. This was achieved with an extraordinary safety record, which involved no class A accidents--compared to 1.66 for each 100,000 flying hours in the Army as a whole. The 1-212th received the U.S. Army Award of Excellence in Safety, and the 1-11th received the USAAVNC Bronze Plaque Award for over two million mishap free Army motor vehicle miles driven as well as a second USAAVNC Bronze Plaque Award for over thirteen million aircraft movements without an air traffic control-related accident. The Army Radar and Approach Control Division of the 1-11th was awarded the Chairman's Citation of Merit by the Air Traffic Control Association.⁹

⁸Historical report, 1st Brigade, CY 94.

⁹Historical report, ATB, CY 94.

H. U.S. Army Air Traffic Control Activity (USAATCA)

A 1994 reorganizational effort structured the USAATCA with the following divisions: Programs Management Office, Fixed-Base Support Division, Tactical Requirements Division, and Area Maintenance and Supply Facility. This reorganization was accomplished to make the activity more functional in both the fixed base and tactical areas.¹⁰ Mr. Freddie G. Helton was chief, Programs Management Office in 1994; Mr. Curtis E. Carter was chief, Tactical Requirements Division; and Mr. Henry B. Peterson was acting chief of Area Maintenance and Supply Facility until Mr. Doy J. Stokes arrived as the permanent Chief. Mr. Carter served as the acting director of USAATCA from 1 January until the arrival of Lt. Col. Donald T. Stuck in June. The total strength of the activity was twenty military and thirty-two civilians at the beginning of the year and twenty-one military and twenty-nine civilians at the end.¹¹

I. Aviation Branch Safety Office (ABS0)

The position of Aviation Branch safety manager was filled by Mr. John T. Persch from January through June, Mr. Jackson K. Schultz (acting) from July through October, and Mr. James R. Rogers for the remainder of the year. Mr. Ronald Cox served as president of the Aircraft Accident Investigation Board the entire year. The ABSO had two military and eleven civilians at the beginning of the year and one military and twelve civilians at the end.¹²

J. Office of the Inspector General (IG)

Maj. William S. Ewell served as the Inspector General until May when Maj. E. W. Reaves IV replaced him. The strength figures for the IG for 1994 were five military and four civilians at the beginning of the year and five military and two civilians at the end.¹³

¹⁰Historical report, USAATCA, CY 94.

¹¹ Briefing Slides, U.S. Army Air Traffic Control Activity, Reorganization of USAATCA Briefing; Historical Report, USAATCA, CY 94.

¹² Historical Report, ABSO, CY 94; Phonecon, Mr. Ron Cox to staff historian, 18 Apr 94.

¹³ Historical Report, IG, CY 94.

K. Internal Review and Audit Compliance Office (IRAC)

Mr. Woodrow J. Farrington served as Fort Rucker's internal review officer during 1994. The branch chiefs were Mr. H. Vance Haney (Internal Review) and Mr. Don W. Phillips (Audit Compliance). The IRAC office was staffed with eight auditors at the beginning of the year and seven auditors at the end. On 30 September the USAAVNC chief of staff, Col. Warren C. Edwards, presented each of the eight IRAC auditors the Commander's Award for Civilian Service.¹⁴

L. Staff Chaplain Office

The installation staff chaplain during 1994 was Chaplain (Col.) Marvin K. Vickers, Jr., from January to July and Chaplain (Col.) James S. Cooper for the remainder of the year. Chaplain (Maj.) Henry B. Moreau served as chief of operations and support until he assumed the duties as 1st Aviation Brigade chaplain and senior chaplain of the main post chapel Protestant congregation. Chaplain (Maj.) Gerald Craft, the hospital chaplain at Lyster Army Hospital, replaced Chaplain Moreau in September. Chaplain (Maj.) James Schnorrenberg, family life chaplain, left Fort Rucker in June and was replaced by Chaplain (Maj.) Donny Thrasher who arrived in August. Chaplain Thrasher also became the part-time hospital chaplain and worked with the Regional Medical Command Chaplain at the Eisenhower Medical Center in Augusta, Georgia. The Staff Chaplain Office was staffed with fifteen chaplains and fifteen assistants at the beginning of 1994 and ten chaplains and eight assistants at the end of the year.¹⁵

M. Office of the Staff Judge Advocate (OSJA)

Lt. Col. John T. Phelps, II, was the staff judge advocate for the entire year. The deputy staff judge advocate position was filled successively by Maj. Milton C. Spaulding, Maj. Lisa M. Schenck, and Maj. John M. Burlingame. The five divisions of the OSJA and their respective heads during 1994 were as follows: Administrative--CW2 Michael P. Doheny; Criminal Law--Maj. Lisa M. Schenck, Capt. Brian T. Mosholder, and Capt. Carl E. Steinbeck; Legal Assistance--Capt. James T. Cowan; Claims--Ms. Eva C. Matthews; and Administrative Law--Capt. Steven L. Gross. The

¹⁴ Historical report, IRAC, CY 94.

¹⁵ Historical report, Chaplain, CY 94.

personnel strength of the OSJA was thirty at the beginning of the year and twenty-nine at the end of the year.¹⁶

N. Public Affairs Office (PAO)

Maj. Steven R. Eisenhart served as the public affairs officer throughout 1994, and Ms. Patricia Kitchell continued as editor of the Aviation Digest. The PAO consisted of a public information section, a command information section, a community relations section, and the Aviation Digest. The office staffing ranged from eight civilians and five military personnel at the beginning of the year to ten civilians and nine military personnel at year's end.¹⁷

O. Directorate of Resource Management (DRM)

Lt. Col. Stephen D. Milburn served as director of DRM until 12 August and Lt. Col. Karen D. Lloyd, from 29 August until the end of the year. Mr. Hugh M. Weeks was deputy director and served as acting director prior to the arrival of Lt. Col. Lloyd. The six divisions of the DRM with their respective chiefs were as follows: Cost and Management Analysis--Mr. James H. Woodard; Force Management--Mr. Howell Flowers followed by Mrs. Jeanette Price; Program and Budget--Mr. Floyd Rodgers; Total Army Quality--Mrs. Hazel Odom; Non-appropriated Fund Central Accounting Office--Mrs. Johnnie Eubanks; Installation Management Accounting Office--Mrs. Julia Craddock. The directorate's work force consisted of sixty-eight appropriated fund and eight non-appropriated fund employees at the beginning of the year and sixty-eight appropriated fund and ten non-appropriated fund employees at the end of the 1994.¹⁸

P. Directorate of Plans, Training, Mobilization, and Security (DPTMSEC)

Col. David W. Swank served as director of DPTMSEC throughout the year. The deputy director was Maj Ronald V. Flick from January to August and Mr. Howell L. Flowers for the remainder of the year. The divisions of DPTMSEC with their respective chiefs during the year were as follows: Management--Mary Brown-Barefoot; Aviation--Jack A. Holmes; Operations--Maj Ronald V. Flick from January

¹⁶ Historical report, OSJA, CY 94.

¹⁷ Historical report, PAO, CY 94.

¹⁸ Historical Report, DRM, CY 94.

to June, Maj. Franklin E. Shewbert from June to August, and Lt. Col. Lewis G. Sumner, Jr. for the remainder of the year; Range--Ronnie D. Matthews; Security--Rodney D. Logan; Training Service--Glenn M. Pate; Education--John W. Bush; Detachment 9, 1st Weather Group--Capt. Mark D. Zettle-moyer; Aviation Museum--Robert S. Maxham; Reserve Component Support--Lamarr E. Conley. The total strength of DPTMSEC at the beginning of the year was forty-four military personnel and seventy-eight civilians. The strength figures for the end of the year were sixty-two military and eighty-four civilians. The increases resulted from the addition of two new divisions, the Army Aviation Museum and Reserve Component Support, to the directorate.¹⁹

Q. Aviation Proponency Office (APO)

Lt. Col. Robert Johnson served as the chief until he relinquished command to Lt. Col. William Bowers on 1 September. At the beginning of the year there were fourteen military and one civilian assigned, and at the end of the year eighteen military and two civilians were assigned. The increase in military authorization during 1994 resulted from the implementation of the CASCOM/USAALS reorganization, which transferred aviation logistics proponency functions from the USAALS to the USAAVNC.²⁰

R. Directorate of Human Resources (DHR)

The first director of the new DHR was Mr. Lynden H. Rosenberry, who had been chief of the Directorate of Civilian Personnel. His appointment was temporary until he was selected as permanent director on 18 October. The seven divisions of DHR with their respective chiefs were as follows: Family Services--Ms. Joanne Blanks; Single Fund Management--Mr. Andrew Timmerman; Alcohol and Drug Abuse Prevention and Control Office--Mr. Ronald Sorrells; Army Career and Alumni Program--Ms. Joan Escafullery; Civilian Personnel--Mr. Wayne Griffin (acting); Military Personnel--Mr. Joe Wesley; and Equal Opportunity--M.Sgt. Paul Braxton. The directorate had totals of 183 DA civilian, 29 military, and 230 non-appropriated fund employees at the end of the year.²¹

¹⁹ Historical report, DPTMSEC, CY 94.

²⁰ SF 50-B, Notice of Personnel Action, 7 Oct 94; Historical Report, APO, CY 94; See also Organizational Changes during 1994 in Chapter I.

²¹ Historical report, DHR, CY 94.

S. Directorate of Public Safety (DPS)

As a result of reorganization during 1994, the Fire Protection Division was merged with the Military Police Activity to form the DPS. Lt. Col. Lance J. Luftman served as the first director of the new DPS and as provost marshal. Mr. Allison Hutcheson served as chief of the Law Enforcement Branch, and Capt. Deanne M. Bellotti, as the A Company, Military Police Activity commander. The strength of the Military Police Activity was ninety-seven military and eleven civilians at the end of 1994. The chief of the Fire Protection Division was Mr. Jerry Grammont for the entire year. The year-end strength of the Fire Protection Division was 240 personnel of which 152 were civilians and 88 were military. The DPS also contained four game wardens as a result of the 1994 realignment.²²

T. Directorate of Information Management (DOIM)

Mr. Floyd O. Leighton II served as the director throughout 1994. The chief of the Operations Division was Mr. Louis E. Booth from January to 3 September and Mr. Billy Strickland for the remainder of the year. The Support Division was led by Mr. John G. Dyess from January until 3 December and Mr. Tom Brewer for the remainder of the year. The chief of the Information Center for the entire year was Mr. Harold E. Helms.²³

U. Directorate of Public Works (DPW)

The director was Col. Robert B. Gatlin until 10 June, when he was reassigned. Mr. Tom Sizemore, the deputy director, served as acting director until 2 August, when Col. John W. Pierce became the new director. The five divisions of the DPW with their respective chiefs during 1994 were as follows: Business Management--Mr. Charles A. Spencer; Engineering Plans and Services--Mr. Delmer O. Owens; Fire Prevention and Protection--Mr. Jerry B. Grammont; Housing--Ms. Patricia A. Sales; Operations and Maintenance--Mr. Ronald E. Leatherwood; and Environmental and Natural Resources--Mr. Kenneth Eisele. As of 31 December, the DPW had 236 civilian personnel, which was a decrease of 220 from 1993. This reduction of personnel was attributed to the realignment of the Fire Prevention and Protection Division to the new Directorate of Public Safety.²⁴

²² Historical Report, DPS, CY 94; Phonecon with Mr. Allison Hutcheson, MPA, 17 Apr 95.

²³ Historical report, DOIM, CY 94.

²⁴ Historical report, DPW, CY 94.

V. Directorate of Logistics (DOL)

The director of DOL throughout 1994 was Ms. Jane L. Gillis, and the deputy director was Mr. Carl E. Swanstrom. The directorate Sergeant Major was Sgt. Maj. Matthew Wallace. The Plans, Operations and Resource Management chief was Mr. Charles R. Heller until March, followed by Mr. R. Joel White and then Mrs. Malinda E. Morris as acting chiefs. The division was consolidated with the DOL headquarters in late November. Other division chiefs during 1994 were as follows: Aircraft Logistics Management--Lt. Col. Carson R. Francis; Maintenance--Mr. Robert F. Dyson; Supply and Services--Mr. Charles R. Heller; Transportation-- Mr. Benjamin C. Peoples until August and Ms. Sandra G. Parrish for the remainder of the year. The directorate began the year with a strength of 250 civilians and 87 military, and ended the year with 252 civilians and 86 military.²⁵

W. Directorate of Contracting (DOC)

The DOC was headed by Mr. Peter Polivka from January until mid-December and by Ms. Gloria Wheeler for the remainder of the year. The three divisions of the directorate with their respective chiefs were as follows: Contracting--Ms. Gloria Wheeler; DPW Support--Mr. Allen Wagstaff; and Purchasing Support--Ms. Pat Lemons. The directorate ended 1994 with a total personnel strength of thirty-seven, a decrease of three from the beginning of the year. Fort Rucker was commended during 1994 by the TRADOC inspector general for command involvement in the contracting process.²⁶

X. Noncommissioned Officer (NCO) Academy

Cmd. Sgt. Maj. Ronald L. Moore served as commandant of the NCO Academy throughout the year. The assistant commandants were M.Sgt. Robert E. Rink from January through March and M.Sgt. (P) Gregory McCann for the remainder of the year. The Advanced Course chiefs were Sfc. John R. Aguon from January through May and Sfc. Marion J. Alcantara from June through December. The Basic Course chiefs were Sfc. Joseph P. Moodt from January through July and Sfc. Charles J. Williams for the remainder of the year. The Development Cell was headed by M.Sgt. Ronnie L. Williamson during the month of January and M.Sgt. Donald R. Davis from February through December. At the beginning of the year forty-one military and four civilian personnel were assigned. At the end of the year, there were thirty-six military and four civilians.

²⁵ Historical report, DOL, CY 94.

²⁶ Historical report, DOC, CY 94; "USAAVNC Annual Command History, 1993," p. 180.

The NCO Academy moved from World War II-era temporary billets into extensively renovated permanent quarters in October 1994. The Academy concluded its bi-annual accreditation in July with no shortcomings for the fourth consecutive accreditation--a distinction unmatched by any other academy. The academy became the charter organization for a cub scout pack and the military sponsor for the Fort Rucker Community Theater.²⁷

Y. TRADOC Systems Manager (TSM) Longbow

The TSM Longbow during 1994 was Col. Robert V. Mitchell and the deputies were Lt. Col. Howard T. Bramblett from January to April and Lt. Col. Richard A. Scales for the remainder of the year. Senior assistants consisted of Mr. Paul W. Revels, Maj. Alvin A. Abejon, and Maj Gregory J. Lund. The TSM Longbow was chartered by the commanding general of TRADOC as the centralized manager for all combat developments user activities associated with the Apache Longbow aircraft and Hellfire missile. The TRADOC Project Office Apache continued under the supervision of the TSM Longbow during 1994. Personnel strength consisted of seven military and two civilians.²⁸

Z. TSM, Comanche

The TSM Comanche throughout 1994 was Col. Charles L. Gant, Jr., and the senior technical advisor was Mr. Glenn Harrison. The TSM Comanche personnel strength consisted of seven military and two civilians. During 1994, there were changes in key personnel in the Comanche Program Manager Office in St. Louis. Brig. Gen. Orlin L. Mullen, program manager since 1991 retired on 30 September and was succeeded by Brig. Gen. James R. Snider. Also, Mr. Robert D. Hubbard, deputy program manager since January 1986, retired on 30 October, and Mr. Darrel Harrison was appointed as acting deputy program manager.²⁹

²⁷ Historical report, NCO Academy, CY 94; Accreditation Summary, USAAVNC NCO Academy, 25-29 Jul, 94, NCO Acad.

²⁸ Historical report, TSM Longbow, CY 94; Appointment document, Gen Frederick M Franks Jr, 17 Aug 93.

²⁹ Historical report, TSM Comanche, CY 94,

APPENDIX II

TENANT ORGANIZATIONS AT FORT RUCKER³⁰

A. U. S. Army Aviation Technical Test Center (ATTC)

The commander of the ATTC during 1994 was Col. Joseph L. Bergantz, and the technical director was Mr. Jim McCrory. Heads of the three directorates were as follows: Qualification Test--Lt. Col. Gary Sharon; Flight Systems Test--Lt. Col. Randall W. Cason until 15 January and Lt. Col. John V.R. Redington for the remainder of the year; Test Support--Lt. Col. John V.R. Redington until 15 January and Lt. Col. Charles G. Cole for the remainder of the year. The adjutant was Maj. Roger A. Arnzen until 27 June and Capt. Jason R. Horne for the remainder of the year.

Manpower authorizations of the ATTC at the beginning and at the end of the year were 112 military and 139 civilians. The work force of the test center was augmented by an average of approximately 250 contractor personnel during the year. The operating budget of the ATTC for fiscal year 1994 was \$39 million, a decrease of \$2 million from the 1993 budget. More than 4,800 flight hours were logged in the accomplishment of the test center's mission during the fiscal year. Planning and preparation continued during 1994 for the final decision on the consolidation of ATTC organizational elements at Yuma Proving Ground, Arizona. A final decision regarding this consolidation was expected in the spring of 1995. Mr. Ron Parrish, a DynCorp contractor employee, was the recipient of the prestigious American Defense Preparedness Award in the industry category in fiscal year 1994.³¹

B. U.S. Army Aeromedical Research Laboratory (USAARL)

Col. David H. Karney was the commander until he was replaced on 29 July by Col. Dennis F. Shanahan. Col. Shanahan was the deputy commander until 29 July, and that post remained vacant for the remainder of the year. Lt. Col. Clarence R. Collins was the deputy commander for administration, and Dr. Kent A. Kimball was the scientific program advisor. The chiefs and directors of the various elements of USAARL were as follows: Ms. Diana L. Hemphill, Science Support Center; Ms. Jameela Montgomery, Resource Management; Lt. Col. Richard R. Levine, Aircrew Health and Performance Division; Lt. Col. Kevin T. Mason, Aircrew Protection Division; and Maj. James E. Burke, Research Support Division. Sfc. Kirt D. Cogdell

³⁰ Unless otherwise stated, the 1994 missions of the following Fort Rucker tenant organizations remained essentially the same as in 1993.

³¹ Historical report, ATTC, CY 94.

Health and Performance Division; Lt. Col Kevin T. Mason, Aircrew Protection Division; and Maj. James E. Burke, Research Support Division. Sfc. Kirt D. Cogdell served as the first sergeant. The average strength of USAARL during 1994 was sixty-nine military and forty-four civilians.³²

C. U.S. Army Aeromedical Center (USAAMC)

Col. Robert J. Kreutzmann was commander until August when he was replaced by Col. Glenn W. Mitchell. The deputy commander for clinical services was Lt. Col. Warren S. Silberman, and the deputy commander for administration was Lt. Col. Tommy W. Mayes until May when he was replaced by Lt. Col. Melvin E. Leggett, Jr. Col. James Zarinczuk was the director of the U.S. Army Aeromedical Activity, and Lynele Rockwell served as chief of preventive medicine until replaced by Lt. Col. JoEllen S. Flory in June. The deputy commander for veterinary services was Lt. Col. Ray Mobley. The USAAMC staff consisted of 347 military personnel and 267 civilians at the beginning of the year, and 323 military and 266 civilians at the end of the year.³³

D. Helicopter School Battalion (HSB) U.S. Army School of the Americas (SOA)

Lt. Col. Joseph E. Peraza served as commander and Maj. Jacob Swezey as executive officer for the entire year. During the course of the year, civilians replaced military personnel in some positions; battalion personnel strength changed from thirty-six military and fourteen civilians at the beginning of the year to thirty military and twenty-two civilians at the end of the year. As a result of the memorandum of understanding between the SOA and the USAAVNC negotiated in 1994 (see Chapter I), the HSB established a closer working relationship with the Aviation Training Brigade of the USAAVNC than it had previously had. During 1994, the HSB received the Order of Daedalians unit safety award for fiscal year 1993. The battalion hosted delegations from the Mexican Army, the Mexican National Police, and the Argentine Army during the year. It also sent a training team to the Dominican Republic to train Dominican pilots and mechanics in support of the American military operations in Haiti. Finally, the HSB supported U.S. Southern Command exercises in Uruguay, Colombia, El Salvador, and Argentina during 1994.³⁴

³²Historical report, USAARL, CY 94.

³³ Historical report, USAAMC, CY 94.

³⁴Historical report, HSB, CY 94.

E. Total Army Warrant Officer Career Center (WOCC)

CWO5 David H. Helton continued as director of the WOCC throughout 1994. CWO5 James R. Damron continued as commandant until succeeded by CWO5 James Dillard during the month of December. CWO4 George Gonzalves commanded the 1st Warrant Officer Company until 1 July, when he relinquished command to CWO4 Leslie Rayburn. The branch chiefs were as follows: Advanced Studies--CWO5 John Martin from January through March and CWO5 Earl Irwin from April through November, and CWO5 Rudi Mayer the remainder of the year; Aviation Studies--CWO5 Russell Robinson from January until 21 September, when the WOCC graduated its last Aviation Warrant Officer Advanced Course class; General Studies--CWO4 Leslie Rayburn from January through June and CWO5 Alvaro Flores for the remainder of the year; Distributive Education--Ms. Argusta Bell from January to August and Mr. David Baker for the remainder of the year. The personnel strength of the WOCC at the beginning of the year was forty-four military and ten civilians. At the end of the year, the strength had increased by one person to forty-four military and eleven civilians.³⁵

F. U.S. Army School of Aviation Medicine (USASAM)

The dean of the USASAM during 1994 was Col. Jerry W. Hope, and the assistant dean was Lt. Col. David T. Sutton. Maj. Wallace J. Seay was chief of the Aeromedical Education Division, and Maj. Tim O. Reutter was assigned as chief of the Aeromedical Operations Division on 6 September. Personnel strength at the beginning of the year was twenty-eight military and four civilians; at the end of the year, the strength was twenty-nine military and four civilians. S.Sgt Adam Motley of USASAM was selected as the USAAVNC Enlisted Instructor of the Year in 1994. During the year, the USASAM provided team members for ten aviation resource management survey missions for FORSCOM, TRADOC, and the USAAVNC DES, including trips to Honduras, Panama, and the Caribbean.³⁶

G. U.S. Army Dental Clinic Command (USADCC)

As of 1 October, the U.S. Army Dental Activity was redesignated as the U.S. Army Dental Clinic Command (USADCC). Col. Joseph Perry was the commander until he was replaced on 1 September by Col. Joseph A. Britton. Lt. Col. Jay M. Walters was the deputy commander and chief of Brown Dental Clinic until he was

³⁵ Historical report, WOCC, CY 94.

³⁶ Historical report, USASAM, CY 94

replaced on 1 August by Lt. Col. John E. Dulski. Capt. Jessie L. Tucker III continued to serve as the executive officer and Dental Detachment commander during 1994. S.Sgt. Vernon Ferrer-Ortiz was senior dental NCO for the Dental Clinic Command until 6 December when he was replaced by Sfc. (P) James McKensie. The strength was twenty-nine military personnel and twenty three civilians at the beginning of the year and twenty-seven military and twenty-one civilians at the end.³⁷

H. U.S. Army Safety Center (USASC)

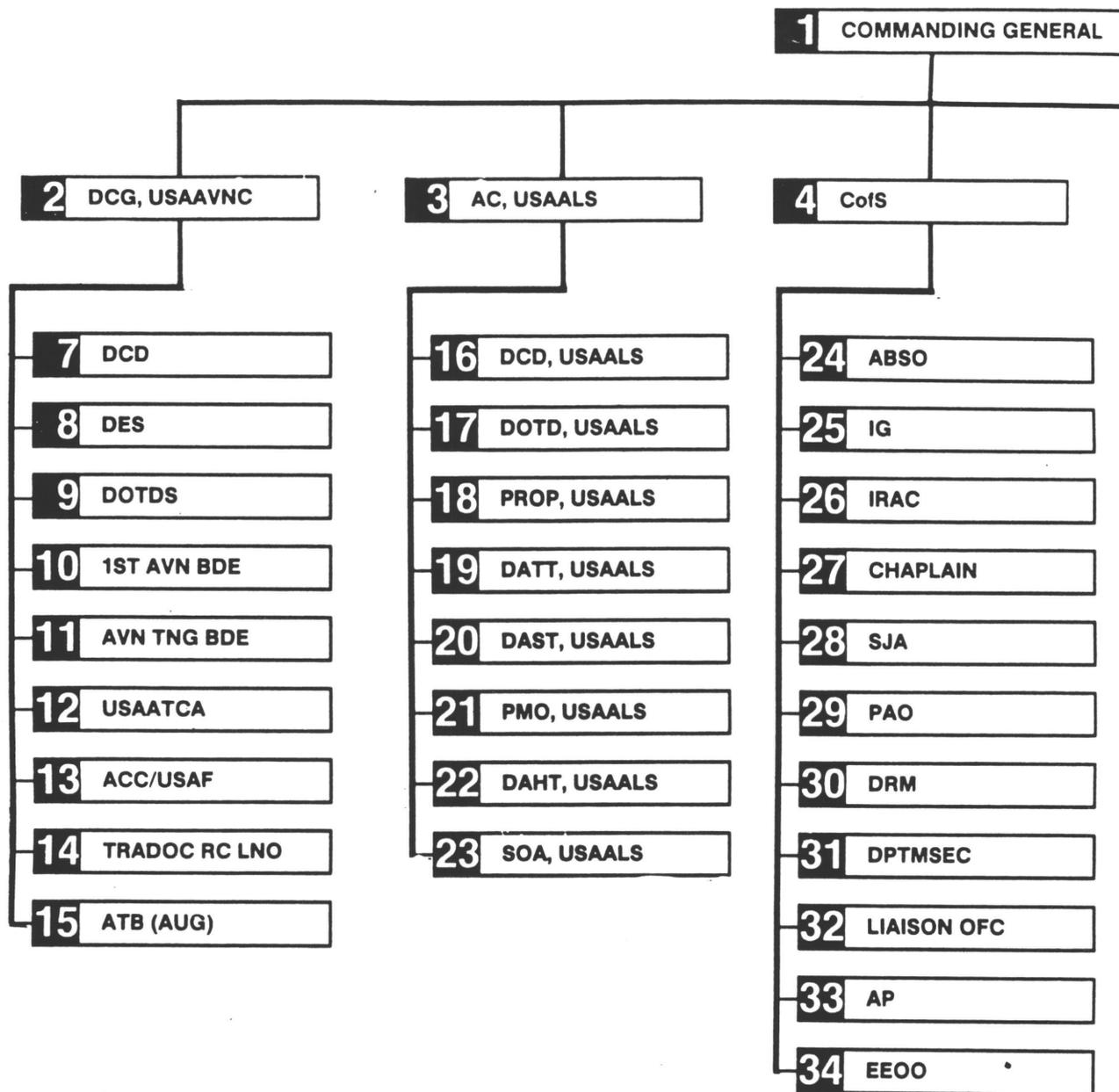
Brig. Gen. Thomas W. Garrett assumed command of the USASC in February 1994 from Brig. Gen. R. Dennis Kerr. The deputy commander, Col. Scott W. Hyatt, assumed duties in March 1994 from Col. Herman S. Heath. Sgt. Maj. Charlie L. Mahone replaced Sgt. Maj. Samuel Reynolds in June 1994. The major divisions with their respective heads during 1994 were as follows: Programs Directorate--Col. Kenneth B. Wells; Information and System Technology Directorate--Dr. James E. Hicks; and Management Office--Mr. Verlon M. Mullins. The authorized military strength was reduced in 1994 from fifty-nine to fifty-six. Civilian strength remained at eighty-eight.³⁸

³⁷Historical Report, USADCC, CY 94.

³⁸ Historical report, USASC, CY 94.

APPENDIX III
ORGANIZATION CHART

**UNITED STATES ARMY AVIATION CENTER
FORT RUCKER, ALABAMA 36362-5000
1 AUGUST 1994**





1 COMMANDING GENERAL

4 CofS

5 GSC

6 CSM

24 ABSO

25 IG

26 IRAC

27 CHAPLAIN

28 SJA

29 PAO

30 DRM

31 DPTMSEC

32 LIAISON OFC

33 AP

34 EEOO

35 MPA

36 DOIM

37 DPW

38 DOL

39 DOC

40 DHR

41 DRCS

42 NCOA

43 TSM LONGBOW

44 TSM KIOWA

45 TSM COMANCHE

46 TENANT ACTIVITIES

1 CG
COMMANDING GENERAL
ATZQ-CG (Bldg 114)
MG RONALD E. ADAMS 5-2800
 AIDE-DE-CAMP 5-2808
 SECY Ms Jones 5-2808
 COMMAND PILOT CW4 Yanda 5-3733

2 DCG, USAAVNC
DEPUTY COMMANDING GENERAL
ATZQ-DCG (Bldg 114)
BG DANIEL J. PETROSKY 5-2808
 AIDE-DE-CAMP CPT Custer 5-2812
 SECY Ms Rogers 5-2812
DEPUTY ASST COMMANDANT - USAR
ATZQ-DAC-USAR (Bldg 114)
 DAC-R LTC King 5-1130
DEPUTY ASST COMMANDANT - HQ
ATZQ-DAC-HQ (Bldg 114)
 DAC-HQ COL Parrish 5-3531

3 AC, USAALS
ASSISTANT COMMANDANT
U.S. ARMY AVIATION
LOGISTICS SCHOOL
FORT EUSTIS, VA 23804-8414
ATSQ-LAC (Bldg 705)
(COMMERCIAL 804-878)
(DSN 927)
 AC COL Johnson 8847
 DEPUTY AC Mr Schutz 8805
 DAC-USAR LTC Peterson 8882
 DAC-NG LTC Sutton 8886
 SGM SGM Gott 8809
 SECY Ms Souder 8850
 DRIVER SPC Soukup 8426
 SFTY OFF CW4 Moore 8791
 SFTY NCO SFC Gibson 8265

4 CHIEF OF STAFF
CHIEF OF STAFF
ATZQ-CS (Bldg 114)
 CHIEF OF STAFF COL Edwards 5-2500
 SECY Ms Clark 5-2000

DCS
DEPUTY CHIEF OF STAFF
ATZQ-SGS (Bldg 114)
 DCS MAJ Vidal 5-9028
 SGS CPT Webb 5-9239
 CHIEF OF OP CW2 Hughes 5-2618
 NCOIC 5-9405
 ADMIN SPC Ms Allman 5-3028
 FAX 5-3811

PROTOCOL
ATZQ-SGS-P (Bldg 114)
 CHIEF CPT Severance 5-3100
 DEPUTY 5-1134
 NCOIC SFC Haskell 5-8489
 PROTOCOL ASST Ms Harding 5-1025

AVIATION PLANNING GROUP
ATZQ-APG (Bldg 114)
 CHIEF MAJ Garrison 5-3247
 SECY Ms Gaston 5-3056
 FAX 5-3445

HISTORIANS
HISTORIANS
ATZQ-MH (Bldg 5306)
 HISTORIAN Dr Kitchens 5-9151
 DEP HISTORIAN Dr Wright 5-3873

5 GSC
GARRISON SUPPORT COMMAND
ATZQ-GSC (Bldg 114)
 GSC COL Turnage 5-2085
 SGM (MPO) Dabson 5-4851
 SECY Ms Fuller 5-2085

6 CSM
COMMAND SERGEANT MAJOR
ATZQ-CSM (Bldg 114)
 CSM CSM Finch 5-3549
 SECY Ms Leha 5-3526

7 DCD
DIRECTORATE OF COMBAT DEVELOPMENTS
ATZQ-CD (Bldg 515)
 DIRECTOR COL Stewart 5-2703
 DEP DIRECTOR/ C. SPIO Mr Easterling 5-3203
 OP OFFICER CPT(P) McMahon 5-3203
 FAX 5-1214

SYSTEMS PRIORITIZATION AND INTEGRATION OFFICE
ATZQ-CDI (Bldg 515)
 CHIEF Mr Easterling 5-3203

PROGRAM MANAGEMENT OFFICE
ATZQ-COP (Bldg 515)
 CHIEF Ms Dowling 5-2201
 MSG CENTER Mr Smith 5-1187
 SUPPLY Mr Parrish 5-3577
 FAX 5-2916

CONCEPTS & STUDIES DIVISION
ATZQ-CDC (Bldg 508)
 CHIEF Mr Maccabe 5-3185
 CONCEPTS BR CPT Preegraves 5-3489
 STUDIES BR MAJ Oliver 5-3657
 SCEN & WARGAMING BR MAJ Raichle 5-2672
 FAX 5-2916

ORGANIZATION/FORCE DEVELOPMENT DIVISION
ATZQ-CDO (Bldg 513)
 CHIEF LTC Hill 5-9785
 FORCE ANAL/ STRUCTURE BR MAJ Calatayud 5-2390
 FORCE DEV/ MOD BR MAJ Moore 5-2307
 ARI TEAM LTC Hill 5-9509
 FAX 5-2736

MATERIEL AND LOGISTICS SYSTEM DIVISION
ATZQ-CDM (Bldg 504)
 CHIEF LTC(P) Danielson 5-9238
 AVIONICS, VIS. ELEC BR MAJ Gendron 5-2914
 COMBAT ACFT BR CPT(P) Pox 5-9115
 ACFT SPT BR MAJ Graef 5-9607
 FAX 5-1008

AVIATION BATTLELAB SUPPORT TEAM (ABLST)
ATZQ-CDB (Bldg 506U)
 CHIEF LTC Gay 5-3485
 FAX 5-2918

THREAT DIVISION
ATZQ-T80 (Bldg 107)
 THREAT MGR Mr Bavaro 5-8334
 FAX 5-2918
 SFC SCTY OFC (Bldg 525) 1LT Falco 5-1158
 CLASSIFIED FAX 5-1118

8 DES
DIRECTORATE OF EVALUATION AND STANDARDIZATION
ATZQ-ES (Bldg 5111)
 DIRECTOR COL Bryan 5-2803
 DEP DIRECTOR MAJ Arroyo 5-9186
 DEP DIR ARNG MAJ Shea 5-3325
 MSG ADVISOR CPT Mayes 5-3325
 FAX 5-3113

FLIGHT STANDARDIZATION DIVISION
ATZQ-ESF (Bldg 5112)
 CHIEF MAJ Fontanez 5-3504
 C. SCT/ATK BR CPT Casey 5-2532
 C. UTILITY BR CPT Warren 5-2442
 C. CARGO/FW BR CW5 Dent 5-3475
 C. EAATS MAJ Wagner DSN 238-8810
 ANNVILLE, PA 238-8810
 C. WAATS CPT West DSN 853-2700
 MARIANA, AZ

EVALUATION DIVISION
ATZQ-ESE (Bldg 5012)
 CHIEF MAJ Smith 5-1846
 C. EXT BR CPT Borders 5-3354
 C. INT BR MWO Arnold 5-2501

OPERATIONS DIVISION
ATZQ-E80 (Bldg 5111)
 CHIEF MAJ Mikkelsen 5-2770
 PLANS/OP SPC Mr Smythe 5-9029
 SECURITY/ADMIN Mr Horner 5-2244

MAINTENANCE TEST FLIGHT STANDARDIZATION DIVISION
ATZQ-ESM (Bldg 2010)
 CHIEF MAJ Mikkelsen 5-2770

9 DOTDS
DIRECTORATE OF TRAINING, DOCTRINE, AND SIMULATION
ATZQ-TDS (Bldg 502)
 DIRECTOR COL Penny 5-3320
 DEP DIRECTOR LTC Bunch 5-3098
 SGM SGM Shackelford 5-9222

OPERATIONS/PLANS
ATZQ-TDS-O (Bldg 502)
 CHIEF Ms T Strickland 5-9205
 NCOIC SFC Milla 5-9205
 SUPPLY Mr Madden 5-9558

PROGRAM MANAGEMENT OFFICE
ATZQ-TDS-P (Bldg 502)
 CHIEF Ms Harper 5-9556
 ADMIN Mr Gibson 5-9563
 WPC (Bldg 207) Ms S Strickland 5-1050
 FAX 5-9372

TRAINING DEVELOPMENT DIVISION
ATZQ-TDS-T (Bldg 9011)
 CHIEF LTC Baker 5-2295
 FAX 5-2278
 TNG DEV MGT BR Mr Snider 5-3011
 LIT PROD SEC 5-3947
 DIST SEC Mr Dyck 5-9715
 NEW SYS TNG BR CW5 Foley 5-1184
 TOT FORCE SFC Jones 5-3802
 INTEGR BR
 STAFF & FACULTY
 DEV BR Mr Thornley 5-2241
 AVN LNG CTR Ms Strength 5-2778
 AVN TECH LIB Ms Hall 5-3912
 TADSS BR Mr Woffington 5-9310
 FAX 5-3087

SOFTWARE DEVELOPMENT & MANAGEMENT DIVISION
ATZQ-TDS-S (Bldg 5000)
 CHIEF Mr Flohr 5-3590
 FAX 5-3226

WARFIGHTING SIMULATION DIVISION
ATZQ-TDS-W (Bldg 5102)
 CHIEF LTC Gill 5-3748
 AVN TEST BED CW4 Mason 5-2234

DOCTRINE DIVISION
ATZQ-TDS-D (Bldg 208)
 CHIEF LTC Thomson 5-1000
 FAX 5-2887
 DOCTRINE BR MAJ Meeler 5-2078
 GUNNERY BR CW4 Ridenour 5-2452
 PRE-CMD COURSE CPT Williams 5-1384

AIRCRAFT SURVIVABILITY TRAINING MANAGEMENT DIVISION
ATZQ-TDS-A (Bldg 402)
 CHIEF Mr Hogan 5-2072
 FAX 5-3488

10 1ST AVN BDE
1ST AVIATION BRIGADE BRIGADE HEADQUARTERS
ATZQ-BDE (Bldg 4510)
 COMMANDER COL Patterson 5-9083
 DEP COMMANDER LTC Edwards 5-9117
 CSM CSM Cleary 5-3405
 CHAPLAIN MAJ Craft 5-3050
 EO ADVISOR SFC Aguero 5-1104
 SDCO (AFTER DUTY HOURS) 5-2114
 FAX 5-3626

S1
ATZQ-BDE-P (Bldg 4510)
 ADJUTANT CPT Grace 5-2305
 IMO Ms Paio-Dobrzynski 5-3190
 PSNCO SFC Peterson 5-2305

S2/S3
ATZQ-BDE-T (Bldg 4504)
 S2/S3 MAJ White 5-2114
 ASST S3 1LT Smith 5-2114
 S2/S3 SGM SGM Howell 5-9074
 S3 OP NCO SSG Vaughn 5-3358
 TNG NCO SSG Price 5-3356
 TASKING NCO SSG Morgan 5-9074
 BDE SAFETY NCO SSG Taylor 5-9074
 S2 NCO SSG Taylor 5-9074
 BDE SIP 5-2114
 TNG DEV ADV Ms Johnson 5-2115

S4
ATZQ-BDE-S (Bldg 4510)
 S4 CPT Dollar 5-3376
 C. SUPPLY/NCOIC MSG Barker 5-1161
 WORK ORDERS Mr Smith 5-2967
 C. MAINT SFC Holliday 5-2276

1ST BATTALION, 10TH AVN REGT
ATZQ-BDE-A (Bldg 4511)
 COMMANDER LTC Peck 5-9134
 XO MAJ Barros 5-9134
 CSM 5-2102
 S3 CPT Myers 5-2143
 OP/TNG NCO SFC Forrest 5-2143
 S1/ADJUTANT CPT Young 5-9058
 PAC SUPV SFC Wood 5-2898
 SAC NCO MSG Aul 5-1041
 CAREER COUNS SFC Head 5-2409
 CMR #6 Ms Brown 5-9153
 CHAPLAIN 5-1041

HQ & HQ COMPANY
ATZQ-BDE-AH (Bldg 4505)
 COMMANDER CPT Anderson 5-2985
 ISG 1SG Aguna 5-2901

COMPANY A
ATZQ-BDE-AA (Bldg 4505)
 COMMANDER CPT Johnson 5-9133
 ISG 1SG Wells 5-2488
 TRANS DET NCO SFC Jones 5-1237

COMPANY B
ATZQ-BDE-AB (Bldg 4504)
 COMMANDER CPT Davison 5-9572
 ISG 1SG Moore 5-1085

COMPANY A, 511TH INFANTRY
ATZQ-BDE-AC (Bldg 4504)
 COMMANDER CPT White 5-3515
 ISG 1SG Carpenter 5-1208

CO D (AIR ASSAULT SCHOOL)
ATZQ-BDE-AD (Bldg 3401)
 COMMANDER CPT Sabatino 5-1118
 ISG SFC Rowe 5-9790
 TOWER 5-2063

98TH ARMY BAND
ATZQ-BDE-AE (Bldg 4502)
 COMMANDER/ BANDMASTER 5-2031
 ISG 1SG Doolin 5-3187

260TH FA DET
ATZQ-BDE-AF (Bldg 4504)
 COMMANDER CPT Demmons 5-2019
 ISG 1SG Cavis 5-3581

A COMPANY, MPA
ATZQ-MPA (Bldg 607)
 COMMANDER CPT Bellotti 5-3877
 ISG 1SG Bonds 5-3840

B COMPANY, 46TH ENGR BN
AFRR-BEB-C8 (Bldg 4505)
 COMMANDER CPT Tanaka 5-2819
 ISG 1SG Simmons 5-3527

1ST BN, 13TH AVN REGT
ATZQ-BDE-E (Bldg 6201)
 COMMANDER LTC Kaigh 5-1314
 XO MAJ Herboldt 5-1317
 CSM CSM Bedford 5-1315
 S1 CPT Johnson 5-1318
 S3 CPT Villareal 5-1319
 PERS SGT SFC Berghahn 5-1350
 S3 NCOIC MSG Daniels 5-1330
 S4 SFC Crawley 5-1358
 CMR #3 5-1324
 STAFF DUTY 5-1327

HHC
ATZQ-BDE-EH (Bldg 6005)
 COMMANDER CPT Dobarzynski 5-2454
 1SG 1SG Lucas 5-9204
 MOTOR POOL/ SFC Reyna 5-3975
 FTX

COMPANY A
ATZQ-ETB-EA (Bldg 6202A)
 COMMANDER CPT Madkins 5-1288
 1SG 1SG Salinas 5-1287

COMPANY B
ATZQ-BDE-EB (Bldg 6202B)
 COMMANDER CPT Cox 5-1280
 1SG 1SG Rigby 5-1278

COMPANY C
ATZQ-BDE-EC (Bldg 6201)
 COMMANDER CPT Paocello 5-1354
 ADMIN/OP NCO SFC Emery 5-1355

COMPANY D (IMSO)
ATZQ-BDE-EH (Bldg 6611)
 COMMANDER MAJ Smart 5-2391
 ADMIN/OP NCO SFC Collins 5-9502

AIR OPERATIONS TRAINING COMMITTEE
ATZQ-BDE-EH (Bldg 6005)
 CHIEF SGM Estes 5-9082
 OP NCO SGT Velez 5-2705

MAINTENANCE TRAINING COMMITTEE
ATZQ-BDE-EH (Bldg 6005)
 CHIEF SGM Burgess 5-9204
 OP NCO SSG Moore 5-3987

1ST BN, 145TH AVN REGT
ATZQ-BDE-O (Bldg 104)
 COMMANDER LTC Wilkinson 5-2338
 XO CPT Gunter 5-3787
 CSM SGM Hazell 5-2810
 S1/S4 CPT Kinder 5-8073
 PAC SUPV SFC Hendricks 5-3589
 S3 MAJ Hegarty 5-9428
 OP NCO SFC Burke 5-2810
 S4 Mr Williams 5-9941
 FIRES BR MAJ Freeman 5-2195
 PERS SVC/LDR BR CPT Moore 5-2543
 THRT/INTEL BR CPT Stimpson 5-9370
 LOG BR CPT Rakow 5-1216
 NBC BR Mr Beer 5-9140
 CHAPLAIN CPT Hennington 5-9590
 FAX 5-2837

COMPANY A
ATZQ-BDE-OA (Bldg 5419)
 COMMANDER MAJ Williams 5-3344
 ADMIN/OP NCO SFC Miller 5-3344
 SUPPLY Mr Naylor 5-3341

COMPANY B
ATZQ-BDE-OB (Bldg 5911)
 COMMANDER MAJ Simoni 5-9359
 1SG 1SG Escamilla 5-9937
 WOPD CW3 Speller 5-2039
 OP NCO SFC Leamon 5-9023

COMPANY D
ATZQ-BDE-OD (Bldg 3911)
 COMMANDER MAJ Arp 5-9090
 1SG 1SG McKinney 5-3937
 IERW COORD CPT Jacobson 5-3311
 OP NCO SSG Jordan 5-9090

2D BN, 229TH AVN REGT
AFRR-BAH (Bldg 4914)
 COMMANDER LTC Kowalczyk 5-2422
 XO MAJ Beal 5-3537
 CSM CSM Versey 5-1247
 S1 CPT Flail 5-9543
 S2 CPT Norman 5-2732
 S3 MAJ MacNeil 5-1003
 S4 CPT Kools 5-2342
 SDO (After Hours) 5-2422
 FAX 5-1228

(Bldg 6031)
 FLT OP OFF 1LT Cook 5-2282
 SAFETY OFF CW3 Chance 5-3741
 STDZN OFF CW3 Tompkins 5-3741
 SDNCO (After Hours) 5-2412

HQ & HQ COMPANY
AFRR-BAH-HC (Bldg 9817)
 COMMANDER CPT Huron 5-3583
 1SG 1SG Slade 5-3046

COMPANY A
AFRR-BAH-A (Bldg 6803)
 COMMANDER CPT Retst 5-2419
 1SG 1SG Whittle 5-1191

COMPANY B
AFRR-BAH-B (Bldg 6803)
 COMMANDER CPT Giles 5-2619
 1SG 1SG Douglas 5-3661

COMPANY C
AFRR-BAH-C (Bldg 6803)
 COMMANDER CPT Dwyer 5-2529
 1SG 1SG Dastasio 5-9491

COMPANY D
AFRR-BAH-D (Bldg 6803)
 COMMANDER CPT Aid 5-3540
 1SG 1SG Evans 5-1131

11 AVN TNG BDE

AVIATION TRAINING BRIGADE
ATZQ-ATB (Bldg 2805)
 COMMANDER COL Littlejohn 5-2607
 XO LTC Carroll 5-2629
 CSM CSM Morrison 5-3954
 STU MGT OFF CW4 Pfau 5-3411
 SAFETY OFFICER CW4 Hulst 5-3049
 C. STDS Mr Riley 5-3259
 COR Mr Roberts 5-2880
 CHAPLAIN CPT(P) Foxworth 5-2681
 MISS (IMO) CPT Ehmann 5-3016
 C. NVD SEC CW5 Rowe 5-9545
 C. ATM CW4 Agnew 5-3801
 EO ADVISOR SFC Buckley 5-2689
 FAX 5-3807

HQ & HQ CO
ATZQ-ATB-HQ (Bldg 2802)
 CDR CPT Plak 5-2848
 1SG 1SG Perez 5-9292

S1
ATZQ-ATB-A (Bldg 2805)
 ADJUTANT CPT Vogel 5-2313
 SPT SVCS SUPV Ms Jinks 5-2126
 PSNCO SFC Edwards 5-2568

BDE S2/S3
ATZQ-ATB-O (Bldg 2805)
 S2/S3 MAJ McInnis 5-2576
 ASST S2/S3 CPT Garratt 5-2579
 NCOIC MSG Fuller 5-2188
 C. FLT TNG LIT Mr Cannon 5-3119
 C. ACADEMIC MAJ Rinehart 5-1007
 S. ATTACK CPT Reed 5-3850
 SCOUT CPT Read 5-3850
 C. CARGO/ UTIL SEC CW4 Odell 5-9242
 C. GRAD SEC Mr Sando 5-2685

S4
ATZQ-ATB-S (Bldg 2802)
 S4 CPT Fisher 5-9321
 SUPPLY SUPV 5-9789

1ST BN, 11TH AVN
ATZQ-ATB-T (Bldg 4509)
 CDR LTC Williams 5-2173
 XO MAJ Ryan 5-2614
 CSM MAJ Reynolds 5-2173
 CHAPLAIN CPT Garner 5-3809
 REUP SSG Tuetin 5-9234
 FAX 5-2617

S1
ATZQ-ATB-TA (Bldg 4509)
 ADJUTANT CPT Murphy 5-9272
 PAC NCOIC SFC Martin 5-3825

S2/S3
ATZQ-ATB-TB (Bldg 4509)
 S2/S3 CPT Pratt 5-9234
 NCOIC SFC Lewis 5-2112

HQ & HQ DET
ATZQ-ATB-TH (Bldg 4509)
 CDR CPT Pratt 5-3395
 1SG SFC Griffin 5-3395

QA
ATZQ-ATB-TQ (Bldg 4509)
 CHIEF SFC White 5-2092

S4
ATZQ-ATB-TL (Bldg 4509)
 S4 CPT Wilborn 5-9595
 NCOIC SFC Young 5-9595

COMPANY A
ATZQ-ATB-TB (Bldg 3908)
 CDR CPT Joelin 5-1217
 1SG 1SG Erwin 5-3390

COMPANY B
ATZQ-ATB-TS (Bldg 3910)
 CDR CPT Zabin 5-1147
 1SG 1SG Stallworth 5-9056

COMPANY C
ATZQ-ATB-TH (Bldg 3402)
 CDR CPT Bradley 5-2171
 1SG 1SG Seimer 5-3508

NAV MAINT DIV
ATZQ-ATB-TN (Bldg 801)
 CHIEF Mr Reynolds 5-8405
 ARAC BR Mr Peterman 5-8511
 NAV WEST BR Mr McLaney 5-8544
 NAV EAST BR Mr Pippin 5-8538

ARAC DIV
ATZQ-ATB-TR (Bldg 810)
 CHIEF Mr Hinderliter 5-8434
 AUTOMATION BR Mr Phillips 5-8566
 TRAINING BR Mr Evans 5-8510

FLIGHT SIMULATION BR
 CHIEF CW4 Oates 5-9298
 NCOIC SFC Gallardo 5-9298
 UH-1 SCHED SFC May 5-2183
 UH-80/CH-47 VIS SCHED Mr Phillips 5-9171

1ST BN, 14TH AVN
ATZQ-ATB-H (Bldg 50108H)
 CDR LTC Walker 5-5712
 XO MAJ Isbel 5-5034
 ADJUTANT CPT Marxy 5-5078
 SGM SGM Slavens 5-5078
 PAC 5-5038

S4
ATZQ-ATB-H (Bldg 50105)
 S4 Ms Jones 5-5507

S2/S3
ATZQ-ATB-HO (Bldg 50102H)
 S2 CPT Reed 5-5013
 S3 CPT Moffatt 5-5086
 STU MGT OFF CW2 Vought 5-5086
 NCOIC SFC Wallace 5-5086
 FAX 5-5052

HQ & HQ DET/HANCHEY
ATZQ-ATB-HQ (Bldg 50101)
 CDR CPT Seemands 5-5064
 1SG 1SG Matsko 5-5050
 SAFETY OFF CW3 Hernandez 5-5042
 STDS CW5 Boaz 5-5043

(Bldg 50301)
 SVC SEC Mr Bruso 5-5118
 (Bldg 50101)

OPERATIONS SGT Bellamy 5-5064
 (Bldg 50125)
 ALSE SSG Jenkins 5-5057
 (Bldg 50301)

SVC SEC/ALERT 5-5118
COMPANY C (OH-58D/AH-1)
ATZQ-ATB-HC (Bldg 50102B)
 CDR CPT Hart 5-5051
 XO 1LT Tillman 5-5084

COMPANY D (AH-64)
ATZQ-ATB-HD (Bldg 50206)
 CDR CPT Potts 5-5041
 XO CPT Behm 5-5055

COMPANY F (CH-47)
ATZQ-ATB-HF (Bldg 80106)
 CDR CPT Bolton 5-5718
 XO CPT Johnston 5-6073
 1SG 1SG Jolley 5-6078

1ST BN, 212TH AVN
ATZQ-ATB-L (Bldg 84006T, Lowe AAF)
 CDR LTC Bozeman 5-4111
 XO MAJ Pelletier 5-4118
 SGM SGM Pijanowski 5-4111
 ADJUTANT CPT Martin 5-4120
 PAC Ma Belcher 5-4120
 CEP CW4 Summerford 5-4056

STANDARDS CW5 Paay 5-4237
 SAFETY OFF CW4 Daughtry 5-4129

BN S2/S3
ATZQ-ATB-LO (Bldg 84006T, Lowe AAF)
 S2/S3 MAJ Campbell 5-4104
 ASST S2/S3 CPT Lewis 5-4104
 SMO CW3 Sergeant 5-4940
 FAX 5-4127

HQ & HQ DET LOWE
ATZQ-ATB-LH (Bldg 40110, Lowe AAF)
 CDR CPT Archuleta 5-4030
 XO 5-4030

1SG Parnell 5-4033
 CHAPLAIN CPT Gardner 5-4036
 SVC SEC Mr Speigner 5-4037
 SUPPLY Mr Dees 5-4740

COMPANY A
ATZQ-ATB-LA (Bldg 40138, Lowe AAF)
 CDR CPT Selosse 5-4805
 XO CW2 McArdle 5-4038

COMPANY B
ATZQ-ATB-LB (Bldg 40145, Lowe AAF)
 CDR CPT Wiseley 5-4251
 XO CW3 Hall 5-4250

COMPANY C
ATZQ-ATB-LC (Bldg 40121, Lowe AAF)
 CDR CPT Fassi 5-4605
 XO CPT Marron 5-4038

COMPANY E (UH-1 MOI)
ATZQ-ATB-LE (Bldg 40114, Lowe AAF)
 CDR CPT Cooper 5-4241
 XO CW3 Denmark 5-4041
 UH-1 IPC CW4 Peden 5-4044
 UH-1 MOI 5-4262
 UH-1 REF CRS 5-4041
 RWART CW3 Pestotnik 5-4059

1ST BN, 223D AVN
ATZQ-ATB-C (Bldg 30205, Cairns AAF)
 CDR LTC Bithos 5-8478
 XO MAJ Napier 5-8444
 SGM SGM Dollich 5-8389
 ADJUTANT CPT Hardee 5-8424
 PAC Ms Waters 5-8458
 SAFETY OFFICER CW4 Lupien 5-8463
 S4 CPT Hawthorne 5-8446

BN S2/S3
ATZQ-ATB-CO (Bldg 30205, Cairns AAF)
 S2/S3 CPT(P) Dumoulin 5-8406
 NCOIC SSG(P) Moore 5-8406
 SMO CW2 Zamora 5-8441
 STANDARDS CW5 Moss 5-8441
 FAX CW5 Moss 5-8610

HQ & HQ DET
ATZQ-ATB-CH (Bldg 30101, Cairns AAF)
 CDR CPT Baumgardner 5-8357
 1SG 1SG Wyrick 5-8449
 DISPATCH SSG Simmons 5-8433

COMPANY A (MM/MTP)
ATZQ-ATB-CA (Bldg 30205, Cairns AAF)
 CDR CPT Parker 5-8486
 XO CW4 Butler 5-8523

COMPANY C (UH-60)
ATZQ-ATB-CC (Bldg 30101, Cairns AAF)
 CDR CPT Sabatino 5-8413
 XO CW3 Rawlings 5-8436

COMPANY D (GEN BPT UH-1)
ATZQ-ATB-CD (Bldg 30103, Cairns AAF)
 CDR CPT Hendrickson 5-8513
 XO WO1 Rogers 5-8379

12 USAATCA

U.S. ARMY AIR TRAFFIC CONTROL ACTIVITY
ATZQ-ATC (Bldg 3503)

DIRECTOR LTC Stuck 5-3219
 OPS OFF MAJ Fuller 5-3233
 SYSTEMS MGR Ms Ridenhour 5-2025
 SECURE PHONE 5-3007

PROGRAMS MANAGEMENT OFFICE
ATZQ-ATC-PM (Bldg 3503)
 CHIEF Mr Helton 5-2780
 FAA ACADEMY SFC Mayberry (405)954-4180

ADMIN Ms Moore 5-3690
 SUPPLY/PUBS SGT Calhoun 5-9152
 LIBRARY 5-1079
 FAX 5-3298

FIXED-BASE SUPPORT DIVISION
ATZQ-ATC-FB (Bldg 3713)

CHIEF Mr Carter 5-9087
 ATC STDZ OFF CW5 Waltz 5-1115

MODERNIZATION Mr Fonda 5-2080
 ATC POLICIES Mr Storm 5-2070
 ATC EQUIP SFC Doolittle 5-9087

SITE SURVEYS SGM Wilkins 5-9255
 NAS ENGINEER Mr Ormes 5-2070
 FLIGHT CHECKS 5-9087
 ATC EQUIP MSG Roman 5-1115
 ATC EVAL SFC Spivey 5-9255
 ATCS MANAGER Mr Taylor 5-2070
 MAINT CERT MSG Palmer 5-1115

TACTICAL REQUIREMENTS DIVISION
ATZQ-ATC-TR (Bldg 3712)

CHIEF	Mr Peterson	5-9333
AIRSPACE INFO SYSTEMS		5-9526
CONCEPTS/DOCTRINE	Mr Dennis	5-1229
USER INTERFACE REQUIREMENTS	SGM Wesael	5-3258
RADAR SYSTEMS	SGM Conyers	5-2508
TOWER SYSTEMS	SFC Almond	5-9526
NAVIGATIONAL AIDS	SSG Snyder	5-9333
ARINC CONTRACTOR	Mr Leib	5-9526

AREA MAINTENANCE AND SUPPLY FACILITY
ATZQ-ATC-SM (Bldg 3820)

CHIEF	Mr Stokes	5-9078
ONSITE REPAIR	Mr Preston	5-9188
BENCH REPAIR	SFC Dickinson	5-9718
QUAL ASSUR	Mr Zomes	5-9078
SUPPLY	Ms Rubio	5-9799
SHIPPING	Mr Corbett	5-3795

13 ACC/USAF
4525TH COMBAT APPL SQ/OLAK (ACC/USAF)
ATZQ-AFR (Bldg 5305)

SR USAF REP	COL Patton	5-9335
ASST USAF REP	LtCol Moriarty	5-9330
TAD/FAX		5-1215

14 TRADOC RC LNO
TRADOC RESERVE COMPONENTS LIAISON OFFICE
ATZQ-NGB (Bldg 6202C)

ARNG LO	LTC Knight	5-2449
ARNG LNNCO	SGM Foster	5-2455
USAR LNNCO	SGM Harris	5-3065
FAX		5-2204

15 AVN TNG BDE (AUG)
AVIATION TRAINING BRIGADE (AUG)
ATZQ-RA-A (Bldg 117)

COMMANDER	COL Gershel	5-1130
XO	LTC Porterfield	5-1102
S3	MAJ Martin	5-9461
OP OFF	MAJ Tyree	5-3531
STANDARDS	CW3 Grill	5-9461

16 DCD, USAALS
DIRECTORATE OF COMBAT DEVELOPMENTS
U.S. ARMY AVIATION LOGISTICS SCHOOL
ATSO-LCD (Bldg 705)
(COMMERCIAL 804-878)
(DSN 927)

DIRECTOR	LTC Jones	6800
DEPUTY DIR		6841
OP NCO	MSG Keener	6195

CONCEPTS AND STUDIES DIVISION
ATSO-LCD-C (Bldg 705)

CHIEF	CPT (P) Mabrey	6845
SUPV LOG MGT SPC		6889
MAT C&S MGR	CPT Sullivan	6861
ORSA		6888
LOG MGT SPC	Mr Harris	6140
LOG MGT SPC		6882
LOG MGT SPC	Mr Cooper	6865
LOG MGT SPC		6139
LOG MGT SPC	Mr Davenport	6144

MATERIAL REQUIREMENTS DIVISION
ATSO-LCD-M (Bldg 705)

CHIEF	MAJ Mark	6888
AVN MAT		6855
SYS MGR		6814
AVN MAT		6853
SYS MGR		6852
PROJ OFF		6853
MAT LOG NCO	SFC Heil	6852
LOG MGT SPC	Mr Isaak	6186
LOG MGT SPC	Mr Albrecht	6802
LOG MGT SPC		6803

TEST AND EVALUATION DIVISION
ATSO-LCD-T (Bldg 705)

CHIEF		6808
LOG MGT SPC	Mr Leming	6803
LOG MGT SPC	SFC Migliozzi	6871
MAT LOG NCO	SSG Ratner	6320

ORGANIZATION AND PERSONNEL SYSTEMS DIVISION
ATSO-LCD-O (Bldg 705)

CHIEF	Mr Reichert	6785
ORG & PERS DEV NCO	SFC Cantrell	6784
LOG MGT SPC	Mr Quantz	6786
LOG MGT SPC	Mr Bishop	6837
LOG MGT SPC	Mr Howell	6831
LOG MGT SPC	Mr Curtin	6884

17 DOTD, USAALS
DIRECTORATE OF TRAINING AND DOCTRINE
U.S. ARMY AVIATION LOGISTICS SCHOOL
ATSO-LTD (Bldg 705)
(COMMERCIAL 804-878)
(DSN 927)

DIRECTOR	COL Healy	6801
DEP DIR		6801
DEP DIR (IMA)		6811
SGM	SGM Sims	6880

TRAINING PLANS DIVISION
ATSO-LTD-P (Bldg 705)

CHIEF	Mr Zinn	6358
PROJ OFF	MAJ Ellingsworth	6164
OP NCO	SFC Noel	6175
EDITOR	Ms Mosley	6108

ENLISTED TRAINING BRANCH

CHIEF	Ms Hill	6221
INSTR SYS SPC		6122
INSTR SYS SPC	Ms Irwin	6201
INSTR SYS SPC	Mr Johnson	6263
TNG DEV NCO	SFC Hoffman	6218
TNG DEV NCO	SFC Knowlton	6178
TNG DEV NCO	SFC Matamoros	6184
TNG DEV NCO	SFC Serda	6204
LAN ADMIN	SFC Bailey	6151

TRAINING TECHNOLOGY BRANCH

CHIEF	CW2 Riggsby	6161
PROJ OFFICER	CW2 Massey	6792
TNG DEV NCO	SFC Ashoom	6302
TNG DEV NCO	SFC Leverette	6453
TNG DEV NCO	SFC Tirado	6793
INST SYS SPC	Ms Holliday	6883
INST SYS SPC	Ms McNeal	6373
WRITER VIS MEDIA	Ms Eschenbach	6303

TRAINING OPERATIONS DIVISION
ATSO-LTD-O (Bldg 705)

CHIEF	Mr Maney	6802
OP NCO	SSG Ganian	6800
MGT ASST	Ms Owens	6858

NEW SYSTEMS TRAINING BRANCH

CHIEF	MAJ Roberts	6758
PROJ OFFICER	CW3 White	6880
PROJ OFFICER	CPT Stokes	6802
NCOIC	MSG Zagaretto	6708
TNG DEV NCO	SFC Hollingsworth	6855
TNG DEV NCO	SFC Schroeder	6824
TNG DEV NCO	SFC Miller	6270
TNG DEV NCO	SFC Smith	6858
TNG DEV NCO	SSG Tart	6855

COURSE MANAGEMENT BRANCH

TNG SPC	Mr Weaver	6805
TNG SPC	Mr Harvey	6857
TNG SPC	Mr Staryk	6475
TNG DEV NCO	SFC Anderson	6474
TNG DEV NCO	SFC White	6877
TNG DEV NCO	SSG Kramer	6888

POI BRANCH

TNG DEV NCO	SSG Lopez	6870
TNG DEV NCO	SSG Adams	6703

PROGRAM AND SCHEDULING BRANCH

CHIEF	Ms Walker	6883
SCHD CLK	Ms Grygier	6729

TRAINING SUPPORT BRANCH

CHIEF	CW2 Ward	0300
NCOIC	SFC Pecora	1301
OC NCO	SFC Perry	1300
SUPPLY SPC	SPC Coleman	1301
SUPPLY CLERK	SPC Phillips	1301
SUPPLY CLERK	SPC Quinones	1300
TOOL ISSUE	SSG Stone	2708
ACFT RPR INSP	Mr Sewell	1300
SHEETMETAL		
MECH	Mr Muller	2128
ACFT WKR	Mr Clarke	2126
ACFT WKR	Mr Zick	2338
ACFT MECH HELPER	Mr Brown	2126

18 PROP, USAALS
LEADER DEVELOPMENT PERSONNEL PROPENCY OFFICE
U.S. ARMY AVIATION LOGISTICS SCHOOL
ATSO-LPN (Bldg 705)
(COMMERCIAL 804-878)
(DSN 927)

DIRECTOR	MAJ Gavora	6808
PROP OFF/DEP DIR	MW4 Krauss	6860
PROP SGM	SGM McCoy	6863
OP NCO	SFC Dunn	6868
PROP NCO	MSG Tomazietzki	6786

19 DATT, USAALS
DEPARTMENT OF AVIATION TRADES TRAINING
U.S. ARMY AVIATION LOGISTICS SCHOOL
ATSO-LTD-T (Bldg 2715F)
(COMMERCIAL 804-878)
(DSN 927)

DIRECTOR	LTC Giffin	5693
SGM	SGM Carroll	5693
DEP DIR/TNG ADMIN	Mr Jackson	3868
SUPPLY	Mr Lawson	3868

ELECTRICAL AND ELECTRONICS DIVISION
ATSO-LTD-TE (Bldg 2716G)

CHIEF	SGM Robinson	2686
TNG SPC	Mr Robbins	2686
BRANCH CHIEF	MSG Behny	2114

PROPULSION AND POWERTRAIN DIVISION
ATSO-LTD-TP (Bldgs 2715K/G)

CHIEF	SGM Miller	2192
TNG SPC	Mr Jones	2192
BRANCH CHIEF	MSG Jones	3820

STRUCTURES AND PNEUDRAULICS DIVISION
ATSO-LTD-TS (Bldg 2715I)

CHIEF	SGM Taylor	3895
TNG SPC	Mr Davis	6812
BRANCH CHIEF	SFC Carino	3283

20 DAST, USAALS
DEPARTMENT OF AVIATION SYSTEMS TRAINING
U.S. ARMY AVIATION LOGISTICS SCHOOL
ATSO-LTD-S (Bldg 2717)
(COMMERCIAL 804-878)
(DSN 927)

DIRECTOR	LTC Palmer	5405
DEP DIR	Mr Deakins	4808
SGM	SGM Rosner	4469
SUPPLY	Mr Ferabee	5079
DEPT SFTY NCO	SFC Lopez	4983
OFC AUTO CLERK	Ms Hunt	4370
OFC AUTO CLERK	Ms O'Torrey	4370

COURSE MANAGEMENT OFFICE
ATSO-LTD-SS (Bldg 2717)

NCOIC	SFC Wright	1385
TNG SPC	Mr Honaker	0813
TNG SPC	Mr Jones	1385
TNG SPC	Mr Patrick	1385
WRITER/EDITOR	Ms Lawrence	4883
WRITER/EDITOR	Ms Jemigan	1174

UTILITY HELICOPTER DIVISION
ATSO-LTD-SU (Bldg 2718C)

CHIEF	SGM Freeman	5497
TNG SPC	Mr Horn	5334
BRANCH CHIEF	MSG Raynes	4788
STUDENT CON	SFC Swearingen	5334
BNCOIC	SFC Billott	4885

CARGO HELICOPTER DIVISION
ATSO-LTD-SC (Bldg 2718A)

CHIEF	SGM Williams	3001
TNG SPC	Mr Garguis	1164
OP NCOIC	MSG Harris	5738
NCOIC		
FRONTLOAD	SFC Richardson	3001
NCOIC		
SYS/PHASE	SFC Johnson	5885
NCOIC		
COMPOSITE	SFC Ervins	2360
STUDENT CON	SSG McNeal	3001

ADVANCED AVIATION LOGISTICS DIVISION
ATSO-LTD-SA (Bldgs 2786/2730/3307)

CHIEF	SGM Jordan	5330
CHIEF, INSTR	MSG Galthier	4427
ANCOIC	SFC Kim	0304
BNCOIC	SFC Phillip	2727
FTX	SSG Hayes	5028

AVIATION LIFE SUPPORT, EQUIPMENT BRANCH
ATSO-LTD-SL

CHIEF	MSG Coston	3400
A PHASE	SFC Walker	3400
B PHASE	SSG Ashley	3400
C PHASE	SSG Stickle	3400

21 PMO, USAALS
PROGRAM MANAGEMENT OFFICE
U.S. ARMY AVIATION LOGISTICS SCHOOL
ATSO-LAC-P (Bldg 705)
(COMMERCIAL 804-878)
(DSN 927)

DIRECTOR	MAJ Gavora	6947
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PROGRAMS RESOURCE MANAGEMENT DIVISION
ATSO-LAC-RM (Bldg 705)

CHIEF	Ms Summerford	6714
BUDGET ANAL	Mr Hendrix	6713
BUDGET ANAL	Ms Hade	6715
BUDGET ASST	Ms Newman	6718
TNG COORD	Ms Haynes	6427
MGT ASST	Ms Lester	6827
PROG ANAL	Mr Gunning	6428

SUPPORT SERVICES DIVISION
ATSO-LAC-PS (Bldg 705)

CHIEF	CPT Glen	6857
PMO NCOIC	SFC Wynne	6864
ADMIN NCO	SSG Dalk	6851
ADMIN SPC	SPC Rouse	6813
MGT ASST	Ms Veazey	6861

22 DAHT, USAALS
DEPARTMENT OF ATTACK HELICOPTER TRAINING
U.S. ARMY AVIATION LOGISTICS SCHOOL
ATSO-LTD-H (Bldg 1914)
(COMMERCIAL 804-878)
(DSN 927)

DIRECTOR	LTC Meyers	4564
SGM	SGM Rooks	4564
DEP DIR/TNG ADMIN	Mr Hall	4564
OP NCO	SFC Holland	5551
SUPPLY SGT	SGT Eises	5551

ADVANCED ATTACK HELICOPTER DIVISION
ATSO-LTD-HA (Bldg 2418)

CHIEF	CW5 Stevens	1800
SGM	SGM Hildebran	1814
OPERATIONS	SFC Tetsch	1803
TNG SPC	Mr Stillman	1801

ATTACK HELICOPTER DIVISION
ATSO-LTD-HC (Bldg 2715A)

CHIEF		3585
BRANCH CHIEF	MSG Berros	3515
OP NCO	SFC Peden	3585
TNG SPC	Mr Mileham	4433

SCOUT HELICOPTER DIVISION
ATSO-LTD-HS (Bldg 27161)

CHIEF	SGM Taylor	2632
OP NCO	SFC Roberts	2632
TNG SPC	Mr Reeves	5513

AIRCRAFT ARMAMENT DIVISION
ATSO-LTD-HR (Bldg 2716E)

CHIEF	CW4 Summers	4404
SGM	SGM Hawkins	4390
OP NCO	SFC Ferguson	4390
TNG SPC	Mr Poindexter	4390

23 SOA, USAALS
SCHOOL OF THE AMERICAS
U.S. ARMY AVIATION
LOGISTICS SCHOOL
ATZL-SAH-C (Bldg 1540)
(COMMERCIAL 804-878)
(DSN 927)

NCOIC	SFC Collazo	5085
SR TNG DEV	SFC Velez	5394
INSTR WRITER	SSG Diaz-Plz	5394
INSTR WRITER	SFC Tejada	5394
INSTR WRITER	SFC Pillot	5394
INSTR WRITER	Mr Santiago	5085
INSTR WRITER	Mr Feliciano	5085

24 ABSO
AVIATION BRANCH SAFETY OFFICE
ATZQ-S (Bldg 6801B)

SAFETY MGR		5-2301
OSHA		5-1027
SAFETY/HAZARD REPORTS		5-2388
ACFT ACDT INVES		
BD	Mr Cox	5-3210
FAX		5-9317

25 IG
INSPECTOR GENERAL
ATZQ-IG (Bldg 4114)

IG	MAJ Reeves	5-2118
C. INSP/DEP IG	Mr Jack	5-1157
C. ASST & INVEST		5-1157
NCOIC	MSG Brooks	5-1157
FAX		5-2290

26 IRAC
INTERNAL REVIEW AND AUDIT COMPLIANCE OFFICE
ATZQ-IRO (Bldg 8002)

IRO	Mr Farrington	5-3057
C. INT REV BR	Mr Haney	5-8312
C. ADT COMPL BR	Mr Phillips	5-1059
AUDITORS		5-8312
USAAA, DOD-IG, USGAO		
AUDITORS		5-1059
FAX		5-9524

27 CHAPLAIN
CHAPLAIN ACTIVITIES OFFICE
ATZQ-CH (Bldg 8914)

INSTALLATION	LTC(P) Cooper	5-2989
C. OP & SPT	LTC Knutson	5-3544
CH ASST NCOIC	SFC Allison	5-3544

CHAPEL OF WINGS CHAPLAINS
(Bldg 109)

LUTHERAN	LTC Knutson	5-3544
PROTESTANT	CPT McGowin	5-8540

FIFTH AVENUE CHAPEL CHAPLAIN
(Bldg 123)

CATHOLIC	MAJ Carey	5-2459
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MAIN POST CHAPEL CHAPLAINS
(Bldg 8940)

CATHOLIC	MAJ Carey	5-3622
PROTESTANT	LTC(P) Cooper	5-2989
PROTESTANT	MAJ Thrasher	5-3692
PROTESTANT	MAJ Moreau	5-3555
PROTESTANT	MAJ Craft	5-7520
PROTESTANT	CPT Foxworth	5-2881
PROTESTANT	CPT Gardner	5-3395
PROTESTANT	CPT Hennington	5-8690
PROTESTANT	CPT Salinero	5-1337

SPIRITUAL LIFE CENTER (FAMILY LIFE/RELIGIOUS EDUCATION)
(Bldg 8939)

FAMILY LIFE CH	MAJ Thrasher	5-3692
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DORS OF RELIGIOUS EDUCATION

PROTESTANT	Ms Casey	5-3903
CATHOLIC	Sister Kavanaugh	5-3946

USAAMC
(LYSTER ARMY HOSPITAL)

HOSPITAL ON-CALL DUTY CH 5-3644

1ST AVN BDE CHAPLANS

1ST AVN BDE	MAJ Craft	5-3655
1-145TH AVN REGT	CPT Hennington	5-8690
1-10TH /2-229TH	MAJ Craft	5-3655
1-13TH	CPT Salinero	5-1337

AVN TNG BDE CHAPLANS

AVN TNG BDE/		
1-14TH	CPT Foxworth	5-2881
1-11TH/1-212TH	CPT Gardner	5-3395
1-223D	CPT McGowin	5-8540

JEWISH LAY LEADER

USAARL	MAJ Rabin	5-8878
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ORTHODOX LAY LEADERS

LAY LEADER	1LT Gillette	508-1222
LAY LEADER	Mr McMarlin	508-3473

ISLAMIC POC

POC	CPT Al-Bogami	5-2717
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28 SJA
OFFICE OF THE SJA
ATZQ-JA (Bldg 406)

SJA	LTC Phelps	5-2547
DSJA	MAJ Burlingame	5-2547
LEGAL ADMIN	MAJ Doherty	5-9227
C. LEGAL NCO	SFC Dobbs	5-9227
MIL JUSTICE	CPT Steinbeck	5-9708
MAGISTRATE		
COURT	Ms Head	5-9141
ADMIN LAW	CPT Gross	5-3308
CONTRACT LAW	Mr Lonsberry	5-3308
LABOR LAW	Mr King	5-3308
LEGAL ASSIST	CPT Cowan	5-3482
CLAIMS	Ms Matthews	5-3323
TRIAL DEF SVC	CPT Stout	5-3919
FAX		5-2822

29 PAO
PUBLIC AFFAIRS OFFICE
ATZQ-PAO (Bldgs 121/122)

PAO	MAJ Eisenhart	5-2252
PA CHIEF	MSG Shaw	5-2252
CMD INFO	Mr Holder	5-2253
ARMY FLIER		5-2253
PUBLIC INFO	CPL Porter	5-2251
COMMUNITY RELATIONS		
FAX	Ms Milum	5-2251
		5-1004

AVIATION DIOEST
ATZQ-PAO-AD (Bldg 802)

EDITOR	Ms Kitchell	5-3619
WRITERS		5-3178

30 DRM
DIRECTORATE OF RESOURCE MANAGEMENT
ATZQ-R (Bldg 2801)

DIRECTOR	LTC Milburn	5-3158
DEP DIRECTOR	Mr Weeks	5-3158
ADMIN	Ms Peet	5-3855
FAX		5-2472

TOTAL ARMY QUALITY DIVISION
ATZQ-ROM (Bldg 2801)

CHIEF	Ms Odum	5-1133
ANALYSTS		5-3186

PROGRAM AND BUDGET DIVISION
ATZQ-RPB (Bldg 2801)

CHIEF	Mr Rodgers	5-2340
PROGRAM/BUDGET BR	Ms Himes	5-3586
FLIGHT TNG BR	Ms Crutchfield	5-3889
MISSION(-) BR	Ms Cameron	5-8207
BASOPS(-) BR	Ms Clemmons	5-1125
RPMA/AFH BR	Ms Harper	5-2330
ALLIED MIL TNG	Ms Axton	5-3586

FORCE MANAGEMENT DIVISION
ATZQ-RFM (Bldg 2801)

CHIEF		5-3747
TRAINING MPR		5-3618
SUPPORT MPR		5-3676
EQUIPMENT	Mr Brannon	5-1135
STATISTICS	Ms Peacock	5-1081
COML ACTV	Ms Lancaster	5-3481

COST & MANAGEMENT ANALYSIS DIVISION
ATZQ-RCM (Bldg 2801)

CHIEF	Mr Woodard	5-3165
ANALYSTS		5-3165
RAA/ACCP/AIEP	Mr Joiner	5-2777
INTERNAL CON	Ms Newman	5-2473

INSTALLATION MANAGEMENT ACCOUNTING OFFICE
ATZQ-RMA (Bldg 8012)

CHIEF	Ms Craddock	5-2814
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NAF ACCOUNTING OFFICE
ATZQ-R-NAF (Bldg 2801)

CHIEF	Ms Eubanks	5-9302
GEN LEDGER	Ms Hamm	5-9098
ACCTS REC V	Ms Childs	5-8011
ACCTS PAY	Ms Grant	5-9011

31 DPTMSEC
DIRECTORATE OF PLANS, TRAINING, MOBILIZATION, AND SECURITY
ATZQ-DPT (Bldg 114)

DIRECTOR	COL Swank	5-2300
DEP DIRECTOR		5-9903
NCOIC	MSG Brooks	5-2922
ADMIN OFFICER	Ms Marshall	5-3200
IMO	Ms Snider	5-3765
CAASO	SPC Johnson	5-2628

AVIATION DIVISION
ATZQ-DPT-AD (Bldg 116)

CHIEF/DCAO	MAJ Perez	5-9196
C. AFLD/AIRSP BR	Mr Holmes	5-9244
NOISE COMPLAINTS	Mr Snowden	5-2680
ATM BR	CW4 Smead	5-8352

RESIDENT TRAINING MANAGEMENT DIVISION
ATZQ-DPT-RT (Bldg 114)

CHIEF	Ms Barefoot	5-3804
C. TNG MGT BR	MAJ Colbert	5-9174
IND TNG SEC	Ms Dielfenderfer	5-1105
IERY TRACKING	CPT Capps	5-1172
PLANS & PROG		
SEC	Ms Williams	5-9385
PROGRAM ANAL		5-2008
AMMUNITION SEC	Ms Copes	5-2839
SCHEDULING BR	Ms Brunson	5-2905
SCHEDULERS		5-2585
ACFT SCHEDULING	Ms Miles	5-3684
CLASSROOM SPT	Mr Smith	5-2330
C. STUDENT SPT BR (Bldg 8010)		
ACAD RCDS	Mr Hughes	5-2208
FLT RECORDS		5-2508
GRAD SPT		5-2792
AIMS SITE OP (Bldg L2800)		5-2598
		5-2627

RANGE DIVISION
ATZQ-DPT-R (Bldg 24301)

CHIEF	Mr Matthews	5-2837
PLANS & OPS	Mr Webers	5-2208
NCOIC	MSG Edwards	5-2811
RG SCHEDULING	SGT Page	5-2303
RG & TNG AREA		
MAINT BR	SSG Odgen	5-2945
RG OP BR	SSG Walker	5-2303
RG BRIEF TAPE		5-3086

PLANS, OPERATIONS, AND MOBILIZATION DIVISION
ATZQ-DPT-P (Bldg 114)

CHIEF	MAJ Shawbert	5-1219
C. OP BR	Mr Welch	5-2857
DETAIL TASKINGS	SFC McDonald	5-2337
C. STRATEGIC PLAN OFC	Ms Woodham	5-2580
FORCE MODERNIZATION	Mr Stanley	5-3243
FORCE MODERNIZATION	Mr Foster	5-9485
FAX		5-3328

PLANS AND MOBILIZATION BRANCH
(Bldg 5205)

CHIEF	Mr High	5-9776
MOBILIZATION/DEPLOYMENT	Mr Ford	5-9780
WWWCCS/READINESS	Ms McGilvary	5-9777

SECURITY DIVISION
ATZQ-DPT-S (Bldg 116)

CHIEF	Mr Logan	5-3542
ISSM	Mr Strickland	5-3728
INFO SECURITY	Ms Wallace	5-2972
OPSEC OFFICER	Mr Roberts	5-2973
PERS SCTY, TS	Ms Bedsole	5-2854
PERS SCTY, SECRET	Ms Green	5-2200

TRAINING SERVICE CENTER
ATZQ-DPT-TA (Bldg 1114)

CHIEF/COO	Mr Pate	5-2116
MGT ASST	Ms Cook	5-2620
EXHIBITS SPC	Mr Wallace	5-2291
VIS INFO SPC	Ms McDonald	5-2950
WORK ORDER DESK	Mr Hamm	5-2950
QUAL ASSUR EVAL	Mr Harrison	5-3269
QUAL ASSUR EVAL	Mr Dicken	5-2489

CONTRACTOR DIVERSIFIED TECHNOLOGY & SERVICES OF VIRGINIA

PROJ MGR	Mr Jowers	598-8214
WORK ORDER STATUS		5-9783
FILM LIB/LOAN/ISSUE		5-2900
PROPERTY CON		5-3449
PHOTO LAB		5-2805
ETV BR		5-9183
CCTV SCHEDULING		5-2758

EDUCATION CENTER
ATZQ-DPT-E (Bldg 5009)

CHIEF	Mr Bush	5-3613
GUID COUNS	Mr Pouncy	5-3651
BSEP	Ms Lacy	5-3941
ARMY APP PROG	Ms Locke	5-2219
TSO	SFC Brewster	5-9288
SDT/APT TESTING	Ms King	5-1072
FAX		5-9320

CONTRACTORS

ACES RES CTR	Mr Newton	5-3256
ACES LEARN CTR	Ms Farmer	5-2925
DANTES TESTING	Ms Shipmon	5-3651

USAAVN DIVISION
ATZQ-DPT-M (Bldg 8007)

CURATOR	Mr Maxham	5-3036
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6TH WEATHER FLIGHT 18TH WEATHER SQUADRON
ATZQ-DPT-W (Bldg 30101, Calms AAF)

COMMANDER	CPT Zettlemoyer	5-8558
NCOIC	MSG(P) Martin	5-8397
DUTY FORECAST		5-8365
ADMIN	SGT Smith	5-8432

32 LIAISON OFFICE
LIAISON OFFICE AT FORT RUCKER
ATZQ-CS-LN (Bldg 802)

ACFT	Ms Prazmorsky	5-9766
FRENCH ARMY	LTC Cottard	5-3052
GERMAN ARMY	LTC Lemmermann	
ITALIAN ARMY	MAJ Garretto	5-9129
NETHERLANDS AF	MAJ Schuering	5-9236
AUSTRALIAN ARMY	LTC Patch	5-3715
BRITISH ARMY	LTC White	5-3715
CANADIAN FORCES	MAJ MacAlesse	5-3715
U.S. MARINE	LTC Coulton	5-2018

TRADOC

USAINSCOM	DSN 680-2009
CANADIAN	DSN 680-2804
GERMANY	DSN 680-3198
NETHERLANDS	DSN 680-3118
UNITED KINGDOM	DSN 680-2823
U.S. AIR FORCE	DSN 680-2542
U.S. MARINE CORPS	DSN 680-2738

33 AP
AVIATION PROPENSITY
ATZQ-AP (Bldg 3902)

CHIEF	LTC Johnson	5-8357
ASST CHIEF	MAJ McGee	5-2853
CO OFC MGT SEC	CPT Leary	5-2853
WG MGT SEC	CW5 Brown	5-3423
ENL MGT SEC	SGM Maurice	5-2389
FAX		5-2638

34 EEOO		
EQUAL EMPLOYMENT OPPORTUNITY OFFICE		
ATZQ-EEO (Bldg 8602)		
EEOO	Mr Harris	5-2240
COMPLAINTS		
MGR	Mr Helke	5-2081
SPC	Ms Warren	5-9219
FWPM	Ms Early	5-3378
BEPM	Mr Knighton	5-9558
AEP-M	Ms Delaney	5-2081
HEPM	Ms Ray	5-3012
ADMIN	Ms Smith	5-9558
EEO HELPLINE		5-2752
HEARING		
IMPAIRED		5-2388
FAX		5-9524

35 MPA		
MILITARY POLICE ACTIVITY		
ATZQ-MPA (Bldg 509)		
PROVOST		
MARSHAL	LTC Luftman	5-2810
SUPV POLICE OFF	Mr Hutcheon	5-2511
PROVOST SGT	SFC Reese	5-2511
CRIME ANAL/IMO	Mr Bue	5-2810
ADMIN SEC	Mr Hiett	5-3722
OPERATIONS BR	CPT Watson	5-3510
CIVIL LIAISON		
OFF	Mr Thornton	5-3020
DARE OFF	Ms Thomas	5-3273
TRAFFIC SEC	SSG Osborne	5-2175
PHYSICAL		
SECURITY	Mr Cavannah	5-1182
MP INVEST	SSG Simpson	5-2811
K-9 SECTION	SGT Green	5-6894
MP DESK		
(RECORDED)		5-2222
FAX		5-3890

A COMPANY, MPA		
ATZQ-MPA-CO (Bldg 807)		
COMMANDER	CPT Bellotti	5-3840
1SG	1SG Bonds	5-3877
OP/TNG	SSG Martin	5-3877
SUPPLY	SGT Sims	5-9580

36 DOIM		
DIRECTORATE OF INFORMATION MANAGEMENT		
ATZQ-I (Bldg 3906)		
DIRECTOR	Mr Leighton	5-2174
MGT ANALYST	Ms Adkison	5-2389
NCOIC/FREQ MGR	SFC Young	5-9095
FAX		5-3927

SUPPORT DIVISION		
ATZQ-IS (Bldg 3906)		
CHIEF	Mr Dyess	5-0010
(Bldg 1306)		
C. IMA MAINT BR	Mr Brewer	5-3800
NETWORK MAINT	Mr Smith	5-9037
TIER III MAINT	Mr Nelson	5-3845
TELEPHONE OP		5-2345
SUPPLY	Mr Payne	5-9224
C. TELE OP.		
MAINT. INSTALL		
BR	Mr Peckham	5-3700
ADP MAINT COR	Ms Guilmette	5-9344
TELE ACCOUNTS	Ms Strawder	5-3078
WORK ORDER		
CONTROL	Mr Young	5-2246

(Bldg 8020)		
C. ADMIN SVCS BR	Ms Yance	5-3709
FOIA/FORMS	Ms Spivey	5-3709
DIRECTIVES	Ms Grantham	5-3284
PUBS		
STOCKROOM	Mr Weeks	5-9282
PRINT CON OFC	Ms McLean	5-2086
WEEKLY BUL	Ms Spears	5-3284

(Bldg 4111)		
MAIL & DIST SEC	Ms Neal	5-3539
(Bldg 8014)		
TEXT ISSUE	SSG Flores	5-2002

INFORMATION CENTER		
ATZQ-IC (Bldg 3906)		
CHIEF	Mr Helms	5-1048
IMO	Ms Cogan	5-2010
PLANS, POLICY, & ARCH		
IMA PROC (AUTO/RM/P&P/VI)	Mr Odum	5-3807
MAA PROC (TELECOM)	Ms Williams	5-3842
END USER SPT	Ms Griffin	5-2335
PROFS/E-MAIL	Mr Haddock	5-2334
TECHNICAL SPT	Ms Howard	5-8038
	Ms Caudill	5-8038

OPERATIONS DIVISION		
ATZQ-IO (Bldg L2800)		
CHIEF	Mr Boothe	5-2213
ISSO	Mr Johnson	5-3707
C. SYS MGT BR	Mr Strickland	5-3940
AVN SYS		
DEV BEC	Mr Simmons	5-3840
ISSS	Ms Hix	5-2823
C. INFO PROC BR	Mr Brown	5-3101
CMPT OP	Mr Wood	5-3230
(Bldg 5208)		
VTC	Mr Dean	5-1081
(Bldg 141)		
TCC	Mr Beasley	5-3084

TELECOM CENTER		
TELEFAX		
DATA PROC CENTER		
TELEPHONE TROUBLE		
NETWORK MAINTENANCE		
VTC		

37 DPW		
DIRECTORATE OF PUBLIC WORKS		
ATZQ-DPW (Bldg 1404)		
DIRECTOR	COL Pierce	5-2113
DEPUTY DIR	Mr Sizemore	5-9511
NCOIC	SGM Varner	5-3025
MGT ANALYST	Ms Cooper	5-2318
ADMIN OFFICER	Ms Tinch	5-3040
HOT LINE	Ms Monk	5-3835
FAMILY HSG	Mr Goodson	5-1205
RESERVATIONS		598-5216
BILLETING	Mr McDaniel	5-2826
FAX		5-2318

BUSINESS MANAGEMENT DIVISION		
ATZQ-DPW-BM (Bldg 1404)		
CHIEF	Mr Spencer	5-9384
CUSTOMER SPT		
BR	Mr Webber	5-3545
DATA SYS BR	Ms Ray	5-3012
EMERG SVC		
ORDERS		5-9041

ENGR PLANS & SERVICES DIVISION		
ATZQ-DPW-PS (Bldg 1408)		
CHIEF	Mr Owens	5-2215
ENGR SERVICES	Mr Fleming	5-2983
MASTER PLANS	Mr Maxwell	5-2132
REAL PROPERTY	Ms Resacker	5-2184
CONSTR SVCS BR	Mr McMillan	5-2189
JOC BR	Mr Burton	5-9395

OPERATIONS & MAINTENANCE DIVISION		
ATZQ-DPW-OM (Bldg 1422)		
CHIEF	Mr Leatherwood	5-2988
ENERGY CONSV		
OFF		
UTILITIES BR	Mr Ladford	5-3427
FAO SPT		5-3837
MAINT BR	Mr Wells	5-3386
SELF-HELP/		
U-DO-IT	MSG Milliner	5-1233
EQUIPMENT & FURNISHINGS BR	Mr Page	5-2250

FIRE PROTECTION DIVISION		
ATZQ-DPW-FP (Bldg 5801)		
FIRE CHIEF	Mr Grammont	5-2911
NCOIC	SFC Wolf	5-2057
TNG OFF	Mr Cain	5-1387
FIRE INSPECTION	Mr Reeder	5-8584

ENVIRONMENTAL & NATURAL RESOURCES DIVISION		
ATZQ-DPW-EN (Bldg 1432)		
CHIEF	Mr Elsie	5-8588
ENVIRON BR	Mr Swift	5-2541
NAT RES BR	Mr Parmer	5-8383

38 DOL		
DIRECTORATE OF LOGISTICS		
ATZQ-DOL (Bldg 114)		
DIRECTOR	Ms Gille	5-3400
DEP DIRECTOR	Mr Swanstrom	5-3300
SGM	SGM Wallace	5-2730
FAX		5-2838

PLANS, OPERATIONS, RESOURCE MANAGEMENT DIVISION		
ATZQ-DOL-P (Bldg 114)		
CHIEF		
IMO	Mr Hinson	5-2781
STOCK FUND	Mr Tharpe	5-2947
ISSA	Mr J White	5-2988
MORTUARY AFF	Mr Rymer	5-2948
LOG MGT SPC	Mr C White	5-9181
INSTL SURVEY BD	Mr Jordan	5-3808
NCOIC	SSG Mixon	5-2841
		5-2748

SUPPLY AND SERVICES DIVISION		
ATZQ-DOL-SS (Bldg 411)		
CHIEF	Mr Heller	5-9178
GEN SUP SPC	Mr Kyser	5-2883
C. PROP		
CONTR BR	Ms Azar	5-9240
AFMS	Ms Brown	5-3403
AMMO SUPPLY		
POINT	Mr Kent	5-9013
STORAGE & ISSUE	Mr Harvey	5-2105
C. CIF BR	Mr Cultiver	5-9573
C. SERVICES BR	Mr Homer	5-3017
FOOD ADVISOR	Mr Vining	5-3017
LAUNDRY MGR	Mr Lee	5-3017
C. CIPBO	Mr Schmidt	5-9179
C. MAT MGT	Ms Mackey	5-3301
C. TISA	Mr Hallmark	5-9071
FAX		5-2440

MAINTENANCE DIVISION		
ATZQ-DOL-M (Bldg 5000)		
CHIEF	Mr Dyson	5-3401
EQ SPC	Ms Sweezey	5-2784
CONTRACTS	Ms Lincoln	5-3216
MAINT/MRO	Mr Miller	5-2512
C. PROD PLAN		
CON	Ms Edwards	5-3888
SUPPLY SEC	Mr Green	5-9514
C. COMM/ELEC	Mr Willis	5-3805
C. SPEC PURP EQ/		
TAC VEH	Mr Kelley	5-1083
C. SIM MAINT	Mr O'Donnell	5-8336
C. OMS SHOP	Mr Grimley	5-2976
C. PAQAB	Mr Bradshaw	5-3204
FAX		5-1049

AIRCRAFT LOGISTICS MANAGEMENT DIVISION		
ATZQ-DOL-AQ (Bldg 412)		
CHIEF/COR	LTC Francis	5-9354
C. MAINT		
SURVL BR	CPT(P) Soler	5-2011
C. MAT SYS		
MGT BR	Mr Caddell	5-2707
C. SUP SURVL BR	Mr Pascock	5-9088
OIC, CAIRNS AAF	CW4 Kagrta	5-8494
OIC, MAINT T/P	CW3 Olivera	5-8515
OIC, HANCHAY		
AHP		
OIC, LOWE AHP	CW3 Rodriguez	5-8210
OIC, ACFT COMP	CW4 Rice	5-4085
FAX	SFC Roberson	5-1180
		5-3717

TRANSPORTATION DIVISION		
ATZQ-DOL-T (Bldg 618)		
CHIEF	Mr Peoples	5-2410
C. MAT MOV/		
TML WHS BR	Ms Jewell	5-9070
C. PERS PROP/		
INSP BR	Mr Roberson	5-3118
INBOUND PERS		
PROP		
OUTBOUND PERS		
PROP		
C. PERS MOV BR	Ms Helms	5-2310
DEPENDENT TVL	Ms Allums	5-3143
UNACCOMPANIED		5-9018
PORT CALL	Ms Hargett	5-2203
C. TRANSPORT BR	Mr Blackwell	5-2611
C. BUS SEC	Mr Blackwell	5-3298
DRIVERS TEST	Mr Jones	5-3587
AIRLINE SATO	Ms Tindol	5-9034
TRAILWAYS BUS		598-2375
AIRLINE LEISURE		598-4436
FAX		5-3454
FAX, PERS PROP		5-2812

39 DOC		
DIRECTORATE OF CONTRACTING		
ATZQ-C (Bldg 116)		
DIRECTOR	Mr Polivka	5-3404
MGT ASST	Ms Brandon	5-3808
INFO MGT OFF	Ms Wrin	5-1067

CONTRACTING DIVISION		
ATZQ-CC (Bldg 116)		
CHIEF	Ms Wheeler	5-3407
A/C MAINT	Mr Craig	5-3183
FLT TNG/REFUEL	Mr Snelgrove	5-3407
COMMERCIAL		
ACTV	Ms Davis	5-3407
SERVICES ADMIN	Ms Smith	5-3894
SERVICES	Ms Moody	5-3407

DPW SUPPORT DIVISION		
ATZQ-DPW (Bldg 118)		
CHIEF	Mr Wagstaff	5-3894
CONST/SUPPLY	Ms Riley	5-3780
CONST/SUPPLY		
ADMIN	Ms Ritter	5-3478

PURCHASING DIVISION		
ATZQ-PS (Bldg 116)		
CHIEF	Ms Lemora	5-2411
CO/SUPPLY	Ms Troha	5-9138
CO/SERVICES	Mr Baldwin	5-3412

40 DHR		
DIRECTORATE OF HUMAN RESOURCES		
ATZQ-DHR (Bldg 115)		
DIRECTOR	Mr Rosenberry	5-2100
NCOIC	SGM Borges	5-3750

SINGLE FUND MANAGEMENT DIVISION		
ATZQ-DHR-SF (Bldg 115)		
CHIEF	LTC Pratt	5-2912
GOLF COURSE	Ms Sacuzzo	5-9539
BOWLING LANES	Mr Kelly	5-9503

HOSPITALITY BRANCH		
(Bldg 115)		
HOSPITALITY		
MGR		598-2426
OFFICERS' CLUB		598-2426
NCO CLUB		598-2491

FINANCIAL MANAGEMENT BRANCH		
(Bldg 115)		
CHIEF	Ms Friend	5-9089
DELINO ACCTS	Ms Ruppel	5-2108
NAF BUDGET		
ANALYST	Ms Smythe	5-1221
SOLICITATION		
CLERK	Mr McGhee	5-3802
MANAGEMENT		
ASST	Ms Harrell	5-3751
QUALITY ASSUR	Mr MacDonald	5-9089

COMMUNITY RECREATION BRANCH		
(Bldg 9205)		
CHIEF	Mr Henderson	5-3433
OUTDOOR		
RECREATION	Ms Phillips	5-4305
CRAFT CENTER	Ms Carrigan	5-9131
AUTO CRAFT		
SHOP	Mr Richters	5-9725
ITR/		
RESERVATIONS	Ms Lindsay	5-9517
EQUESTRIAN CEN	Ms Camarco	598-3384

SERVICES BRANCH		
(Bldg 115)		
CHIEF	Ms Andrews	598-4449
NAF		
PROCUREMENT	Ms Bludworth	5-3825
MARKETING	Ms Looceano	5-2292
SUPPLY	Mr Foster	5-9194
RRRP		5-8805

FAMILY SUPPORT DIVISION
ATZO-DHR-FS (Bldg 9204)

CHIEF Ms Blank 5-2341
AER Ms Moran 5-3643

CONS AFFAIRS/
FIN ASST Ms Jackson 5-3815

FAMILY MEMBER
EMPLOYMENT Ms Anderson 5-3649
INFO/REFERRAL Ms Mayo 5-2887
FAM ADV PROG 5-8887
OUTREACH Ms Brooks 5-8251

RELOCATION/
LEND HANGAR Ms Braun 5-8678
CHILD DEV CEN Ms Williams 5-3684
FAMILY CHILD CARE Ms Pulliam 5-1203

CHILD DEV SVC COORD Dr Joiner 5-1203

VOIC COORD/
FAMILY ACTION Ms Lindsey 5-2594
TEEN CENTER Ms Cole 5-2583
YOUTH SVCS DIR Mr Baldwin 5-9108

PHYS FITNESS CENTER Mr Jackson 5-8667
LIBRARY Mr Waltman 5-8772

DEPENDENT SCHOOLS Dr Stewart 598-6386
RED CROSS 5-2988
AAFES Mr Bencina 598-0241
UTIL CLEARING HOUSE Ms Case 598-4697

ALCOHOL/DRUG ABUSE PREVENTION AND CONTROL OFFICE
ATZO-DHR-AD (Bldg 3801)

CHIEF Mr Sorrells 5-2789
BIO CHEM TEST Mr Hunt 5-3044
CLINICAL DIR Dr Grims 5-1040
EAP COORD Mr Sorrells 5-1040
FAX 5-8319

EQUAL OPPORTUNITY OFFICE
ATZO-DHR-EO (Bldg 8803)

CHIEF MSG Braxton 2383

ARMY CAREER AND ALUMNI PROGRAM
ATZO-DHR-AC (Bldg 8801B)

TRANSITION SERVICES MGR Ms Escathery 5-1088
TRANSITION SERVICES SPC 5-2085

CIVILIAN PERSONNEL OFFICE
ATZO-DHR-CP (Bldg 8805)

CHIEF Mr Rosenberry 5-9015

C. EMPL SVC Ms Duncan 5-2312
PERS SYS MGR Ms Hicks 5-3055

(Bldg 8803)

C. NAF Mr Arnold 5-3053
C. TNG & DEV Mr Smith 5-2818
C. POS MGT & CLASS Mr Griffin 5-1255
C. MGT EMPL REL 5-2184
JOB INFO Ms Hicks 5-8555
24-HR JOB INFO RECORDING 5-9707

OFFICE OF MILITARY PERSONNEL/ADJUTANT GENERAL
ATZO-DHR-M (Bldg 5508)

ADJUTANT GEN Mr Wesley 5-3525
AG SGM MSG Herrell 5-3184
FAX 5-3631

MDD SUPPORT
ATZO-DHR-MZ (Bldg 5505)

CHIEF SGT Broughton 5-2284
SUPPLY SEC Mr Sarlis 5-1241

OFFICER MANAGEMENT
ATZO-DHR-MA (Bldg 5506)

CHIEF CPT Brown 5-3180
WO ASGM CW5 Kiesel 5-2370

PERSONNEL RETENTION
ATZO-DHR-MC (Bldg 211)

CHIEF MSG Mudry 5-8576

IN-SVC RECRUITER MSG Guthrie 5-3085

PERSONNEL MANAGEMENT
ATZO-DHR-MM (Bldg 5507)

CHIEF Ms Shirah 5-2918
IMO Ms Jones 5-1304
PERS AUTO SEC 5-3974

PERSONNEL MANAGEMENT/ TRAINEE-STU PROCESSING
ATZO-DHR-MQ (Bldg 5502)

CHIEF Ms Wilkinson 5-3488
STU MGT SEC Ms Bannefield 5-2177
STU RCDS SEC Ms Jenkins 5-1089
PROMOTIONS Mr Linton 5-3480
LEVY SEC Ms Gallimore 5-2177
MGT SEC (UMR) Ms Floyd 5-3488

PERSONNEL OPERATIONS
ATZO-DHR-MO (Bldg 5506)

CHIEF Ms Holland 5-2481
CASUALTY SEC SSG Finsall 5-8081
AWARDS 5-3318
CONGRESSIONALS Ms Heney 5-3318

PERSONNEL SERVICES
ATZO-DHR-MD (Bldg 5501)

CHIEF Mr Garcia 5-2780
C. RCDS/PROC Mr Watkins 5-2925
SUPV. RCDS Ms Helton 5-2780
EVAL SEC Ms Boetick 5-2780

CUSTOMER SERVICE/ID CARDS
ATZO-DHR-MG (Bldg 5504)

CHIEF Ms Waltman 5-2182
ID CARDS 5-2549

PERSONNEL PROCESSING
ATZO-DHR-ME (Bldg 5503)

IN/OUT PROC Ms Cochran 5-3885

RETIREMENT SERVICES/ TRANSITION SERVICES
ATZO-DHR-MH (Bldg 6806/6807)

CHIEF Mr Lane 5-9059
ASST CHIEF Ms Cotton 5-8739
TRANS PT Ms Devies 5-3097

41 DRCS
DIRECTORATE OF RESERVE COMPONENT SUPPORT
ATZO-DPT-RC (Bldg 117)

DIRECTOR COL Miller 5-1102
P&O SPC/RC LO Mr Conley 5-1149
STANDARDIZATION CW3 Griffl 5-1250
FAX 5-8014

SUPPLY DIVISION

CHIEF Mr Alberson 5-3208
USAR Ms Medley 5-1199
ROTC Ms Underwood 5-3355

42 NCOA
U.S. ARMY AVIATION CENTER NONCOMMISSIONED OFFICER ACADEMY
ATZO-NCA (Bldg 3705/3706)

COMMANDANT CSM Moore 5-1307
ASST COMDT MSG McCarrn 5-3588
OP BR SSG Carter 5-1311
SUPPLY BR SGT Williams 5-1308
FAX 5-1308

ANCOB BRANCH
(Bldg 3706)

CHIEF SFC Aguon 5-2382

BNOCB BRANCH
(Bldg 3706)

CHIEF SFC Moodt 5-2382

SGLS 5-1310
SGLS 5-1313

(Bldg 3807)

DEVELOP CELL MSG Davis 5-1305
CO (Bldg 3822) 5-3382

43 TSM LONGBOW
TRADOC SYSTEM MANAGER FOR LONGBOW
ATZO-TSM-LB (Bldg 512)

TSM COL Mitchell 5-8728
SR TECH ADV Mr Revale 5-2167
DEP TSM LTC Scates 5-8571
ASST TSM TNG MAJ Abjoun 5-2167
ASST TSM PERS CPT Lund 5-8080
ASST TSM MAINT CW4 Earwood 5-8080
SP ASST TO TSM CW3 Vandewert 5-8728
FAX 5-8728

TRADOC PROJECT OFFICE FOR APACHE HELICOPTERS
ATZO-TPO-A (Bldg 512)

ASST TPO-A CPT Williams 5-3408
FAX 5-8723

44 TSM KIOWA
TRADOC SYSTEM MANAGER OH-58D KIOWA WARRIOR
ATZO-TSM-KW (Bldg 512)

TSM OH-58D COL Ahearn 5-8808
ASST TSM LOG CPT (P) Modica 5-8872
ASST TSM PERS CPT Cumble 5-3742
ASST TSM TNG 5-8872
SYS INTEG ANAL CW3 Hardwick 5-3742
TECH EXPERT SFC Tompkins 5-8872
FAX 5-8148

45 TSM COMANCHE
TRADOC SYSTEM MANAGER RAH-66 COMANCHE
ATZO-TSM-C (Bldg 512)

TSM COL Gant 5-2180
DEP TSM ADV Mr Harrison 5-2180
ASST TSM SPT CW3 Sullivan 5-2180
ASST TSM TNG MAJ Hutzky 5-3505
ASST TSM OP 5-3505
INTEGRATION CW4 Bennett 5-3505
ASST TSM 5-3505
MANPRINT CPT Johnson 5-3505
ASST TSM T800 SFC Doughty 5-3505
FAX 5-8148

46 TENANT ACTIVITIES
U.S. ARMY SAFETY CENTER

CSSC (Bldg 4805)
SG Garret 5-8888

CG DEPUTY CDR/ COFS COL Hyatt 5-3075
XO LTC Griffin 5-9483
SGM SGM Mahone 5-3575
ADMIN SGT Davis 5-3005
OP/DUTY OFF LTC Royer 5-3410
FLT SURGEON COL Blough 5-2783
JUDGE MAJ Young 5-3888
ADVOCATE
ARNG LIAISON LTC Glasgow 5-2139
OFF LTC Phillips 5-2884
C. MGT OFC Mr Flowers 5-8132
DIR, PROGRAMS COL Wells 5-3888
ORSA/STATS LTC Fabry 5-2933
SYS MGT DIV LTC(P) Tucker 5-2820
AVIATION BR MAJ Newton 5-3788
GROUND TAC BR MAJ Atwood 5-2828
INVEST DIV LTC Royer 5-8882
TRAINING DIV Mr Dierberger 5-3887
POL, INST, & EVAL DIV Mr Greensaur 5-3789
DIR, INFO & SYS TECH Dr Hicks 5-8373
SYS ENRG DIV Mr Adams 5-3843
INFO TECH DIV Mr Darrow 5-2880
MEDIA MGT & PROD DIV Mr Pritchett 5-2082

OPERATIONAL TEST AND EVALUATION COMMAND (OPTEC) TEST AND EVALUATION COORDINATION OFFICE (TECO)

CSTE-COR (Bldg 3804) CAIRNS AAF

CHIEF MAJ Duke 5-8518
DEPUTY Mr Curry 5-8505
RDTE NCO 5-8416
ANSWERING MACHINE 5-8423
FAX 5-8428

ARL-HRED AVNC FIELD ELEMENT

AMSRL-HR-MJ (Bldg 514)

CHIEF Mr Armstrong 5-8089
ENGR PSYCH Mr Durbin 5-8089
FAX 5-2711

USA TRIAL DEFENSE SERVICE FT RUCKER FIELD OFC
(Bldg 406)

SR DEP COUNSEL CPT Stout 5-3819
FAX 5-8822

U.S. ARMY AVIATION TECHNICAL TEST CENTER
STEAT-CO CAIRNS AAF (Bldg 3808) & EDWARDS AIR FORCE BASE
OFFICE OF COMMANDER
STEAT-CO

COMMANDER COL Bergantz 5-8000
TECH DIRECTOR Mr McCrory 5-8001
SGM SGM Lake 5-8002
SAFETY OFF CW4 Johnson 5-8037
FAX 5-8005

ADJUTANT
STEAT-AD CPT Horne 5-8008

HEADQUARTERS COMPANY
STEAT-HC

COMMANDER CPT Horne 5-8008
1SG SFC Cullen 5-8152
PSNCO SGT Smock 5-8154

CUSTOMER RELATIONS
STEAT-TS-P

POC Mr Miller 5-8087
FAX 5-8240

TEST SUPPORT DIRECTORATE
STEAT-TS

DIRECTOR LTC Cole 5-8082

C. PLANS & SECURITY DIV Mr Miller 5-8087
C. RE: MGT DIV Mr Strain 5-8052
C. DATA SVCS DIV Mr Egerton 5-8223
C. MAINT & LOG DIV Mr Ford 5-8277
SECURITY OFFICE Mr Bruner 5-8290
FAX 5-8100

FLIGHT SYSTEMS TEST DIRECTORATE
STEAT-FS

DIRECTOR LTC Redington 5-8149
C. FLT TEST DIV A CPT Wheelock 5-8188
C. FLT TEST DIV B MAJ Skaggs 5-8179
C. FLT TEST DIV C MW5 Johnson 5-8244
C. ENGR TEST DIV Mr Stokes 5-8148

AIRWORTHINESS QUALIFICATION TEST DIRECTORATE
STEAT-AQ

DIRECTOR LTC Sharon 527-3801
CHIEF ENGR Mr Blaha 527-3801
C. FLT TEST OFC LTC Downey 527-4843
C. FLT TEST DIV A Mr Bender 527-8801
C. FLT TEST DIV B MAJ Williams 527-8611
C. FLT TEST DIV C MAJ Shubert 527-8540
C. OP DIV MAJ Reed 527-4848
C. DATA SVCS DIV Mr Diekmann 527-2808
C. MAINT & SUP DIV Mr Gasper 527-3481

U.S. ARMY AEROMEDICAL CENTER
HSXY-C (Bldg 301)

COMMANDER COL Kreutzmann 5-7359
SGM MSG Traylor 5-7388
FAX 5-7990

LYSTER U.S. ARMY COMMUNITY HOSPITAL ADMIN SERVICES

DEP CDR LTC Leggett 5-7362
C. AIR AMB DIV MAJ Raines 5-8428
C. INFO MGT DIV CPT Barrow 5-7428
C. LOG DIV MAJ Sandifer 5-7279
CDR, MED CO CPT Walker 5-3083
C. NUTRITION CARE 1LT Magers 5-7296
C. PAD CPT Carter 5-7999
C. PER DIV CPT Lee 5-2762
C. DEPT OF PLANS, ED, & TNG MAJ Giddens 5-7253
C. RES MGT DIV Ms Tarpley 5-7388

CLINICAL SERVICES

DEP CDR PATIENT ASST OFF C. COMM MENTAL HLT C. ENT C. DEPT OF MED C. DEPT OF NURSING C. DEPT OF SURGERY C. DEPT OF PATH C. DEPT OF RAD C. MED MGT DIV

LTC Silberman 5-7363
Mr Heaton 5-7229
COL Haryam 5-7026
MAJ Hubickey 5-7196
MAJ Beniquez 5-7045
COL Gustke 5-7342
COL Sisone 5-7310
MAJ Romero 5-7063
MAJ Lineberger 5-7156
Dr Goedert 5-7230
CPT Morton 5-7002
LTC Plizak 5-7115
CPT Hamlin 5-7178
CPT Payne 5-7373
LTC Tucker 5-7128

PREVENTIVE MEDICINE SERVICE

(Bldg 6801)

CHIEF COMM HEALTH NURSE ENVIRONMENTAL HEALTH INDUSTRIAL HYGIENE OCCUPATIONAL HEALTH

LTC Flory 5-2975
CPT Parham 5-2975
CPT Moser 5-2975
Mr Waller 5-2654
Dr Barber 5-2772

VETERINARY SERVICES

(Bldg 7204)

DEP CDR ANIMAL FACILITY

LTC Mobley 5-2159
CPT Stephens 5-9061

ARMY AEROMEDICAL ACTIVITY

DIRECTOR

COL Zarinczuk 5-7412

C. AEROMED STDS 5-7412
C. REV & DISP 5-7419
C. CONS SVC/REVIEW BD 5-7410

CO F, 58TH AVIATION REGIMENT

AFFR-ATS (Bldg 3920)

COMMANDER CPT Cockerham

1SG 1SG Halsey 5-2806
PSNCO SGT Dixon 5-2806
MAINT OIC CW2 MacDonald 5-8755

MAINT NCOIC SFC Robinson 5-9213
ASL NCOIC SSG Doby 5-2333
SUPPLY NCO SGT Townsend 5-3772
FAX 5-2519

DEFENSE PRINTING SERVICE

(Bldg 1012B)

PRINTING INFO Mr Brannon 5-2185
PRINTING INFO 5-2185
COMP ORDERS 5-2185

USAF

23D FLYING TRAINING FLIGHT

(Bldg 3806)

COMMANDER LTC Beatty 5-1207
OP OFF MAJ Harris 5-3089
C. PERSONNEL TSgt O'Boyle 5-3089

U.S. ARMY RESERVE CENTER

KNOX ARMY HELIPORT

COMMANDER COL McDowell 5-2331
FACILITY MGR LTC Onstine 5-2332
NCOIC MSG Threadgill 5-2682

HQ, 33D AVN GP (CBT)

COMMANDER COL McDowell 5-2331
EXECUTIVE OFF LTC Onstine 5-2332
SAFETY OFF CPT Cianfrani 5-3576
S1 SFC Duke 5-2328
S3 MAJ Smith 5-3002
S4 MAJ Clark 5-1146
FAX 5-9250

F CO, 214TH AVN REGT

COMMANDER MAJ Cameron 5-3718
EXECUTIVE OFF CPT Belobrajdic

PROD CON CW3 Pizzoulli 5-3718
UNIT ADMIN Ms Briscoe 5-3686

AVIATION SUPPORT FACILITY 187

SUPERVISOR Mr Wortmann 5-1063
FLT INSTR Mr Reini 5-3723

MAINT TEST PILOT Mr Collins 5-2796
FLT DISPATCH Mr Bowens 5-1211

COMPANY B, 6/189TH AVN REGT

OP OFF Mr Hermans 5-2413
UNIT ADMIN Ms Hall 5-1028

EQUIPMENT CONCENTRATION SITE 143 (O)

SUPERVISOR Mr Sullivan 5-9274
FOREMAN Mr Skinner 5-9084

IRA

SFC Green 5-9247

U.S. ARMY DENTAL ACTIVITY

HSBZ-DA (Bldg 4405)

COMMANDER COL Perry 5-1155
XO/DET CDR CPT Tucker 5-3251
1SG/SDNCO SSG Ferrer 5-9270
ADMIN NCO SPC Majszak 5-9270
FAX 5-3244

BROWN DENTAL CLINIC

(Bldg 4405)

CHIEF LTC Dusk 5-9249
NCOIC SSG Askew 5-2367

DENTAL CLINIC #2

(Bldg 301)

CHIEF LTC Kofford 5-7203
NCOIC SGT Hester 5-7204

U.S. ARMY SCHOOL OF AVIATION MEDICINE**HSBA-V (Bldg 301)**

DEAN COL Hope 5-7409
ASST DEAN LTC Sutton 5-7416
1SG SFC Nazario 5-7417
AEROMED OP DIV CPT Watson 5-7480
ED SPC Mr Moran 5-7445
ARMS LTC Sutton 5-7416

AEROMED ED MAJ Seay 5-7485
DIV FLT PHYS DIV MAJ Booker 5-7434
FAX 5-7084

MULTI MEDIA BRANCH**NGB-AVN-MMB (Bldg 5401)**

CHIEF CPT Cowart 5-2520
TNG SPC (AVN) 5-2520
TNG SPC (SAFETY) CW4 Turnpseed 5-2903
VISUAL INFO SPC CW3 Swihart 5-3134
AUDIOVISUAL

PROD OFFICER CW3 Hobbie 5-3134
MEDIA ASST Ms Hughes 5-2903
FAX 598-9536

AMEDD CENTER AND SCHOOL**DIRECTORATE OF MEDEVAC PROPENSITY****HSMC-FM (Bldg 514)**

DIRECTOR COL Novier 5-1168
DEP DIRECTOR LTC Rogers 5-1170
PLANS & OP OFF CPT Seale 5-1179
NCOIC MSG Yeager 5-1179
FAX 5-2917

AMC LOG ASST OFC**AMXLS-F-RU (Bldg 601)**

CHIEF Mr Young 5-3871
ACALA LAR Mr Garrett 5-3367
ATCOM (A1-64) Mr Weigshoff 5-3367
ATCOM (MULTI) Mr Mager 5-3871
ATCOM (TBP SPT) Mr Wilhelm 5-3367
ATCOM LIAISON

ENGR Mr Clancy 5-3189

CECOM LAR (AVIONICS/ATC) Mr Fontenot 5-3871
MRCOM LAR Mr Holcomb 5-3367
TACOM LAR Mr Hoy 5-3871
FAX 5-9098

FT RUCKER RESIDENT AGENCY**DEF INVS SVC (D41RU)****(Bldg 519)**

SA 5-1150
SA 5-2679
MESSAGE RECORDER 5-3579

ARI AVIATION R&D ACTIVITY**PERI-R (Bldg 5100)**

CHIEF Mr Gainer 5-8834
R&D COORD MAJ Kilne 5-3915
ADMIN OFF Ms Moring 5-2637
SIMULATION Dr Wightman 5-8873
AVN REQ Dr Wright 5-9161
PROGRAMMER Mr Murdock 5-3195
CAE

ELECTRONICS Mr Donker 598-1558
ANACAPA SCIENCES Dr Cross 598-6326
FAX 5-9025

DECA SOUTHERN REGION COMMISSARY**DECA/80/RUC (Bldg 9213)**

COMMISSARY OFFICER Mr White 5-2212
DEP COMM OFF Mr Lenett 5-3610
STORE MANAGER Ms Rogers 5-1175
MGT SPT SUPV Ms Taylor 5-9192
CUSTOMER SVC

MGR Ms Hardrick 5-9177
GROCERY DEPT MGR Mr Lunford 5-2003
MEAT DEPT MGR Mr Ward 5-9720
PRODUCE DEPT MGR Mr Prather 5-9711
FAX 5-3430

AAFES FORT RUCKER EXCHANGE**MS-GM (Bldg 9214)****ADMINISTRATIVE OFFICE**

GENERAL Mr Maxwell 598-0241
PERSONNEL MGR Ms Bonner 598-0242
SERVICES MGR Mr Alegria 598-0245
FAX 598-3296

MALL COMPLEX

MAIN STORE MGR Ms Perry 598-0221
FOUR-SEASONS Ms Gallimore 598-0251
FOOD ACT MALL Mr Clark 598-0256
FOOD ACT SNACKBARS

MCS Mr Leon 598-0270
TRIANGLE SHOP Ms Brown 598-0262
TROOP STORE Ms Balles 598-0277
AUTO PARTS/ TIRE STORE Ms Stanfill 598-0267

FILLING STA CLASS SIX SNACKBARS

CAIRNS Mr Leon 598-8771
LOWE Mr Leon 598-8912
HANCHEY Mr Leon 598-8279
SHELL Mr Leon 598-8213

BOWLING ALLEY

CHECK CON OFC Ms Wilson 598-0227
BURGER KING Mr Gentry 598-0220
TNG COORD Ms Odum 598-0285
MAINTENANCE Mr Cherry 598-0281
FURNITURE STORE Ms Perry 598-0216

DEFENSE REUTILIZATION AND MARKETING OFFICE**DRMO RUCKER****DRMO-ECCH (Bldg 1313)**

CHIEF Ms Culpepper 5-2275
WAREHOUSE Mr Escalfullery 5-2275
UTILIZATION Ms Fuller 5-2275
SALES Mr Faniel 5-2275
ENVIRONMENTAL Ms Tharpe 5-2278
YARD Mr McCall 5-3461
FAX

U.S. ARMY CORPS OF ENGINEERS**PORT RUCKER AREA ENGINEER****CEBAM-CD-SA (Bldg 613)**

AREA ENGINEER Mr Skipper 5-3444
ASST AREA ENGINEER Mr Little 5-3622
FAX 5-2036

TIMBER HARVESTING OFFICE**CEBAM-FR-TH (Bldg 611)**

RESIDENT FORESTER Mr Wise 5-2407

AVIATION MEDICINE CONSULTANT TO THE ARMY SURGEON GENERAL**SGPS-CPA**

AVN MED CON COL Blough 5-2783

FT RUCKER MI DETACHMENT**902D MI GROUP****IAGPA-B-RU (Bldg 5508)**

DIET CDR CPT Smulligan 5-3509
OP OFF CW2 Nelson 5-3945
FAX 5-3509

FT RUCKER RES AGCY**3D MP GROUP (CID), USAACIDC****CIRCA-RRU (Bldg 511)**

SAC SA Carr 5-2889
SR NCO SA Adamski 5-3109
DUTY AGENT 5-3106
FAX 5-9187

TMDE SUPPORT CENTER (TSC)**AMXTM-GB-ARU (Bldg 1011A)**

CHIEF Mr Edgar 5-3777
TMDE SHIPPING/RECEIVING Mr Smith 5-9512

U.S. ARMY AEROMED RSCH LAB (USAARL)**SGRD-UAC (Bldg 6901)**

COMMANDER COL Shanahan 5-6917
DEP COMMANDER 5-6913
EXECUTIVE OFF LTC Collins 5-6915
SPECIAL ACTIONS

OFF 5-6923
DET CDR/ADJ CPT Connell 5-6959
1SG SFC Cogdell 5-6909
PSNCO SGT Sippl 5-6940

DIR, AIRCREW DIR, AIRCREW PROT DIV

DIR, AIRCREW AND PLANS Dr Kimball 5-6861

DIR, AIRCREW DIR, AIRCREW PROT DIV LTC Levine 5-6862

DIR, AIRCREW PROT DIV LTC Mason 5-6804

DIR, AIRCREW PROT DIV MAJ Burke 5-6926

C. SCIENTIFIC SPT CEN Ms Hemphill 5-6907

BUDGET ANAL Ms Montgomery 5-6842

INFO/CO FAX 5-6920
5-6937

U.S. ARMY AUDIT AGENCY**WIREFRASS FIELD OFFICE****SAAG-CER-WFO (Bldg 601)**

MANAGING AUDITOR Mr Dewkina 5-3059
STAFF AUDITORS 5-3083
FAX 5-3089

GSA**FORT RUCKER FIELD OFFICE**

(Bldg 704)

MANAGER Mr Geohagan 5-1015
AUTO INSP Mr Henderson 5-1016

HELICOPTER SCHOOL**BATTALION****SCHOOL OF THE AMERICAS****ATZL-SAH-C (Bldg 30501, Calma)**

COMMANDER LTC Peraza 5-8359
XO MAJ Swezey 5-8524
CSM MSG Gonzales 5-8525
ADJUTANT CPT Ramirez 5-8537

BN 82/83**ATZL-SAH-CO (Bldg 30501, Calma)**

S2/S3 CPT Rodriguez 5-8391

BN SAFETY/STANDARDS/SMO**ATZL-SAH-SS (Bldg 30501, Calma)**

SAFETY OFF CW4 Maxwell 5-8525
STANDARDS CW4 Trampler 5-8531

HQ & HQ DET**ATZL-SAH-CH (Bldg 30501, Calma)**

CDR CPT Ramirez 5-8537
S4 SFC Pierre 5-8586

COMPANY A**ATZL-SAH-CA (Bldg 30501, Calma)**

CDR MAJ Barreto 5-8630

COMPANY B**ATZL-SAH-CB (Bldg 30501, Calma)**

CDR CW2 Cornejo 5-2169
NCOIC SFC Peretz 5-2361

**FORT RUCKER
DEPENDENTS SCHOOLS**

DASD (P&F&E) - DE-868 (Bldg 21037)
 SUPERINTENDENT Dr Stewart 598-8388
 PRN PRINCIPAL Ms Patton 598-4473
 ELE PRINCIPAL Ms Sutter 598-4408

**DEFENSE FINANCE AND
ACCOUNTING SERVICE
INDIANAPOLIS CENTER
DEFENSE ACCOUNTING
OFFICE - FORT RUCKER**

DFAS-IN/EM-TE (Bldg 8012)
 DAO Mr Jackson 5-3800
 OPERATIONS MSG Dalida 5-1800
 ADMIN Ms Smith 5-2088
 FAX 5-3884

QUALITY ASSURANCE

CHIEF Mr Griffin 5-3839

ACCOUNTING DIVISION

CHIEF Mr Traylor 5-9793
 ACCTG OP Mr Traylor 5-9039
 CONSUMER FUND Ms Hughes 5-9039
 REVOLVING FUND 5-9039
 ACCTS PAYABLE Ms Speed 5-9723
 C, INT CONT & ANAL Ms Pearson 5-3483
 C, MGT ACCTG Ms Coleman 5-3183
 SYSTEMS ACCTG 5-9788

DISBURSING DIVISION

DISBURSING Ms Adams 5-9281

PAY & EXAM DIVISION

CHIEF SFC Chandler 5-9798
 CIV PAY Ms Wilson 5-9773
 TRAVEL Mr Fayard 5-3281
 MIL PAY Ms Williams 5-9182
 CUSTOMER SVC Ms Watson 5-9495
 PAY INQUIRIES SSG Williams-Brown 5-9085
 RESERVE PAY SGT Dzjelga 5-9085
 PROCESSING Mr Boetick 5-3115

**TOTAL ARMY WARRANT
OFFICER CAREER CENTER**

ATZO-WCC (Bldg 5302)

DIRECTOR CW5 Helton 5-3888
 COMMANDANT CW5 Damron 5-3888
 OP OFF CW4 Gates 5-3453
 RESERVE COMP
 LIAISON CW5 Kloos 5-3778
 NG LIAISON MW4 Bouchard 5-3778
 RESERVE COMP
 TNG Mr Craig 5-3778

TRAINING DIVISION

(Bldg 5302)

C, ADV STUDIES
 BR CW5 Irwin 5-2788
 C, GEN STUDIES
 BR CW5 Flores 5-3288
 C, DIST ED Ms Bell 5-3887

**1ST WARRANT
OFFICER COMPANY**

ATZO-WCC-C (Bldg 5801)

COMMANDER CW4 Rayburn 5-3379
 1SG SFC Patton 5-3432
 SR TAC OFF CW3 D'Avanzo 5-2840
 (Bldg 5808)
 XO CW2 Coats 5-2088
 SUPPLY Ms Pickett 5-2088

**ALABAMA OSA COMMAND
FLIGHT DETACHMENT**

ANAV-ERA (Bldg 30501)

COMMANDER MAJ McCane 5-8884
 OPERATIONS OFF CW4 Boetick 5-8883
 SAFETY OFF CW3 Braman 5-8883
 MAINT OFF CW3 Williams 5-8833
 SUPPLY SGT Carthers 5-8884
 ADMIN OFF SFC Buchanan 5-8883
 STDS OFF Mr Potts 5-8883

**GENERAL
INFORMATION**

FOD (Nonduty Hours) 5-9405
 SDO (Nonduty Hours) 5-9405
 EEO Officer 5-2240
 Ambulance 5-7800
 Military Police 5-2222
 Post Shuttle 5-2364
 Emergency Utilities 5-6041
 Fire 911
 FAA Air Tfc Rep 5-8580
 Def Contr Audit Agency 5-2907
 ARNG Stdz Adv 5-2770
 Dr, American Red Cross 5-1101
 Hospital Emerg Room 5-7900
 Ft Rucker National Bank 598-2401
 Amn Cen Fed Credit Union 598-4411
 U.S. Post Office 598-6446
 Post Locator 5-3158
 Health Benefits Advisor 5-3594
 Officers' Club 598-2426/2427/2428
 NCO Club 598-2493/2491
 Emergency Operations Center 5-9776

DSN NUMBERS

FT RUCKER INFO 558-1110
 HQ, FORSCOM 387-XXXX
 HQ, TRADOC 880-XXXX

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DUTY HOURS

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COMMERCIAL NUMBERS

AC 205-255-XXX

FIELD OFFICER OF THE DAY

5-3400/5-9405

STAFF DUTY OFFICER/NCO

5-3400/5-9405

**FREQUENTLY CALLED
NUMBERS**

APPENDIX IV

LIST OF APPENDED DOCUMENTS

The following list comprises some of the documents collected by the Aviation Branch historians relative to calendar year 1994. The documents are located in the annual command history section of the archives of the Aviation Branch History Office. The documents are organized, for the most part, according to provenance, i.e., the directorate/office from which the documents were obtained; this list is similarly organized. Some documents were collected by the historians individually and from various sources. These are organized by the chapter of the 1994 history to which they relate. Some of the documents in this list are not cited in the 1994 annual history. Documents that are enclosures of other documents are filed together with the cover document and are generally not listed separately in this appendix.

A. COMMANDING GENERAL CORRESPONDENCE FILE

1. Memo, Maj. Gen. Ronald E. Adams to distr, 22 Dec 94, subj: Martin Luther King Jr., Commemorative Program, 13 January 1995 (1 pg).
2. Ltr (1st End), Maj. Gen. John D. Robinson to U.S. Army Center of Military History, 24 Feb 94, subj: Brigade Redesignation (1 pg).
3. Memorandum of Understanding Between USAAVNC, U.S. Army Ordnance, Munitions and Missile Center, and U.S. Army Signal Corps Center, 19 Feb 94, subj: Realignment of Proponency of Branch and Personnel Functions of Military Occupational Specialties (MOSs) 86L, 68Q, 68R, and 93D (13 pgs).
4. Memo, Maj. Gen. John D. Robinson to Director, Peninsula Civilian Personnel Support, subj: Designation of Director, Peninsula Civilian Personnel Support ACTivity (PCPSA) to Act for the Commander, U.S. Army Aviation Center (USAAVNC), Fort Rucker, Alabama (2 pgs).
5. Memo, Maj. Gen. John D. Robinson to Commander, U.S. Army Training and Doctrine Command (ATTG-AZ), 6 Jul 94, subj: Aviation Branch Training Realignment (1 pg)
6. Msg, Cdr USAAVNC (ATZQ-CG) to Cdr TRADOC (ATRM-B), subj: TRADOC Resource Imperatives (2 pgs).
7. Msg, Cdr USAAVNC (ATAQ-CG) to Cdr USASCAC (ATZL-CG), subj: Relocation of 67-Series ADvanced Noncommissioned Officer Course (ANCOC) from Fort Eustis, Va to Fort Rucker, Al (2 pgs).
8. Memo, Maj. Gen. Ronald E. Adams to Commander, U.S. Army Training and Doctrine Command, 10 Nov 94, subj: FY 95 Aviation Training Program (2 pgs).
9. Memorandum of Understanding Between U.S. Army Aviation Technical Test Center and USAAVNC, 13 Jan 94, subj: Storage and Parking of H-3 Helicopters (2 pgs)
10. Ltr (1st Ind) Maj. Gen. John D. Robinson to Assistant Commandant, USAALS, 7 Jan 94, subj: Aviation Logistics Combat Service Support (CSS) 1994 Battle Lab Initiative (3 pgs)
11. Memo, Maj. Gen. John D. Robinson to Dr. Herbert K. Fallin, Jr., Office of the Assistant Secretary for Research, Development and Acquisition, 23 Mar 94, subj: Aviation Simulation Requirements for Distributive Interactive Simulation (DIS) Participation (2 pgs).

12. Memo, Maj. Gen. John D. Robinson to Commander, U.S. Army Training Support Center, 7 Mar 94, subj: Commercial Training Device Requirement (CTDR) for Initial Entry Rotary Wing (IERW) Aviator Training Helicopter TH-67 Air Conditioners (1 pg).
13. Memo, Maj. Gen. John D. Robinson to Commander, U.S. Army Training and Doctrine Command, 2 Mar 94, subj: Request for Change of TRADOC's Policy on Instructor Pilot Training Selection (2 pgs).
14. Memo, Maj. Gen. John D. Robinson to Commander, U.S. Army Safety Center, 15 Feb 94, subj: Aviation Restructure Initiative (ARI) PErsonnel Implementation Plan (PIP) (2 pgs).
15. Memo, Maj. Gen. John D. Robinson to Director, National Simulation Center, U.S. Army Combined Arms Command, 13 Jan 94, subj: SIMNET Simulators for TRADOC Battle Labs (2 pgs).
16. Memo, Maj. Gen. John D. Robinson to Brigadier General John F. Michitach, Commander, Simulation, Training, and Instrumentation Command, 17 May 94, subj: AVCATT (1 pg).
17. Memo, Maj. Gen. John D. Robinson to Commander, U.S. Army Combined Arms Command-Training, 14 Apr 94, subj: Combat Training Centers Instrumentation System (1 pg).
18. Memo, Maj. Gen. John D. Robinson to Commander, U.S. Army Training and Doctrine Command, 21 Jul 94, subj: U.S. Army Operational Concept for Army Airspace Command and Control (A2C2) (1 pg).
19. Memo, Maj. Gen. Ronald E. Adams to Mr. Daniel J. Rubery, Executive Director, Integrated Material Management Center, Aviation and Troop Command, 17 Aug 94, subj: UH-60 Mission Capable (MC) Rate (1 pg).
20. Msg, Cdr USAAVNC (ATZQ-CG) to Cdr USATWO (AFKD-TRA-O), subj: Fiscal Year 95 Army Aviation Standardization Assessment Schedule (2 pgs).
21. Study Plan, Army Aviation Air-to-Air Capability Analysis, 4 Oct 94 (1 pg).
22. Memo, Maj. Gen. Ronald E. Adams to Commander, U.S. Army Armor Center, 31 Oct 94, subj: Aviation Cocnept for Participation in Advanced Warfighting Experiment (AWE 95) - Focused Dispatch (1 pg).
23. Memo, Maj. Gen. John D. Robinson to Lt. Gen. John B. Miller, Commanding Genera, U.S. Army Combined Arms Command, 2 Mar 94, subj: U.S. Army Operational Concept for Aviation (1 pg).
24. Concurrence Form, Aviation Mission Planning System, Process Action Team, Charter Approval, 16 Mar 94 (1 pg).
25. Memo, Maj. Gen. Ronald E. Adams to Maj. Gen. Larry G. Lehowicz, Deputy Chief of Staff for Combat Developments, U.S. Army Training and Doctrine Command, 23 Sep 94, subj: Light Utility Helicopter (LUH) Capability Mission Need Statement (MNS) (1 pg).
26. Memo, Maj. Gen. Ronald E. Adams to Project Manager Joint Surveillance Target Attack Radar System (Joint STARS), 23 Sep 94, subj: Army Aviator as Full-Time Crew Member of E-8C Aircraft (1 pg).
27. Memo, Col. Robert M. Stewart to CG USAAVNC, 19 Jul 94, subj: Multiple Mission Medium Tactical Trnasport (M3T2) Mission Need Statement (MNS)--ACTION MEMORANDUM (10 pgs).
28. Memo, Maj. Gen. John D. Robinson to distr, 3 Jun 94, subj: Aviation Restructure Initiative (ARI) Update (1 pg).
29. Memo, Col. Robert M. Stewart to CG USAAVNC, 11 Apr 94, subj: Comanche Force Development Testing (TDT) I: Request for Contract Offload Approval--ACTION MEMORANDUM (8 pgs).
30. Joint Operating Agreement Between HQ, DA, Deputy Chief of Staff for Operations & Plans Force Development Division and U.S. Army Aviation Center, 15 Aug 94 (9 pgs)

31. Paper (Forward), Maj. Gen. Ronald E. Adams, subj: Total Army Quality (2 pgs).
32. Memo, Maj. Gen. Ronald E. Adams to distr, 19 Aug 94, subj: Department of the Army Aviation Standardization Program and Areas of Interest for FY 95 (3 pgs).
33. Msg, Cdr USAAVNC (ATZQ-S) to AIG 898, subj: Aviation Branch Chief Congratulations (2 pgs).
34. Memo, Maj. Gen. Ronald E. Adams to distr, 31 Oct 94, subj: Commander's Aviation Accident Prevention Plan (14 pgs).
35. Memo, Maj. Gen. Ronald E. Adams to Aviation Leaders, 2 Nov 94, subj: Aviation Branch Safety Vistion (2 pgs).
36. Memo, Maj. Gen. Ronald E. Adams to Commander, U.S. Army Aviation and Troop Command, 20 Dec 94, subj: System Safety Risk Assessment (SSRA) for Operation of the CH-47 Helicopter with Parts Produced by Suppliers/Vendors That Have Not Yet Undergone Qualification Certification (5 pgs).
37. Memo, Maj. Gen. John D. Robinson to Director, TRADOC Contracting Activity, 9 May 94, subj: Acquisition Request for System Engineering and Technical Assistance Contract (1 pg).
38. Memo, Maj. General John D. Robinson to Commander, U.S. Army Training and Doctrine Command, 8 Jun 94, subj: Nomination of the SEcretary of the Army Small and Disadvantaged Business Utilization Award (1 pg).
39. Meeting Minutes, Total Army Quality (TAQ) Executive Steering Committee (ESC), 18 Aug 94 (3 pgs).
40. Memo, Col. David L. Ahearn to CG USAAVNC, subj: Aviation Mission Planning System (AMPS) as an "Army" Mission Planning and Rehearsal System (1 pg).

B. CHAPLAIN ACTIVITY OFFICE

1. Annual Historical Report, Chaplain Activity Office, CY 94 (5 pgs).
2. Report, Family Life, Current Programs/Programs Cancelled, 1994.
3. Yearly Report, Our Lady of Loretto Catholic Community, Fort Rucker, Alabama (9 pgs).
4. Chaplain Activity Office, Statistics, 1994 (1 pg).
5. Yearly Report, Army Community of Excellence, Protestant Religious Education (4 pgs).
6. Yearly Report, Catholic Religious Education (1 pg).
7. Information Brochure, Our Lady of Loretto CCD, Religious Center, Fort Rucker, 1994-95.
8. Report, Aviation Training Brigade Historical Data, Jan-Dec 1994 (1 pg).
9. Briefing Slides, Installation Chaplain Briefing (18 pgs)
10. Daily Bread Service Book (96 pgs).
11. Book Mark, Information on Religious Services, Chaplain Activity Office.

C. STAFF JUDGE ADVOCATE (OSJA)

1. Annual Historical Report, OSJA, CY 94 (5 pgs).

2. Labor Statistics - Fort Rucker (1 pg).
3. DA Form 4944, Report of Legal Assistance Services, 1 Jan 94-31 Dec 94 (3 pgs).

D. DIRECTORATE OF PUBLIC WORKS (DPW)

1. Annual Historical Report, DPW, CY 94 (14 pgs).
2. Basic Statistics, 31 Dec 94 (1 pg).
3. Status of Construction Report, Fort Rucker Area Engineer Office, Feb 95 (3 pgs).
4. Building Projects Lit, FY 94 (4 pgs).
5. JOC Contracts List, FY 94 (2 pgs).
6. Memo, Facilities Energy Summary, September 1994
7. Ltr (1st End), Col. Robert M. Fernandez to Commander, USAAVNC (ATZQ-DPW-OM), 7 Oct 94, subj: Facility Energy Goal, FY 94 (2 pgs).
8. List, Individual Submitting Data for DPW Division, CY 94 (1 pg).

E. DIRECTORATE OF LOGISTICS (DOL)

1. Annual Historical Report, DOL, CY 94 (5 pgs).
2. ALMD Daily Aircraft Status Report, 27 Jan 95 (2 pgs).
3. Computer Printout (list of aircraft by serial number and hours), DynCorp, 16 Jan 95 (34 pgs).
4. Computer Printout (Daily Aircraft Status Report), 19 Dec 94 (12 pgs).
5. Handwritten informal record of aircraft numbers, as of 26 Jan 95 (2 pgs).
6. Director of Logistics, Fund Status for: Installation Supply Operations; Obligated as of: 30 Sep 94, 11 Oct 94 (25 pgs).
7. DynCorp, Fort Rucker Division, Supply Statistics, 14 Dec 94 (9 pgs).
8. TRADOC Form 406-R, May 91, Traffic Activity Report, Jan-Dec 94 (4 pgs).

F. DIRECTORATE OF CONTRACTING

1. Memo, Gloria Wheeler to Aviation Branch Historian, 27 Feb 95, subj: Staff Historical Reports for 1994 Annual Command History (4 pgs).
2. C-12 Flight Training Services (AQC and Refresher Training for FY 95) (+Option Years), Contract No. DABT01-94-C-0064, Flightsafety International (300 pgs).
3. Fixed Wing Multi-Engine Qualification Course (FWMEQC), Flight Training Services, Contract No. 95-C-0073, Flight Safety International, Inc., FY 96 (206 pgs).
4. Operation, Maintenance, and Repair of the Fort Rucker Gunnery Range Complex, USAAVNC, Contract DABT01-94-C-0070 (180 pgs).

5. SF 30, Modification of Contract, DYNCORP, 1 Oct 94 (2 pgs).
6. SF 30, Modification of Contract, UNC Aviation Services, 1 Oct 93 (12 pgs).

G. TRADOC SYSTEM MANAGER LONGBOW

1. Annual Historical Report, TSM LONGBOW, CY 94 (3 pgs).
2. Memo, Col. Robert V. Mitchell to ATZQ-MH (Dr. Kitchens), 6 Mar 95, subj: Staff Historical Report for 1994 (1 pg).
3. Appointment Order, TRADOC Systems Manager-Longbow, 17 Aug 93 (1 pg).
4. Memo, Maj. Gen. Larry G. Lehowicz to HQDA (DAMO-FDR), WASH DC, 27 Feb 94, subj: Operational Requirement Document (ORD) for the Modernized Apache (1 pg).
5. Memo, Maj. Gen. John D. Robinson to Commander, TRADOC (ATCD-MV), 21 Dec 93, subj: Operational Requirements Document (ORD) for the Modernized Apache (1 pg).
6. Memo, Maj. Gen. Jay M. Garner to Commander, TRADOC (ATCD-MV), 21 Apr 94, subj: Longbow Weapon System and Modernized Apache Operational Requirement Document (ORD) Conversions (1 pg).
7. Memo, W. A. Owens to Chief of Staff, Army, 10 Nov 94, subj: Modernized Apache and Longbow Weapons System Operational Requirements Documents (1 pg).
8. Memo, W. A. Owens to Under Secretary of Defense (Acquisition and Technology), 10 Nov 94, subj: Modernized Apache and Longbow Weapons System (1 pg).
9. Memo, Maj. Gen. Jay M. Garner to Commander, TRADOC (ATCD-MV), 24 Apr 94, subj: Operational Requirements Document (ORD) for the AH-64A Apache (1 pg).
10. Memo, Lt. Col. William C. Durham to TSM-Longbow, ATZQ-TSM-LB, 26 Nov 94, subj: Letter of Agreement for Delivery of Validated Tactics Techniques and Procedures (TTPs) and Final Test Report (3 pgs).
11. Memo, Maj. Gen. Jay M. Garner to Chairman, Modernized Apache/Longbow Weapon System Test Integration Working Group (TIWG), 12 May 94, subj: Revised Critical Operational Issues and Criteria (COIC) for the Modernized APACHE/LONGBOW Weapons System (5 pgs).
12. VGT, AH-64 System Improvement Plan, 6 Dec 94 (2 pgs).
13. Report, TRADOC System Manager for Longbow Personnel Status, 31 Dec 94 (1 pg).

H. WARRANT OFFICER CAREER CENTER

1. Annual Historical Report, WOCC, CY 94 (4 pgs).
2. Program, Change of Command Ceremony, 1st Warrant Officer Company, 1 Jul 94.
3. Memo, CW5 David Helton to Institute of Heraldry, U.S. Army, 8 Apr 94, subj: Request for U.S. Army Flag Authorization (1 pg).
4. Ltr (1st End) CW5 David Helton to Director, Warrant Officer Career Center (ATZQ-WCC), 20 Apr 93, sub: Consolidation of AC/RC Warrant Officer Candidate Training (1 pg).
5. Memorandum, CW5 David Helton to CG, TRADOC (ATTG-ILO), 5 May 94, subj: Warrant Officer Candidate Course (3 pgs).

6. Position List, Warrant Officer Career Center, UIC: WOHOAA, 1 Oct 94 (2 pgs).

I. CHAPTER II FILE

1. Academic Records Data, CY 1944 (3 pgs).
2. Memo, Maj. Gen. Ronald E. Adams to Cdr, U.S. Army Training and Doctrine Command, 10 Nov 94, subj: FY 95 Aviation Training Program (2 pgs).
3. Message, CDR USAAVNC (ATZQ-CG) to CDR TRADOC (ATRM-B), 082004Z Dec 94, subj: TRADOC Resource Imperatives (2 pgs).
4. Memo, Lt. Col. Clarence R. Collins to All Aviation and Aviation Support Areas, 4 Oct 94, subj: Announcement Flier for USAARL Sunglass Verification Station (4 pgs).
5. Letter, Maj. Gen. John D. Robinson to Brigadier General Joe N. Frazar III, 3 Jan 94, subj: Aviator Flight Records (2 pgs).
6. Army Aviation Warfighting Bulletin, Vol 2, Issue 1, Mar 94 (4 pgs).
7. Army Aviation Warfighting Bulletin, Vol 2, Issue 2, Dec 94 (5 pgs).
8. Article, "ATB Commander discusses futdure of the brigade", Army Flier, 3 Jun 94.
9. E-Mail, SWANKD to All CDRS/DIRS, 21 Jul 94, subj: School Board Meeting (1 pg).
10. E-Mail, SWANKD to All CDRS/DIRS, 16 Sep 94, subj: School Board Meeting (1 pg).
11. E-Mail, SWANKD to All CDRS/DIRS, 21 Apr 94, subj: UPT Close Hold Study (1 pg).
12. Article, "Class completes trining with TH-67", Army Flier, 16 Sep 94.
13. Article, "Pilots begin training in TH-67 Creek", Army Flier, 4 May 94.
14. Article, "Program begins classes at Fort Rucker", Army Flier, 20 May 94.
15. E-Mail, POLIVKAP to All CDRS/DIRS, 2 Dec 94, subj: New Contract for FWMEQC (1 pg).
16. E-Mail, EDWARDS to All CDRS/DIRS, 15 Mar 94, subj: NTC 94-07 Preparation (1 pg).
17. E-Mail, LEARYW to XO/OPS Personnel, 3 Nov 94, subj: Army Aviation Experimental Test Polot Training Program (3 pgs).
18. Article, "Air Force pilot training at U.S. Army Aviation Center", Army Flier, 25 Feb 9.
19. Article, "Aviation Test Bed attracts Army National Guard", Army Flier, 4 Mar 95
20. Memo, Maj. Gen. John T. Robinson to Dr. Herbert K. Fallin, Office of the Assistant Secretary for Research, Development and Acquisition, 23 Mar 94, subj: Aviation Simulation Requirements for Distributive Interactive Simulation (DIS) Participation (2 pgs).
21. Article, "Link with Germany first for Army, Fort Rucker", Army Flier, 13 May 94.
22. Article, "Instructors play war games on JANUS", Army Flier, 18 Mar 94.
23. Article, "New Kiowa Warrior simulators arrive", Army Flier, 18 Nov 94.
24. Article, "Engineers endure obstacles, accomplish Columbian mission", Army Flier, 11 Mar 94.

25. Article, "Exercise evaluates post support", Army Flier, 11 Mar 94.
26. Article, "2-229th begins joint exercise", Army Flier, 1 Apr 94.
27. Article, "2-229th soldiers train on Longbow", Army Flier, 15 Apr 94.
28. Memo, Maj. Gen. John D. Robinson to Cdr, TRADOC, 2 Mar 94, subj: Request for Change of TRADOC's Policy on Instructor Pilot Training Selection (2 pgs).
29. Meeting Minutes, Total Army Quality, Executive Steering Committee, 18 Aug 94 (3 pgs).
30. Memo, Maj. Gen. John D. Robinson to distr, 4 Jan 94, subj: Total Army Quality (1 pg).

J. CHAPTER III FILE

1. Army Aviation Warfighting Bulletin, Dec 94 (5 pgs).
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15. The Comanche Courier, Issue 1, 1994 (4 pgs).
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24. Memo, Col. David L. Ahearn to CG, USAAVNC, subj: Aviation Mission Planning System (AMPS) as an "Army" Mission Planning and Rehearsal System (1 pg).
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2. E-Mail, GORDONE to BB, 9 Mar 94, subj: Black Employment Program Committee Meeting (1 pg).
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4. Memo, J. E. Escalfullery to distr, 10 Feb 94, subj: Army Career and Alumni Program (ACAP) Policy Change (3 pgs).
5. Memo, Col. Warren C. Edwards to distr, 18 Feb 94, subj: Installation Bio-Chemical Testing Program (1 pg).
6. Memo, Col. Warren C. Edwards to distr, 18 Feb 94, subj: Army Alcohol/Drug Abuse Prevention and Control Program (ADAPCP) (2 pgs).
7. Article, "Fort Rucker Battles Elements", Army Flier, 11 Mar 94.
8. Article, "Safety Day Stresses Awareness", Army Flier, 11 Mar 94.
9. E-Mail, LEIGHTOF to All CDRS/DIRS, 15 Mar 94, subj: Terminal Server and Gateway Relocation (1 pg).
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11. Memo, Col. Thomas W. Garrett to distr, 22 Dec 93, subj: Local Area Network (LAN) Property/LAN Management by the Directorate of Information Management (DOIM) (1 pg).
12. E-Mail, SAFETY to XO/OPS Personnel, 15 Mar 94, subj: Safety Standdown Day, 21 Mar 94 (1 pg).
13. Memo, Col. Thomas W. Garrett to distr, 3 Jan 94, subj: Command Aviation Officer (CAO) Policy, Policy for Minimum Crew Requirements (1 pg).
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15. Msg, CDR TRADOC to AIG 7573, 18 Jan 94, subj: Freeze on Filling GS-14 and 15 Positions (1 pg).
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95. E-Mail, PIERCEJ to All CDRS/DIRS, 8 Nov 94, subj: RCRA Compliance Inspection in December 1994 (2 pgs).
96. E-Mail, LLOYDK to All CDRS/DIRS, 12 Nov 94, subj: Smart Ways to Do Business (2 pgs).
97. E-Mail, LLOYDK to All CDRS/DIRS, 11 Nov 94, subj: FY 95 Budget Guidance (1 pg).
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3. Information Paper, TAZQ-TDS-D, 6 Dec 94, subj: FM 1-100, Army Aviation in Combat Operations (1 pg).

4. Information Paper, ATZQ-DTD-TDD, 12 Dec 94, subj: Aviation Doctrinal Manual Update (1 pg).

5. Information Paper, ATZQ-CDB, 6 Dec 94, subj: TAsk Force XXI ADvanced Warfighting Experiment (1 pg).

6. Briefing Slides, BG Boyd, Deputy Chief of Staff for Doctrine, 10 Jan 95, "Doctrine and Army Aviation" (34 pgs).

7. Briefing Slides, 10th Aviation Brigade, 10th Mountain, Operations UPHOLD DEMOCRACY, Sep 94-Jan 95; Operation CONTINUE HOPE, Dec 92-Mar 94 (35 pgs).

8. Briefing Slides, 10th Aviation Brigade, 10th Mountain, Operation UPHOLD DEMOCRACY (53 pgs).

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11. Information Paper, ATZQ-TDS-A, 1 Dec 94, subj: Aircraft Survivability Equipment (ASE) Training (1 pg).

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14. Briefing Slides, "Army Aviation at CMTTC" (14 pgs).

15. Briefing Slides, "JRTC, 1995 Brigade Commanders Conference, 10 Jan 95" (38 pgs).

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17. MILES AGES II, Distribution for Current Production Contract (by location and aircraft) (2 pgs)

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22. Briefing Slides, PERSCOM, "The PERSCOM Perspective, Aviation Branch -- Restructuring for the Future" (20 pgs).

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24. Briefing Slides, Aviation Branch Current Issues (8 pgs).
25. Briefing Slides, Enlisted Personnel Management Directorate, PERSCOM (21 pgs).

APPENDIX V

LIST OF ACRONYMS

AAAA	Army Aviation Association of America
AAF	Army Air Field
ABSO	Aviation Branch Safety Office
ACAP	Army Career and Alumni Program
AGES	air-to-ground engagement simulation
AIT	advanced individual training
ALSE	aviation life support equipment
AMC	U.S. Army Materiel Command
ANCOC	Advanced Noncommissioned Officers Course
APO	Aviation Proponency Office
AR	Army regulation
ARI	Aviation Restructure Initiative
ARNG	U.S. Army National Guard
ASI	additional skill identifier Management Office
ATB	Aviation Training Brigade
ATC	air traffic control
ATCOM	U.S. Army Aviation and Troop Command
ATTC	U.S. Army Aviation Technical Test Center
BASOPS	base operations
BNCO	Basic Noncommissioned Officers Course
CASCOM	U.S. Army Combined Arms Support Command
CG	commanding general
CID	U.S. Army Criminal Investigation Division
CMF	career management field
CPO	Civilian Personnel Office
CWEPT	cockpit, weapons, and emergency procedures trainer
CY	calendar year
DA	Department of the Army
DCA	Directorate of Community Activities
DCD	Directorate of Combat Developments
DGP	Directorate of Civilian Personnel
DES	Directorate of Evaluation and Standardization
DHR	Directorate of Human Resources
DOC	Directorate of Contracting
DOD	Department of Defense
DOES	Directorate of Evaluation and Standardization (USAALS)
DOIM	Directorate of Information Management
DOL	Directorate of Logistics
DOS	Directorate of Simulation
DOTD	Directorate of Training and Doctrine
DOTDS	Directorate of Training, Doctrine, and Simulation
DOTS	Department of Tactics and Simulation
DPS	Directorate of Public Safety
DPTMSEC	Directorate of Plans, Training, Mobilization, and Security
DPW	Directorate of Public Works

DRM	Directorate of Resource Management
DTLOMS	doctrine, training, leadership development, organizations, materiel and the soldier
EEO	equal employment opportunity
EEOO	Equal Employment Opportunity Office
EPA	Environmental Protection Agency
FORSCOM	U.S. Army Forces Command
FY	fiscal year
GAO	General Accounting Office
GPS	Global Positioning System
GS	government service
GSA	General Services Administration
HQDA	Headquarters, Department of the Army
HSB	Helicopter School Battalion (School of the Americas)
IERW	initial entry rotary wing
IG	Office of the Inspector General
IRAC	Internal Review and Audit Compliance Office
MILES	Multiple Integrated Laser Engagement System
MOS	military occupational specialty
MOSC	military occupational specialty code
MPA	Military Police Activity
NATO	North Atlantic Treaty Organization
NCO	noncommissioned officer
NCOA	Noncommissioned Officer Academy
ODCSOPS	Office of Deputy Chief of Staff for Operations
OMA	operation and maintenance, Army
OSJA	Office of Staff Judge Advocate
PAO	Public Affairs Office
PEO-A	program executive officer-aviation
PERSCOM	U.S. Army Total Personnel Command
PM AEC	Program Manager, Aviation Electronics Combat
RAH	reconnaissance attack helicopter
RIF	reduction-in-force
SIDPERS	standard installation/division personnel systems
SCLC	Southern Christian Leadership Conference
STRICOM	U.S. Army Simulation, Training, and Instrumentation Command
TADSS	training aids, devices, simulators, and simulation
TAQ	Total Army Quality

TDA	table of distribution and allowances
TOE	table of equipment
TRADOC	U.S. Army Training and Doctrine Command
TSM	TRADOC Systems Manager
UCMJ	Uniform Code of Military Justice
USAALS	U.S. Army Aviation Logistics School
USAAMC	U.S. Army Aeromedical Center
USAAMTA	U.S. Army Aviation Maintenance Training Activity
USAARL	U.S. Army Aeromedical Research Laboratory
USAATCA	U.S. Army Air Traffic Control Activity
USAAVNC	U.S. Army Aviation Center
USACAC	U.S. Army Combined Arms Center
USADCC	U.S. Army Dental Clinic Command
USAOMMCS	U.S. Army Ordnance Missile and Munitions Center and School
USAR	U.S. Army Reserve
USASAM	U.S. Army School of Aviation Medicine
USASCFG	U.S. Army Signal Center and Fort Gordon
USASC	U.S. Army Safety Center
USATCFE	U.S. Army Transportation Center and Fort Eustes
VERA	voluntary early retirement alternative
VSIP	voluntary separation incentive pay
WOCC	U.S. Army Total Warrant Officer Career Center

APPENDIX VI

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