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OFFICIAL PUBLICATION OF THE ARMY AVIATION ASSOCIATION OF AMERICA • JANUARY 31, 2000 • \$3.00



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The Army's second AH-64D Apache Longbow battalion has been certified combat ready after eight months of training by the 21st Cavalry Brigade at Fort Hood, Texas. The Fort Campbell, Ky.-based **2nd Battalion, 101st Aviation Regiment**, is equipped with 24 AH-64Ds.

The Air Force has selected the **Rockwell Collins** ARC-210 radio to meet Global Air Traffic Management requirements in the service's C/KC-135 fleet. Each aircraft will be fitted with two ARC-210s, the same system selected for Air Mobility Command's C-5s and C-17s, and deliveries were to begin in September.

The Army and **Sanders**, a Lockheed Martin company, have successfully completed major flight testing of the AN/AAR-57 Common Missile Warning System (CMWS). An Army UH-60 helicopter from the Aviation Applied Technology Directorate at Fort Belvoir, Va., carried aloft the CMWS and its sensors. In flights around Fort Eustis, Va., the CMWS was exposed to military and industrial ultraviolet sources, and signals were collected on a test and instrumentation package carried aboard the Black Hawk.

**Rockwell Collins** is developing a geo-location subsystem to provide position and navigational information for phase III of the Small Unit Operations Situational Awareness System, which will allow soldiers in the field to communicate, exchange files and conduct video conferences. The geo-location equipment will be integrated into an ITT mobile-communications terminal.

The Army has awarded a \$1.5 million "Fast Track" Small Business Innovative Research Phase II contract to **Electro-Radiation Inc. (ERI)**. The 24-month program will adapt portions of ERI's commercial, off-the-shelf radio frequency interference-mitigation technologies to specific RAH-66 Comanche requirements. ERI's research-and-development efforts are intended to enhance the anti-jam performance of the helicopter's GPS receiver.

**The Boeing Co.** has delivered the 100th AH-64D Apache Longbow multi-mission combat helicopter to the Army. Boeing is under contract to deliver 232 AH-64Ds through 2001, and is in final negotiations for an additional 298 Apache Longbows through 2007 as part of a second five-year, multi-year Army contract.

**FlightSafety International's Visual Systems Division** is introducing the next generation of VITAL visual-simulation systems. The yet-to-be-named system provides improved image quality and in-scene richness, with scene detail produced by up to 30,000 polygons per channel. The new system also supports emerging alternative display-system technologies, including fixed-matrix and progressive-scan systems. Initial installations of the new system will occur during the last quarter of 2000, with the first examples going to the Air Force/Navy JPATS program.

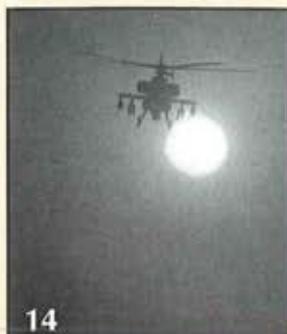
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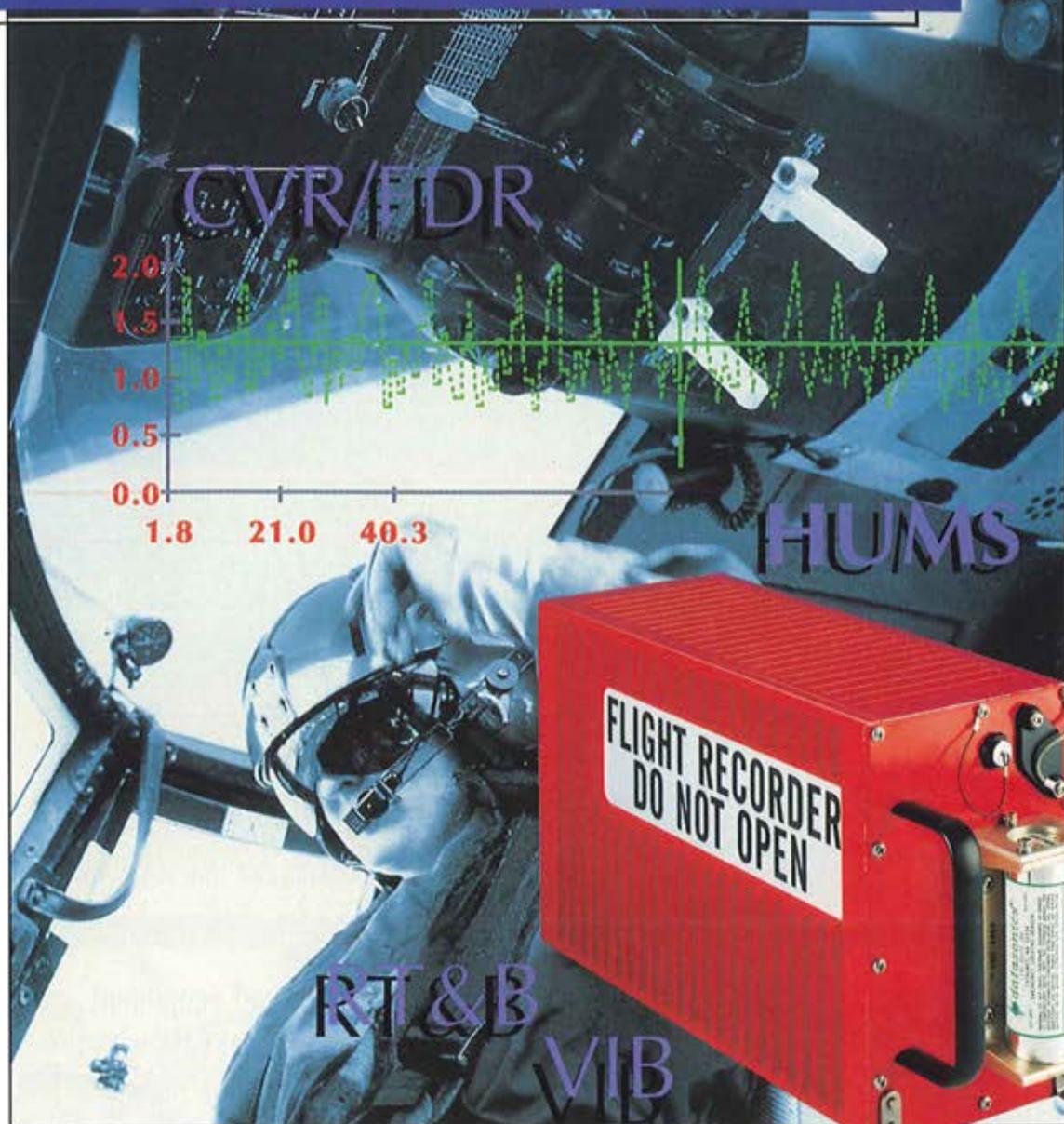
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ARMY AVIATION is the official journal of the Army Aviation Association of America (AAAA). The views expressed in this publication are those of the individual authors, not the Department of Defense or its elements. The content does not necessarily reflect the official U.S. Army position nor the position of the AAAA or the staff of Army Aviation Publications, Inc., (AAPI). Title reg<sup>®</sup> in U.S. Patent office. Registration Number 1,533,053. SUBSCRIPTION DATA: ARMY AVIATION (ISSN 0004-248X) is published monthly, except April and September by AAPI, 49 Richmondville Avenue, Westport, CT 06880-2000. Tel: (203) 226-8184, FAX: (203) 222-9863, E-Mail: aaaa@quad-a.org. Army Aviation Magazine E-Mail: magazine@quad-a.org. Website: <http://www.quad-a.org>. Subscription rates for non-AAAA members: \$30, one year; \$58, two years; add \$10 per year for foreign addresses other than military APOs. Single copy price: \$3.00. ADVERTISING: Display and classified advertising rates are listed in SRDS Business Publications, Classification 90. POSTMASTER: Periodicals postage paid at Westport, CT and other offices. Send address changes to AAPI, 49 Richmondville Ave., Westport, CT 06880-2000.

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# AVIATION FUEL INITIATIVES for the 21st Century

By Maj. Gen. Anthony R. Jones

*The size of today's battlefield is dependent on the speed of unit movement and the ability to supply units with fuel. To meet today's demands, the Army must seek innovative methods to insure the units have the fuel for a fast-paced force projection. Lessons learned during Operation Desert Storm and other stability and support operations indicate it has become a challenge for today's Army to provide fuel to units when and where they need it. The U.S. Army Aviation Center (USAAVNC) and U.S. Combined Arms Support Command (CASCOM) are working programs that will solve problems found on the battlefield.*

CASCOM is working with the U.S. Air Force Special Operations Command to validate the use of internal tanks on the C-17 Globemaster III as a fuel source, and to allow the transfer of fuel into Army helicopters using current standard refueling equipment. Soldiers from the 101st Airborne Division successfully demonstrated the capability to refuel Army aircraft from a C-17 at Fort Campbell, Ky. This successful demonstration of the C-17 to carry large fuel quantities — coupled with its ability to land on short, unimproved runways — provides the capability to support Army maneuver units during deep operations.

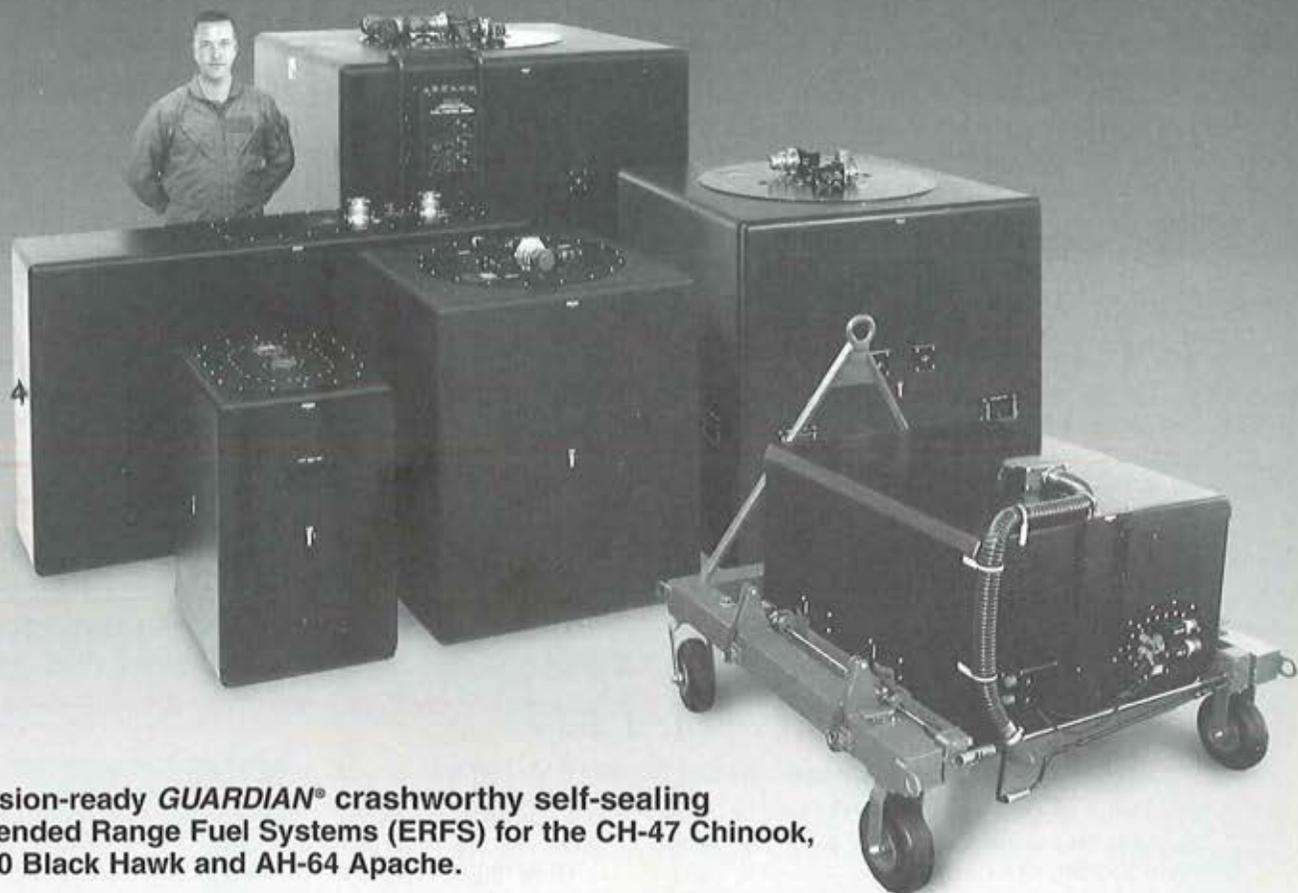
The Advanced Forward Area Refueling System (AAFARS) is a portable system that can be deployed forward in support of deep strikes. AAFARS can be inserted by UH-60 aircraft and put into operation by four personnel within 30 minutes. The system has a 250-gallon per minute (GPM) pump that provides fuel to four refueling points at a rate of 55 GPM at each point. AAFARS is designed to pump from four 500-gallon bladders or from any fuel source using standard

hoses and fittings. The AAFARS will replace the antiquated Forward Area Refueling Equipment (FARE) currently in use. The 101st Abn. Div. at Fort Campbell was the first unit equipped with AAFARS (FUE) in fiscal year 1999.

**Modernization of fuel equipment, coupled with new technology, provides commanders with the capability of accomplishing their mission of force projection and decisive operations.**

The CH-47D is the Army's workhorse, both carrying supplies and acting as a fuel tanker when fitted with four 600-gallon internal tanks. The 600-gallon pods also function as an internal fuel supply for ferry missions. The current tanks are not crashworthy and are not ballistic tolerant, which creates a safety hazard to the flight crews and the aircraft. The U.S. Army Aviation and Missile Command (AMCOM) is now replacing the old system with the Extended Range Fuel

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System II (ERFS II), a new crashworthy system that is ballistic tolerant. ERFS II has three 800-gallon tanks, pump and hoses for a two-point distribution system.

The aviation branch is also working the Remote Rearm and Refuel Deployable Distribution System (R3D2S), which will provide fuel from an UH-60 to a forward company of OH-58Ds. A scout attack mission requires more time on station than the OH-58D fuel capacity allows. The R3D2S consists of 230-gallon external fuel tanks, an electric fuel pump, a filter separator and a two-point standard hose-distribution system. A UH-60 with external tanks carries enough fuel to top off a company of OH-58Ds before returning for fuel itself.

AMCOM is working a replacement for the non-crashworthy 230-gallon extended-range fuel tank. The 230-gallon tank will be retrofitted with a crashworthy and ballistic-tolerant bladder. The bladder passed the current requirement for leakage during a 60-foot drop test last September. The current composite tanks were only tested from a height of 20 feet. AMCOM proceeded with research and development intended to provide tanks for ballistic testing last November and crash testing last December.

CASCOM is also working the feasibility of a Palletized Load System (PLS) Modular Fuel Farm

(MFF). This system consists of three separate 3500 fuel tanks mounted to a flat-rack. The pump module consists of a 350 GPM pump and filter separator also mounted on a flat-rack. The MFF can provide all the capabilities for a tactical fuel supply point. The PLS can remove the empty tank and replace it with a full tank without waiting. This reduces the current time required to deploy and recover a tactical fuel supply point. A feasibility demonstration was conducted in September. The PLS/MFF can be used to provide a tactical fuel supply point in locations where large quantities of storage are not required.

Matériel and combat developers from U.S. Army Training and Doctrine Command and CASCOM are working to find better methods of supplying fuel to units. Modernization of fuel equipment, coupled with new technology, provides commanders with the capability of accomplishing their mission of force projection and decisive operations. Without these new programs, units cannot dominate the battlefield.



*Maj. Gen. Anthony R. Jones is commanding general of the U.S. Army Aviation Center at Fort Rucker, Ala., and chief of the aviation branch.*



## Aviation Soldiers Put to the Test

by CSM Edward Iannone, Aviation Branch CSM, Fort Rucker, Ala.

The Army has soldiers spanning the globe, participating in a variety of missions.

One such soldier, a SSgt. Leonard, is currently serving as the first sergeant for the forward-deployed element of Task Force Able Sentry/Operation Allied Force.

It is well known nationwide that U.S. troops have been attempting to instill a peaceful environment in the Balkans without using massive force or losing American soldiers.

TF Able Sentry, a mission that the United States has been involved in since July 1993, is currently in place to monitor and report on activities along the Macedonia-Serbia border.

Allied Force involves roughly 31,600 U.S. personnel, and embodies the military objective to degrade and damage the military and security structure that Yugoslav President Slobodan Milosevic has used to depopulate and destroy the Albanian majority in Kosovo, according to Secretary of Defense William S. Cohen.

Leonard's duty positions during these hectic situations have shown his capacity to overcome situational hardship and carry out the required mission.

Not only does Leonard complete required tasks, he and his soldiers also manage to maintain an operational

readiness rate of 98 percent on three UH-60A aircraft.

While much is asked of a soldier, the satisfaction that comes from personal improvement and interesting objectives offers motivation to many.

Acting as the noncommissioned officer in charge during the invasion of the American Embassy in Skopje, Macedonia, he was responsible for providing aerial support to the Embassy and the ground force that resecured it.

During efforts to repatriate the three American soldiers taken on the Macedonian border, Leonard's experience and levelheaded manner turned extremely volatile situations into completed missions.

Many in the military would say that, above all, the Army values are key in overcoming today's hardships and training the soldiers of tomorrow.

Leonard has shown his commitment to the forces of his country with an unparalleled devotion to his duty, soldiers and unit.

While accomplishing the many tasks required of him, Leonard also mentored junior soldiers, enabling two to earn promotion to sergeant and one to win battalion soldier of the month.

By his unwavering leadership and guidance, he has set a standard that all his soldiers strive to reach.

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# Facing the Future's Challenges

By Maj. Gen. Julian A. Sullivan Jr.

As we stand at the dawn of the 21st century, and as I write for the first time as commander of the U.S. Army Aviation and Missile Command, I would like all of Army aviation's readers to know two things: First, you have AMCOM's commitment to excellence in product support and maintenance. Second, pulling together as an entire community, we will face future challenges vigorously and improve readiness consistently.

Those of us in the product support and maintenance business need to keep the focus on sustaining the aviation mission in this rapidly changing world. We can keep that focus on sustaining future materiel readiness by doing all we can — now — to assure near-term readiness.

One of the ways that we can keep that focus is to constantly seek cost-effective innovations. We will thus be able to make the best use of dwindling resources and personnel, and we will be able to sustain our combat power and readiness levels.

## Fleet Recapitalization

From my perspective and in my experience, sustaining combat power and readiness levels is directly linked to fleet recapitalization — a program that completely restores our airframes and components to a "zero-time" standard.

As you know, toward the end of last year we faced some real challenges with:

- CH-47 APUs,
- CH-47D transmission gears,
- AH-64A/D hanger bearings, and
- AH-64A/D accessory gearboxes.

Such events point toward the need for fleet recapitalization and full funding of the Component Improvement Program (CIP).

A fully funded CIP not only represents a great opportunity for our business partners, it is also a proactive "tool" that helps the entire Army aviation community. Last year the Air Force spent \$167 million on its CIP, while the Army spent \$4 million, \$400,000 of which went to the Apache. A quick look at the math tells you what needs to be done.

What's more, in the future we need to have a smaller logistics footprint. Reliability improvements will get us there by:

- devoting 25 percent of our science and technology dollars to enhancing weapon systems reliability;
- making system and component reliability a major award criteria for system upgrades and acquisitions;
- partnering with industry for technical expertise and spares underwriting;
- paying incentives for quality and creating long-term contracts with incentives;
- encouraging the development and submittal of good ideas; and
- establishing a data-collection program that facilitates reliability enhancements.

In terms of avoiding obsolescence, we need to plan for upgrades to avoid future dilemmas in which there are no replacement parts, either because technology has moved on to improved products or because vendors no longer exist. Take the home computer as a

great example: It's more cost-effective to purchase a new computer with a 500-MHz processor than it is to repair a 1990s-vintage computer with a 100-MHz processor.

Simply put, fully funded reliability improvement and obsolescence avoidance tools will give us a significant return on investment and orders-of-magnitude reductions in operation costs. These tools will also give us orders-of-magnitude increases in such performance measures as mean-time-between-failure rates. As our fleet continues to age, using these tools will become even more important and help us come to grips with:

- safety issues;
- preventing future fleet groundings;
- reducing mission aborts;
- reducing unscheduled removals;
- reducing maintenance, operating and support costs; and
- reducing spare-parts consumption.

## New Family Member

Corpus Christi Army Depot (CCAD) is now part of the AMCOM family, and we are going to lead the way in product support and maintenance. CCAD can truly become a world-class center of technical excellence through fleet and component recapitalization.

For example, CCAD and its industry partners will be involved in:

- the Extended Service Program;
- preplanned product improvements;
- technology insertion;
- zero-time overhaul, including all dynamic components on the AH-64D line;
- Replace, Inspect and Repair Only as Necessary (IRON) with reliability-centered maintenance;
- partnering with industry;
- the direct vendor delivery process being established with Sikorsky for transmissions and stabilators;
- engine IPT reviewing prime vendor initiatives with GE; and
- crash-damage kits being procured for UH-60, with eventual expansion to other airframes.

These programs can combine to have every airframe coming out of CCAD requiring no maintenance until its first scheduled phase maintenance.

Also, in recapitalization, we need to zero-time all future AH-64D



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Longbows. We need to seize this one-time opportunity and replace the dynamic components that will assure future readiness. Not zero-timing produces bills that come back to haunt us.

## Face to the Field

A recent readiness initiative is our AMC Logistics Center of Excellence (ALCOE) in Korea, which will rapidly provide supply, secondary-item repair support and limited major overhaul to help maximize readiness for Apaches, Kiowa Warriors, Black Hawks and Chinooks. The ALCOE provides consolidated management of in-country repair and expands depot repair capability for the T-700 engine. Enhanced readiness and enhanced transition-to-war maintenance capability are ALCOE benefits. Future ALCOE sites include U.S. Army, Europe; Fort Hood, Texas; Fort Bragg, N.C.; Fort Stewart, Ga.; and Fort Campbell, Ky.

**O**ur Logistics Assistance Representatives (LARs) continue to assist us in our worldwide mission of satisfying our number one customer — the soldier in the field. Additionally, our Contract Field Service Representatives (CFSRs) are full partners who help us to meet readiness challenges. Working with our LARs and CFSRs, our maintenance engineers and Project OLR members diagnose

problems and expedite repairs. They also provide us with the logistics intelligence that helps us to detect and correct negative trends in readiness.

We will look to our LARs and CFSRs even more in the 21st century.

One of the cost-effective innovations that we're looking for in the future is an Automatic Identification Technology (AIT) aid that will eventually become an automated DA Form 2410 to track aviation components. We expect AIT to help us increase reliability and identify the cost drivers that we need to manage for the achievement of higher efficiencies. Again, the result is enhanced readiness.

Another opportunity that needs to draw our focus is the Aviation Technology Corridor of Excellence (COE). Comprised of government, industry and academic partners, the COE will share information and identify ways we can maximize our science and technology (S&T) investment funds. That S&T funding will, in turn, aid our logistics efforts and help our project managers capitalize on their inherent readiness strengths.

Together with our industry counterparts, we can leverage mutual capabilities and competencies. In the future, it is combined strength and the wise investment of S&T money that will allow us to achieve our combat power and readiness goals.

Additionally, we will be looking to cost-effective innovations coming from the COE — which stretches from Tullahoma, Tenn., to Fort Walton Beach, Fla., with AMCOM and Team Redstone in the middle — to integrate the capabilities of multiple Department of Defense operations. The synergies available in this corridor present considerable technical competencies and excellent political influence, as well as joint opportunities and cost savings. We'll soon have a COE committee in place that is empowered to make investment decisions.

It's been about three months since Chief of Staff of the Army Gen. Eric K. Shinseki announced his vision and called for the Army to reduce its logistical footprint. His vision of having a combat-capable brigade anywhere in the world in 96 hours will have a direct impact on us in the product support and the maintenance business; we need to come up with new and better ways to sustain our weapons systems on future battlefields.

**T**he chief's vision — his challenge — is truly a paradigm shift. The Army aviation community needs to be fully engaged in this transforming process. For example, in order to be the strategically responsive and mobile force the chief has called for, we need to have a systems approach to equipment design. Simply put, common designs and off-the-shelf equipment reduce spare-parts stockpiles. Further, we need to hasten the move from four-levels of supply to two-levels of supply and maintenance.

In all of this, of course, we actively seek and encourage the support from our industry partners. Together, we can meet future challenges by having aviation systems that work and components that work for a long time.

We are poised for the future; we will stay focused on satisfying our number one customer: the soldier in the field!



*Maj. Gen. Julian A. Sullivan Jr. is commander of the U.S. Army Aviation and Missile Command at Redstone Arsenal, Ala.*



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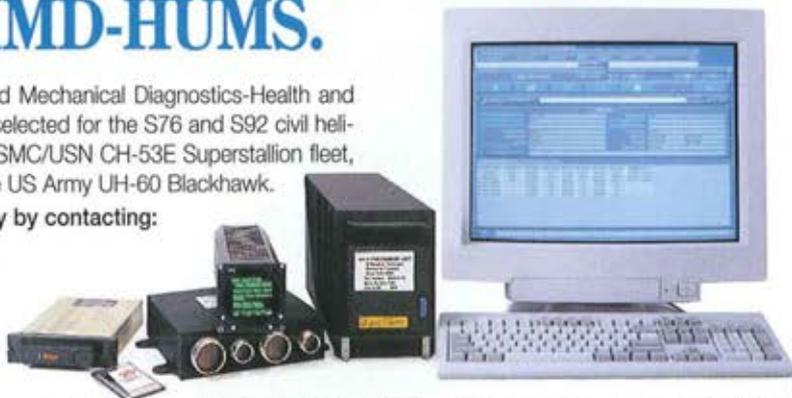


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# Sustaining **ARMY AVIATION** Through **Recapitalization**

By Maj. Gen. Charles C. Cannon Jr.  
and Mr. Christopher J. Lowman

The Army's responsibilities have expanded since the close of the Cold War to include missions extending from humanitarian assistance and disaster relief to peacekeeping and peacemaking. In some cases, soldiers supporting these operations are operating helicopters that are more than 30 years old and which are expected to operate for another 30 years. In an era of decreased modernization budgets, this increase in mission responsibility, coupled with an unparalleled peacetime OPTEMPO, has placed unusual pressure on the sustainment and modernization of Army equipment.

In light of these austere times, the Army has developed a strategy that encompasses two methods to modernize its aging fleet of aircraft: acquisition and recapitalization. The Army's Recapitalization Strategy can be achieved through extended service programs (ESP), preplanned product improvements (P3I), depot rebuild or technology insertion.

The depot rebuild requirement in the Army's Recapitalization Strategy consists of a zero time/zero mile maintenance process that includes the application of all approved outstanding MWOs/ECPs for systems that are to be retained in the force until fiscal year 2010 and beyond. This is referred to as the Sustainment Recapitalization Program. The program's primary focus will be on equipment, vehicles or aircraft that are not scheduled for modification, modernization or replacement. In addition, the depot rebuild program will support modification/upgrade programs by supplying a zero time/zero mile platform for modification. This approach addresses the total sustainment/modernization requirement a weapon system would undergo throughout its lifecycle. This program will be achieved through a combination of public/private partnerships wherever

possible, thereby helping to sustain the public sector in balance with the private.

The Army has defined the recapitalization standard in the latest revision of AR 750-1, "Army Materiel Maintenance Policies," as a complete end item total tear down and replacement or refurbishment of all expendable components, all aged components, reconditioning of structural components and the procedures identified for overhaul of the end item. It restores the item to a standard configuration installing all outstanding MWOs/ECPs in the process and allows for technology insertion. The recapitalization standard has been determined; the challenge becomes applying it to each of the different commodity groups.

For aviation assets in particular, the Inspect and Repair Only as Necessary (IROAN) concept employed today at the depot level is, in essence, a unique repair program for each aircraft inducted for depot-level repair. The set of skills employed or parts required for one tail number might bear little resemblance to the skills or parts required for another. During this process, the technician has little opportunity to hone a standard set of skills and employ them on each end item inducted. The lack of a standard in the IROAN process limits the ability of the maintenance activity to produce end items with a known useful life.

Recapitalization, on the other hand, provides a unique opportunity for the Army to define a standard set of tasks that will be performed on each aircraft

inducted for depot rebuild. The recapitalization process removes deteriorating components, standardizes the fielded fleet, takes advantage of modification application cost savings, minimizes obsolescence and renews the weapon system as a whole, providing the soldier a zero mile/zero time, reliable end item. The production of end items with a known useful life decreases the maintenance burden at both the AVUM and AVIM levels, helping to reduce the deployed logistics footprint. The recapitalization process migrates the existing depot programs from an inspections-based repair program to a production-type rebuild effort, allowing for efficiencies in Repair Cycle Time (RCT) and depot inventory reductions.

The movement from an inspection-based program to a production-based one drives a reduction in RCT and repair-parts inventory. A production-based program allows the depots to identify a standard set of parts and maintenance tasks required for each depot rebuild, thereby minimizing the uncertainty of an inspection-based pro-

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gram. The need to identify and pre-order long-lead-time items prior to induction is minimized, in essence eliminating the "guess work." The concept would employ prestaged "kits" scheduled for delivery in coordination with the rebuild program, allowing the depots to reduce the on-hand inventory and to order the right parts at the right time. Inventory reductions, coupled with skill efficiencies, provide significant leverage for RCT reductions.

The challenge facing the Army is adapting this standard to work in coordination with the phase-maintenance concept employed by the aviation community. The AH-64 Apache program provides a good example of the sustainment/modernization support the Sustainment Recapitalization Program would provide.

The Sustainment Recapitalization Program would institute a depot rebuild program in support of the AH-64A in the quantities required to support the Army's projected force structure through 2010 and beyond. The AH-64A is currently supported through a cyclic inspection process comprised of four 250-hour phase inspections. The phase-inspection

process assesses the aircraft at both the end-item and component levels, performing maintenance tasks as needed or scheduled replacement efforts. The current maintenance concept does not call for a depot rebuild of the aircraft, so the aircraft is never assessed as a complete unit. The Sustainment Recapitalization Program would schedule the aircraft to be inducted into the industrial facility at prescribed intervals. During this time the aircraft would undergo a complete end-item teardown, including components, providing a zero-time overhaul of the aircraft. The recapitalization process would install all outstanding MWO/ECPs, bringing the AH-64A fleet up to a standard configuration. In addition, this process opens up an opportunity for reliability centered technology insertion. The challenge for the aviation community is determining the correct interval for recapitalization.

The Sustainment Recapitalization Program would dramatically increase the depot-level repair work conducted on the AH-64A components retained for use in the AH-64D Apache Longbow. The current program calls for the installation on the airframe of such reliability improvements as the

vertical fin mount, bulkhead reinforcement, spider mounts and the tail boom slot closure. However, the airframe is not zero-timed during this process. The common components receive what is comparable to a 250-hour phase inspection, but again do not undergo a zero-time rebuild. Data indicate that more than 65 percent of the cost to operate the AH-64D can be attributed to common components. Using that as a backdrop, application of the recapitalization standard to the airframe and common components prior to modification to the Longbow variant would significantly reduce the Operating and Support (O&S) costs associated with the AH-64D. The recapitalization process will not only provide an Apache with enhanced warfighting capability, but will also provide a platform with an expected useful life.

Selected recapitalization candidates will undergo a data-collection effort to validate the Return On Investment (ROI). This strategy, exemplified by the Abrams Integrated Maintenance (AIM XXI) concept, will recapitalize a sample population of end items that will then be provided to a high OPTEMPO environment — such as Fort Rucker, Ala., for aviation assets — for testing and analysis in an operational environment. The data-collection efforts will document maintenance data for the recapitalized systems, providing the necessary data to measure the recapitalization process against the phase-maintenance process that is currently being conducted for the Apache. The U.S. Army Materiel Systems Analysis Activity will conduct the data-collection and validation efforts.

The modernization strategy will allow the Army to meet its current and future operational requirements with weapon systems that are both reliable and sustainable. This strategy will provide increased reliability at both the end-item and component levels, contributing to the vision of power projection with a reduced logistics footprint into the 21st century.



*Maj. Gen. Charles C. Cannon Jr. is the Army's deputy chief of staff for logistics. Mr. Christopher J. Lowman is an action officer in ODCSLOG's Maintenance Policy Division.*

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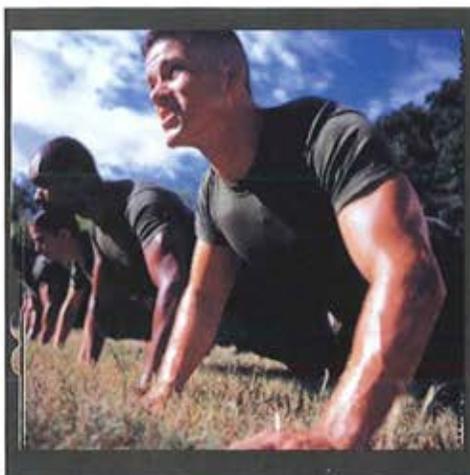
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# USAALS and VISION 2000

By Col. Louis Bonham

*"The USAALS will leverage future and emerging technology to ensure that we continue to provide highly motivated, world-class aviation maintainers and leaders to the total Army aviation force structure of the 21st century. Through the employment of the tenets of the Total Army School System (TASS), we will remain on the cutting edge of total aviation force integration, training, deployment and sustainment, wherever and whenever Army aviation is required. Dedicated to 'training the load,' we will ensure that the world's most modernly equipped and tactically and technically proficient aviation force is manned to the levels necessary to ensure maximum versatility, maneuver advantage and warfighting effectiveness, allowing it to influence all dimensions of the current and future battle space."*

The U.S. Army Aviation Logistics School (USAALS) at Fort Eustis, Va., vision, expressed above, will carry aviation maintenance and logistics training into the 21st century by providing the framework for quality individual training in support of aviation weapon systems.

Aviation force-structure changes and personnel management initiatives, coupled with reductions in the training base infrastructure, require the USAALS to reassess current training strategies. This reassessment will determine how to leverage emerging and existing technologies

within the boundaries of existing course lengths to yield a measurably more advanced apprentice in terms of systems knowledge, troubleshooting and logistics skills. Training and leader development provided to Career Management Field (CMF) 67 soldiers, as well as warrant officer armament and maintenance technicians, are the areas in which the USAALS can influence the process. The USAALS is focused as a pure training facility whose mission is to produce world-class, rotary-wing mechanics and logistics leaders for America's Army. Our training must be versatile, relevant and tailored to

support all components, and must span the continuum of combat, operations other than war, peace and humanitarian operations in joint and combined venues.

The tremendous advances in rotorcraft technology over the past 50 years have far outpaced needed changes in training techniques. Reciprocating engines and fan belts have given way to turbines and governors; wet lube bearings have been replaced by nonlubricated dry bearings; digital electronics and logic have replaced cumbersome analog/mechanical circuits. These advances have affected the ways in which we deploy, array and maintain this new technology on the battlefield.

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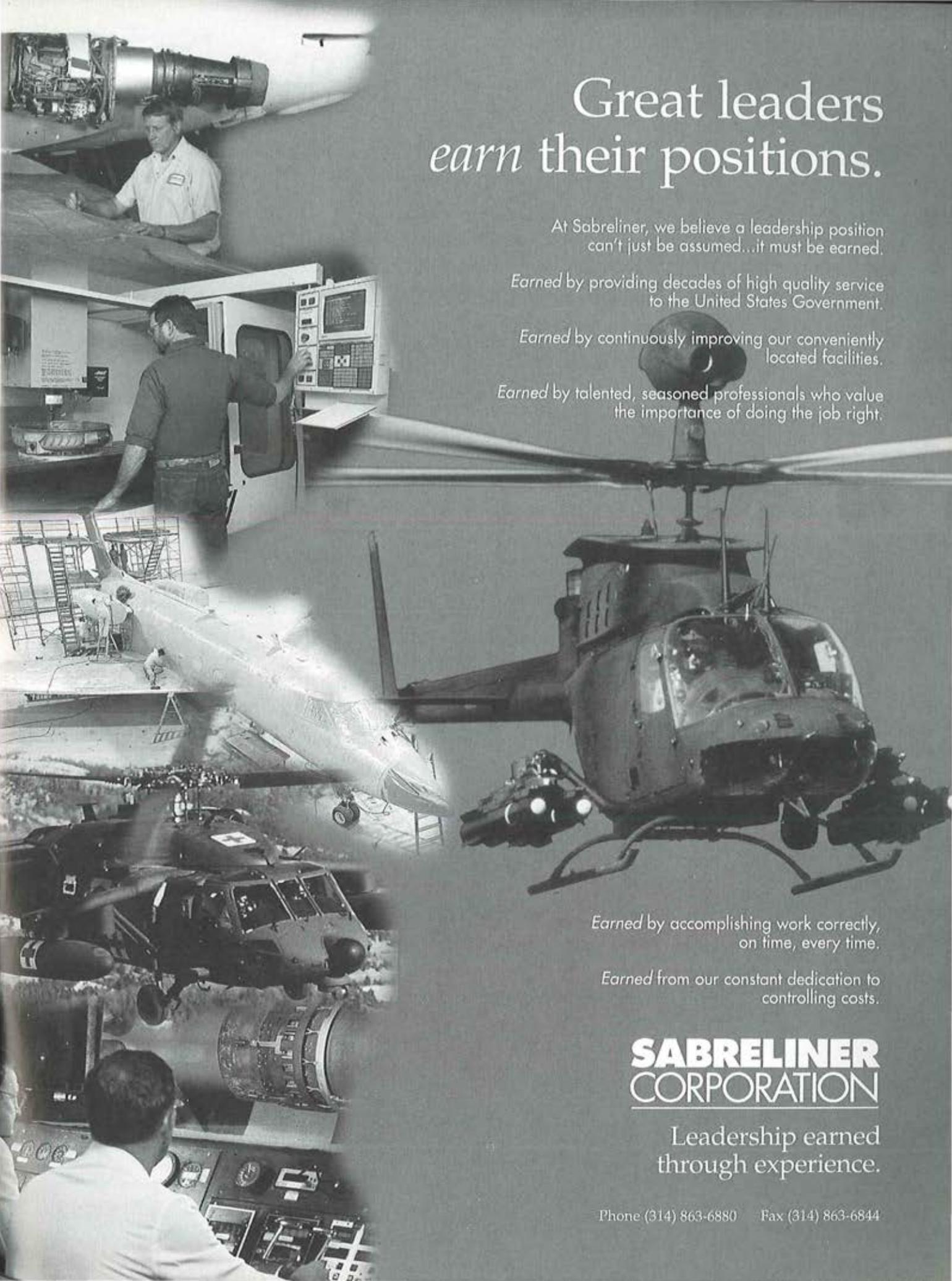
USAALS



TOE ARMY



What has not changed is the manner in which the material is taught to our soldiers. Throughout the last half-century, soldiers and leaders have been trained in the time-honored tradition of platform instruction by the venerable subject matter expert with the pointer, overhead projector and paper handouts, followed by hands-on reinforcement with trainer aircraft and devices. The future calls for a comprehensive suite of simulation, virtual reality (VR), interactive multimedia instruction (IMI) and computer-based/aided instruction that can be distributed worldwide. New training technologies can be leveraged to overcome the high cost of hardware, reduce the drain on the



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operational fleet (training base aircraft), and keep pace with configuration changes through software upgrades, while maintaining realism.

This investment in technology will provide an integrated Advanced Learning Environment (ALE) that will provide incalculable payback in terms of critical-skill capability, economy and efficiency, while greatly reducing the academic attrition associated with more conventional means of instruction. This now makes computer literacy a prerequisite to learning. Exportable multime-

take another look at our CMFs and military occupational specialties (MOSs). We will move from an MOS structure of multiple system- and sub-system-specific MOSs to one of consolidation focused on a specific airframe. The 67-series repairers will take on many airframe tasks currently associated with the 68-series MOSs. At the same time, 68-series soldiers will consolidate and broaden their scope to encompass many tasks that are now treated as discrete specialties in multiple MOSs. The MOS consolidation efforts will develop robust mas-

associated with classroom of the future, distance-learning partnerships between traditional and nontraditional customers, and by technology infusion into the existing and programmed training structure.

The realignment of the bulk of reserve-component aviation units to the Army National Guard and the increased role of the Total Army School System (TASS) will significantly change the way we develop and distribute training. The primary aviation nonresident training sites are within two geographical regions of TASS - the Eastern ARNG Aviation Training Site (EAATS) and the Western ARNG Aviation Training Site (WAATS). Implementation of TASS allows for more standardized training and a better link between the USAALS, EAATS and WAATS. Development of Total Army Training System - Courseware (TATS-C) will also challenge the way training is conducted.

Sufficient numbers of training devices are the hurdles that we have been unable to leap to date. We now have technologies that will allow us to project training to remote sites at an acceptable level of realism and quality not available under past and current training methods. A new training strategy aimed at raising the competency of aviation soldiers, leaders and logisticians to a world-class standard is critically needed.

The diverse missions of joint warfighting and worldwide peacemaking, peacekeeping and humanitarian operations require us to have the most ready and deployable force ever. To ensure readiness requires an investment in the tools and technologies available for world-class maintainers and sustainers to operate at high OPTEMPOs with limited backup at critical periods in the campaign. Only through visionary focus and bold execution can training technologies be leveraged to provide the edge required for total success in all spectrums of joint and combined operations. Training is the investment that ensures victory.



*Col. Louis Bonham is the assistant commandant of the U.S. Army Aviation Logistics School at Fort Eustis, Va.*

## *The diverse missions of joint warfighting and worldwide peacemaking, peacekeeping and humanitarian operations require us to have the most ready and deployable force ever.*

dia job aids and extension training modules, combined with distance learning hosted on commercially designed PCs, will provide just-in-time training for maintenance, logistics and sustainment. Accomplishing this will require the establishment of a framework to identify, explore, insert and leverage training technologies, new concepts and emerging doctrine.

The development and support of a wide area network (WAN) focused on maintenance and logistics is required if we are to remain on the leading edge of technological advancement. This WAN would be similar in nature and operation to existing commercial systems (such as America On Line). Its subscribers would be training developers from industry and other services, maintainers and logisticians in the field, AMCOM and PEO agencies, STRICOM, foreign military sales clients and others. Users would log on and draw down updates to training media and technical manuals; safety-of-use, maintenance advisory and safety-of-flight messages; concepts, doctrine and anything else deemed relevant to maintenance and sustainment, and support to Army Aviation. Through leveraging of TRADOC's "University After Next" initiative, this concept for training is within reach today.

Modernization and complexity of weapon systems will also require us to

ter mechanics and at the same time reduce the number of aviation maintenance occupational specialties within Army aviation. This will require scrutiny of existing doctrine and logistics concepts to ensure that the appropriate mix for support and sustainment is in place and maintained.

The full implementation of the Aviation Restructure Initiative (ARI) indicates that there will be increased and competing demands for the already scarce inventory of skilled aviation NCOs. Availability of NCOs as instructors will decrease. The requirements of the Army in the field will and must take precedence over the needs of the schoolhouse. The student loads in the Army Training Resource and Requirements System (ATRRS) will remain constant into the 21st century as resources - in terms of time and dollars - are reduced. The school challenge is to maximize the available contact hours in order to produce the most highly skilled maintenance soldiers possible at both the IET and BNCOC levels. Existing teaching methodologies will not compensate for the loss in one-on-one instructor expertise. Only through an investment in ALE comprised of multimedia training products - as well as distance learning and exportable, automated job aids - can the training and sustainment mission be accomplished. World-class graduates will be produced through the use of technology

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# ULLS-A TRAINING at the USAALS

By Lt. Col. Robert S. Saunders

The United States Army Aviation Logistics School (USAALS) continues to evolve and improve its training on the Unit Level Logistics System - Aviation (ULLS-A).

The USAALS is committed to training its student population on this critical component of aviation-maintenance equipment. At the schoolhouse, ULLS-A is configured into a network operation. Each student is given ULLS-A training, supported by a desktop/notebook computer that facilitates those tasks previously performed on the manual logbook.

Advanced Individual Training (AIT) students are introduced to ULLS-A in a 24-to-32-hour block of training. This training is completed in a classroom/computer lab environment consisting of 14 computers and seven printers per lab. The AIT students are taught basic ULLS-A operating system skills. The USAALS philosophy at this level is to introduce the students to the system and to ensure that they are capable of operating ULLS-A when they reach their first unit.

A recent innovation is being tested at the Cargo Helicopter Division (CHD), Department of Aviation Systems Training (DAST), in which subsystem blocks are taught on the hangar floor utilizing ULLS-A. While this seems to be an obvious reinforcement strategy, it has required that CHD incorporate a ULLS-A subsystem, which is completely independent and does not interfere with the "real world" maintenance of the Category B fleet. In addition, CHD maintains 50 ULLS-A boxes, which are docked to 10 printers at docking stations located throughout the hangar. A complete alias system that replicates the pro-

duction control and quality control functions was also developed. The result is a system where the AIT students work their "school maintenance problems" in a "real-time - real-system environment." The lessons learned have been tremendous, and we anticipate a complete ULLS-A environment in the division by this fall. After installation has been completed at CHD we will incorporate the same system into UH-60 Black Hawk training at the

*The United States Army Aviation Logistics School (USAALS) continues to evolve*

Utility Helicopter Division (UHD).

All students in the Basic Noncommissioned Officers Course (BNCOC) are given 40 hours of ULLS-A training while they attend the common-core track. The DAST/USAALS maintains a computer lab consisting of 48 ULLS-A and 48 Standard Army Maintenance System (SAMS) computers. Each BNCOC student is given a computer and a combination of lecture and practical exercises in ULLS-A operations. At this level, DAST/USAALS reinforces operating skills, but the emphasis is on data interpretation and the management functions of ULLS-A reports.

At the BNCOC level, instruction concentrates on production and quality-control reports. BNCOC students are taught to understand the processes behind the report and the meaning and management application of

ULLS-A data. DAST/USAALS has recently opened its SAMS lab, which will allow DAST/USAALS to introduce BNCOC students to SAMS processes and its interface with ULLS-A. The overall goal of this training will be a network system in which each BNCOC student gets the opportunity to utilize both systems in a practical exercise. This practical exercise will give the students the opportunity to operate and manage ULLS-A data as it interfaces with the SAMS. The end result will be a BNCOC graduate who can serve as a valuable member of a production control shop at both the unit and intermediate maintenance levels.

Recognizing a training deficiency in the field has prompted USAALS to develop a compact disk (CD) entitled "ULLS-A Mid-Level Manager Tutorial." The CD is a self-tutorial developed for mid-level managers. The windows-based, menu-driven format will introduce and reinforce automated maintenance management. It emphasizes the ULLS-A processes and meanings and includes the Army Materiel Status System (AMSS). This CD will be available via the Worldwide Web at <http://www.usaals.com> in the near future.

The USAALS continues to improve its ability to train resident students in ULLS-A operations while providing valuable tools to all aviation maintainers through its web site. Even as we continue to improve ULLS-A training, we recognize soon we must evolve to teaching Global Combat Support-Army.



*Lt. Col. Robert S. Saunders is the director, DAST-/USAALS. He can be contacted via e-mail at [saunderssr@eustis.army.mil](mailto:saunderssr@eustis.army.mil) or by telephone at (DSN) 927-5405.*

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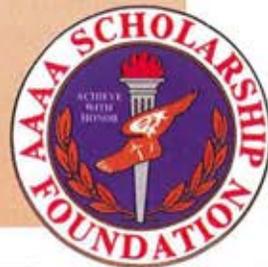
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Here, the ferry crew (left to right) SFC David Arrington, CWO 4 Mark S. Timmermeyer (copilot), CWO 4 Rick Emery (pilot), Steve Foster (AMCOM Depot Production UH-60 program manager), SSG Bradley Trent (crew chief), Manuel Garcia (Flight Test), Patsy Porter (UH-60 Product Line branch chief) and CWO 4 Timothy Hodsdon (Flight Test) poses by the aircraft.



CCAD workers involved with the Fort Carson Black Hawk are (front row, left to right) Richard Ellis (LSI QC), Manuel Barrera (Production Control) Nelda Molina (Raytheon Aircraft records clerk), Gilbert Morin (AMG work leader), Lupe Armador (AMG crew chief) and Blake Lancaster (Raytheon aircraft record clerk). Others are (back row) James Jennings (Black Hawk programs manager), Ken Foerster (QC inspector), Able Garza (QC inspector), Phil Anderson (AMG crew chief) and Max Hernandez (QC inspector). The pilot (on top of the aircraft) is CWO 3 Clare Campbell.

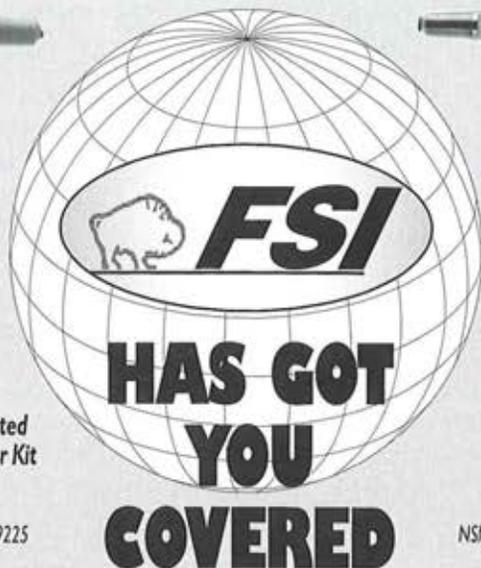
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# FOR WANT OF A NAIL...

By Mr. Paul H. Hendrickson

Today's far-flung and wide-ranging aviation missions have placed huge strains on the traditional means of spare and repair part stockages at the units and direct-support organizations. The reason for that is simple. Unit Authorized Stockage Lists (ASLs) are primarily based on past demands for items with some allowance, of course, for "insurance items."

But garrison training activities may not be the demand-builder that operations far from home base may suddenly require. And when the deployment of a small section of the garrison's aircraft to support one of any multitude of unplanned but suddenly high-priority operations is ordered, how is the ASL apportioned to support this "new" mission and keep the garrison aircraft supported at the same time?

We can examine any number of such operations over the past several years, beginning with Grenada and going right through current operations in Central and South America, and find that the solutions available are not usually adequate to both elements. Several facets of the problem can be identified, however:

- ASLs are realistically designed to support peacetime operations (flying-hour programs) and not sudden bursts of excess operations in a displaced area of activity. They are definitely not designed for separate areas and modes of operation by the same unit. Theoretically, war reserve assets are supposed to take care of such contingencies.
- Operations in an environment different from that at the home base may create demands for items not previously needed (and therefore most likely not included in the ASL).
- Maintenance facilities in the new (and perhaps very temporary) operational area may be nonexistent or very sketchy at best, requiring in some cases a higher incidence of top component replacement rather than repair, thus creating a different demand for support items.
- And perhaps the most telling is the budget process itself. The process assumes that past demands will be continued into the future, modified only by the variations in future flying-hour programs as compared to past actual flying hours, and those flying hour programs are designed primarily for garrison training operations only. But with current dynamic variations in operations of Army aviation, last year's demands are not likely to reflect this year's need.

All of the above suggest that a nontraditional system be established to support those high-priority units that are frequently called upon to make rapid deployments of relatively small numbers of aircraft to locations and missions not normal to their basic assignments. That system should recognize

that such deployments do not reduce the basic mission of the unit supplying the aircraft and personnel. Since it takes from 5 to 7 years from the time a requirement for spare or repair parts is computed to the time it is budgeted, funded, procured and delivered to the Army supply system, forward planning for these operations is essential if they are to be successful without degrading other Army aviation programs. This was proven in large degree during operations Desert Shield and Desert Storm, when flying-hour programs all over the world had to be curtailed in order to support those operations. Of course that was a major all out effort, but small operations (in terms of assets used) can have the same negative effect on a smaller scale.

Since it seems apparent that these types of operation are going to be a continuing demand on Army aviation's assets, let's propose a two-part solution to the support problems indicated.

First, a re-emphasis on the Aviation Intensive Management Item (AIMI) program should occur, including not curtailing the type of item that can be added or eliminated from the program. There can be no doubt that there will be some items in a critical support status at any given time, no matter what the circumstances. These items must be identified and then managed so that when units are deployed to a high priority mission they can be certain of the maximum possible support.

Second, the units most likely to be called on to perform this type of unplanned, high-priority mission should be authorized to develop deployment (contingency) packages of support parts and spares, and to maintain them for immediate usage in deployment situations. These packages should be established and maintained separately from the normal unit ASL. Experience from previous deployments should be utilized in tailoring these packages, and in frequent review and updating. Not all aviation units will need these packages, and they should be limited to those units that the Department of the Army will likely call on to perform unforeseen contingency operations. The packages should not be considered an on-hand asset in computing budgets for spares, as the archaic system for spares budgeting would wipe out another requirement if the assets were counted against future known programs.

The funds needed to stock the packages will be almost negligible in terms of the overall requirement for aviation spares, but could be very critical in carrying out those high-priority missions that are politically important to our government, although not directly involved in the maintaining the security of the country.

This proposal is sound, and is very "doable" with a minimum of red tape and funding. Will we do it?



*Mr. Paul L. Hendrickson is a former chief of the Aircraft Systems Division, Directorate of Materiel Management, at TSARCOM/AVSCOM. In 1995 he was awarded the Gold St. Michael medal for his long and dedicated support of Army aviation. He is a current governor of the AAAA Scholarship Foundation and president of the Lindbergh chapter of AAAA.*

# A JOINT RESPONSE TO ASYMMETRIC THREATS: Combined Forces Command Attack Helicopter Operations Over the Yellow Sea

By Lt. Col. Ron Buffkin

The two North Korean commandos slipped over the side of their semi-submersible infiltration craft (SILC) into icy water 300 meters off the rugged South Korean coastline. Each commando carried waterproofed Czechoslovakian silenced submachine guns, Semtex explosive charges, civilian clothes wrapped in plastic bags and two small aluminum cylinders. Their high-speed SILC had avoided detection by South Korean patrol boats for three hours before arriving near Pohang's port entrance on South

shredded their SILC, sinking it and killing its crew and the commandos. A Republic of Korea (ROK) PKM-class patrol boat quickly searched the surface for survivors and then sped off in search of more of the hard-to-detect, high-speed SILCs.

Although the previous passage reads like adventure fiction, a similar engagement occurred in December 1998 off South Korea's southern coast. The North Korean commandos and SILC crew were killed, and their bodies and the SILC

threats require innovative and aggressive responses.

One such response employed by the Combined Forces Command (CFC) in Korea is the attachment of U.S. Army AH-64 Apache attack helicopters from the 6th Cavalry Brigade to the Naval Component Command (NCC). The Apaches recently teamed with SH-60B Light Airborne Multipurpose System (LAMPS) helicopters from the USS Vincennes in Counter-Special Operations Force (CSOF) exercise 99-02, which was conducted in March off South Korea's west coast.



Korea's East Coast. Tonight's mission ended 45 days of rehearsal and mission preparation for Sergeants Hui-Chin Son and Ki-Ho Kang of North Korean Naval Guidance Bureau Detachment 4.

Son and Kang were confident that only a 10-minute swim separated them from successfully infiltrating South Korea. Suddenly, 20mm cannon fire

were recovered. The North Koreans possess the capability to launch hundreds of these deadly special operations forces (SOF) teams against high-payoff targets in South Korea. North Korea SOF elements, numbering in the tens of thousands, will use the rugged, irregular coastline and shallow tidal waters to infiltrate in time of war. These asymmetric

The success of this joint battle drill did not come overnight. Rather, it was built on lessons learned from earlier success in theater-wide exercises such as Ulchi Focus Lens, combined with the willingness of the service chains-of-command to address the new threats with innovative, joint operational solutions. CSOF 99-02 refined the sensor-to-shooter tactics, techniques and procedures (TTPs) between the 6th Cav. Apaches and a Surface Action Group (SAG) from the U.S. Seventh Fleet's Japan-based Destroyer Squadron 15 (DESRON 15). U.S. Navy P-3, SH-60B LAMPS helicopters and surface vessels acquired surface targets and then executed target handover with teams of Apaches in overwater attacks. These exercises demonstrated that a large number of surface targets could be engaged simultaneously and successfully.

A typical CSOF 99-02 scenario emphasized the critical link between the AH-64s and the Maritime Sea Operations Center (MASOC). The MASOC role is usually performed by an Aegis-class cruiser. The MASOC's

early warning and intelligence capabilities make it the ideal command-and-control node in the CSOF mission. The MASOC determines when to launch the AH-64s, based on its capacity to access and synthesize sensor data from the P-3 Orions and the SH-60B LAMPS helicopters.

The 6th Cav.'s overwater attack mission began shortly after the brigade's 1996 move to Korea from Fort Hood, Texas. The brigade first developed a concept for using the Apaches to attack North Korean maritime SOF assets, then conducted a planning session with surface warfare experts from DESRON 15. Finally, the brigade commander briefed the commander in chief of Combined Forces Command (CINC CFC) on his proposals to conduct joint and combined overwater attack missions.



Although overwater attack is not a primary mission for the Apache, the helicopter's speed, armament and communications and navigation suites ideally suit it for such operations. The Apache's Embedded Global Positioning System (EGI) navigation system, extended range fuel tanks (ERFS) and Hellfire missiles provide a lethal precision strike system to the counter maritime SOF mission.

The Apache is the shooter for the CSOF battle. The Navy SH-60B LAMPS helicopters provide the intelligence-gathering sensors and are

embarked on Navy helicopter-capable frigates, destroyers and cruisers. The SH-60B's Light Airborne Multi-Purpose System (LAMPS) MK III system is designed for the Navy's sea-control mission. The LAMPS helicopters are tasked primarily with anti-submarine warfare (ASW) and anti-surface warfare (ASUW). They are also responsible for search and rescue (SAR), medical evacuation

which attack along the stem of the T. These tactics synergize the capabilities of all participants into a highly effective joint-force capability.

Once the T-Bone tactics were established, the 6th Cav. developed a Mission Essential Task List (METL) for the mission, which was designated "Conduct Overwater Attack." Currently, both of the 6th Cav.



AH-64 squadrons conduct continuous training to maintain proficiency on these challenging mission tasks. This METL-based approach allows for the rapid employment of AH-64s regardless of the type of sensor aircraft used. Their lethal T-Bone tactics ensure the AH-64s are fully capable of successful overwater attack against the North Korean maritime infiltration attempts.

In the CSOF role, the SH-60B LAMPS departs its parent ship to locate, classify, identify and hand over targets to teams of Apaches. The LAMPS can also attack surface craft with its own Hellfire or Penguin missiles. Unique to the Apache/LAMPS pairing is the LAMPS ability to designate targets for the Apaches from great distances. This capability provides increased security for the Apaches. Additionally, SH-60B LAMPS Hellfire missiles could be used in a remote engagement by Apache teams.

Suspected threat classification and targeting data is provided to the parent

(MEDEVAC), vertical replenishment (VERTREP), naval gunfire support (NGF) and communications relay (COMREL) missions.

The 6th Cav. coordinated with the NCC to develop specific tactics teaming AH-64s with NCC radar/IFF (Identify Friend or Foe)-equipped sensor aircraft. These coordinated efforts evolved into what are now known as T-Bone tactics. The NCC sensor aircraft operate along the top of the T. They hand over coordinates of the infiltration target to the AH-64s,



ship via the LAMPS datalink. During CSOF 99-2, a 6th Cav. liaison officer (LNO) aboard Vincennes provided a vital link inside the ship's Combat Information Center (CIC). This LNO assisted in battle command and situational awareness during the surface battle and provided a common understanding of the Apache's capabilities and limitations. Once the best means for attack was selected, the targets were quickly engaged and destroyed.

Several live-fire training events, including remote Hellfire operations with the SH-60B LAMPS and attacks against towed target arrays, demonstrated the effectiveness and stand-off capability of this lethal, synchronized joint force. The professional exchange between the 6th Cav. crews and the crews of Helicopter Anti-Submarine Light Squadron 51 (HSL-51) produced standardized tactics, techniques and procedures (TTP) for the overwater attack mission. These TTPs were formalized in written SOPs for both units.

Reliable information flow ensured successful mission planning and execution. Common surface picture, frequencies and call signs, operational graphics and other information were exchanged between Vincennes and the 6th Cav. using the Navy's Land Attack Warfare System (LAWS). LAWS is a multi-function, secure, data system used to pass information for the successful planning and execution of overwater attacks. Remarkably, LAWS allowed the 7th Fleet commander to monitor the execution

of CSOF 99-02 off the Korean peninsula while his command ship was located in Australian waters, over 1,000 miles away.

Most CSOF mission profiles are flown during darkness at low altitudes to coincide with the most likely infiltration window. The Apaches proceed to a link-up point known as a Bullseye.

The Bullseye control measure facilitates control of multiple teams of Apaches. The P-3s or SH-60B LAMPS can then vector Apaches to attack identified targets. These attacks are rapid, violent and conducted from stand-off ranges. The attacks continue until released by the MASOC.

The evolution and refinement of counter-maritime SOF tactics resulted from joint force experimentation under creative leadership and strong efforts of both Army and Navy leaders. The robust theater C4I architecture provides CINC CFC a common operational picture to establish situational awareness and conduct counter-force operations. Taken together, they represent a powerful joint-team response to effectively target, attack and destroy the ever present asymmetric threat posed by the North Korean SOF.



*Lt. Col. Buffkin commanded 3rd Squadron, 6th Cavalry, at Camp Humphreys, Korea, from Nov '96 to Nov '98 and then was the deputy brigade commander from Nov '98 to Jun '99. He is presently a student at the Air War College at Maxwell AFB, Ala.*

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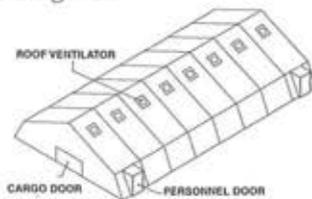


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Editor's Note:

In August of 1999 five Army aviators of the 204th Military Intelligence Battalion were killed in the crash of their Aerial Reconnaissance Low-IMINT aircraft. The author wishes to dedicate this article to the memory of Capt. Jennifer Odom, Capt. Tony Santiago, CWO 2 Tom Moore, Spec. Bruce Cluff and Spec. Ray Krueger.

# It's Not All Clean Sheets and Full Per Diem

by Capt. Patrick A. Weber

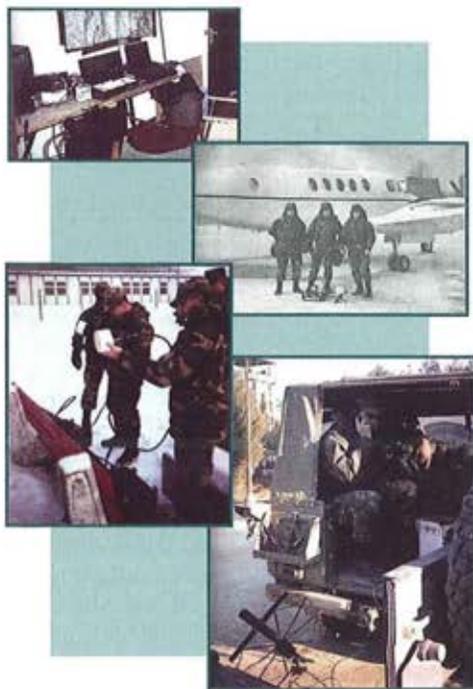
Ask most Army aviators what they think their fixed-wing colleagues do and the usual answer will have something to do with flying VIPs to exotic locations and living at five-star hotels.

However, with the transfer of the stateside Operational Support Airlift mission to the Army National Guard and Army Reserve, most active-duty fixed-wing pilots are performing a far different mission: They provide critical battlefield intelligence to warfighters at all levels. Working with Guardrail, Joint STARS, unmanned aerial vehicles (UAVs) and a variety of other systems, fixed-wing Army aviators play a pivotal role in intelligence collection and dissemination at both tactical and strategic levels. And for a key period in recent history one unique organization — Company C of the 204th Military Intelligence Battalion — provided intelligence to consumers around the world. And I was fortunate enough to command this professional and talented unit.

During my time with Co. C. it was the Army's only Aerial Reconnaissance Support Company (ARSC). Its parent unit, the 204th Military Intelligence Battalion, is the aerial reconnaissance battalion for the 513th MI Brigade, the Force Projection Brigade (East). The 204th currently has a forward deployed company in Panama operating the Airborne Reconnaissance Low (ARL) platform in support of U.S. Southern Command (SOUTHCOM). ARL is a sophisticated package of signals intelligence (SIGINT) or imagery intelligence (IMINT) sensors mounted on a De Havilland of Canada DHC-7 airframe. Onboard operators with various SIGINT and IMINT MOSSs collect the required intelligence and relay it to a secondary exploitation cell, which issues reports and correlates intelligence with other sources. The ARSC concept was developed to enhance the capabilities of the ARL platform, but can enhance any aerial platform.

Co. C. is self-contained and self-supporting. It consists of a headquarters and four operational platoons/sections,

each providing valuable support to ground commanders. It is capable of task organizing to provide either SIGINT or IMINT support, and is capable of self-deploying with limited notification without organic wheeled vehicles. The company headquarters provides administrative support to the operational platoons. The four operational platoons consist of a Mission Operations Platoon, a Flight Operations Platoon, an Aircraft Maintenance Section and an Electronic Warfare Maintenance Support Platoon. Each platoon or section mission contributes to the successful accomplishment of the company's overall objectives.



The company's core platoon is the Mission Operations Platoon. This platoon contains five Aerial Reconnaissance Support Teams (ARSTs). The headquarters ARST forms the nucleus of the company operations cell when deployed. It consists of the platoon leader, an imagery intelligence or traffic analysis technical warrant officer, and a senior voice interceptor, SIGINT analyst or senior imagery analyst. The team coordinates all missions with consumers and tasking authorities, and conducts all administrative functions for the forward-deployed ARSTs.

The operational ARST is a self-contained, multi-disciplined, three-soldier team trained to both operate their equipment and to interface with commanders at all echelons. Based on requirements, the ARST can provide intelligence at every echelon from company to division.

Each team can task-organize for the mission, but normally consists of an MOS 96D imagery analyst, a 98G voice interceptor and a 98C SIGINT analyst. Each team member cross trains on the other members' disciplines.

Daily ARST functions include using the LST-5 Lightweight Satellite Terminal for data and voice communications with the other ARSTs, as well as with the intelligence platform when it is within their area of interest. An ARST is capable of utilizing the TAC-LINK system to "down link" real-time imagery from the ARL to an MIT-

305 Mobile Imagery Terminal via a UHF broadcast, allowing commanders to receive live video feed of their areas of interest. Using the MIT-305, the team can also process, disseminate and report this intelligence in a timely manner. The team can also rebroadcast exploited imagery still frames via LST-5 to provide time-sensitive intelligence to all supported commanders.

During SIGINT operations, operators on board the ARL issue their reports using satellite communications over the LST-5 to the MIT-305. This near real-time intelligence can be of much greater immediate value to ground commanders than are the reports that ultimately filter down to his command. Each ARST prefers to deploy with a Humvee and all necessary equipment, but can use the supported unit's transportation equipment or operate with reduced capabilities in a dismounted mode. An ARST is best utilized in a mobile manner with maneuver elements and should be collocated with the tactical operations center of the supported unit to provide the timely intelligence required. An ARST is capable of self deploying to the consumer unit utilizing Co. C's organic aircraft.

The company's Flight Operations Platoon consists of four C-12Fs and the personnel to fly and manage them. Each aircraft is capable of deploying an entire ARST with all necessary equipment (except a Humvee) to the required area of responsibility (AOR). The C-12s have a limited short-field and unimproved-airfield capability, and are maintained by multi-service contract personnel in the Aviation Maintenance Section. The platoon leader is responsible for the scheduling of all missions to support engaged ARSTs. Once the ARSTs are in place, the platoon conducts scheduled resupply of each team, any required transport of equipment or personnel, and delivery of any required hard-copy intelligence to remote sites. The EW Maintenance Platoon travels to an ARST via C-12 to repair any inoperable equipment.

The EW Maintenance Platoon consists of a 353A intelligence and electronic warfare equipment technician and 33R aviation electronic warfare systems repairers. The platoon contains the necessary test equipment and repair parts to support the ARST equipment. Most of the ARST equipment is purchased off the shelf to meet specific requirements. The EW Maintenance Platoon members can provide intermediate-level repairs on this equipment; equipment damaged beyond that level is sent to a regional support center, the factory or a depot repair facility.

In the near future the Operations Platoon will incorporate the secondary exploitation mission for all SIGINT and IMINT collected by the ARL. This transcription and reporting in the SOUTHCOM AOR will continue to provide invaluable counternarcotics intelligence to various law enforcement agencies and strategic-level consumers.

The ARSC concept has proven itself in three different AORs. The initial deployment was in support of Joint Task Force 190 during the preparation for the initial assault on Port au Prince and Cape Haitian, Haiti, during Operations Uphold Democracy and Ballot Watch. ARSTs deployed successfully with both Army and Navy commanders aboard the USS *Whitney* and USS *Wasp*, where they provided real-time imagery to the Marine amphibious assault

commanders during the initial landings. The teams remained for up to a year in that AOR.

Immediately following the Haiti deployment Co. C deployed ARSTs to Puerto Rico, U.S. Atlantic Command headquarters and the Federal Emergency Management Agency (FEMA) headquarters in support of relief efforts following Hurricane Marilyn. The ARSTs provided vital damage-assessment video to FEMA managers — video which was simultaneously rebroadcast over the Cable News Network before its own reporters arrived in the stricken area.

In early 1996 Co. C deployed to the Implementation Force (IFOR) AOR in Bosnia-Herzegovina to support Operation Joint Endeavor. The ARSTs deployed to support multi-echelon and multi-national commanders in the French, British and American sectors, as well as IFOR headquarters in Mostar, Banja Luka, Tuzla and Sarajevo. The ARSTs provided real-time imagery in each commander's sector, as well as undertaking the secondary exploitation of analysis, annotation and correlation of the intelligence. The teams were so successful, IFOR requested and received the package for a second time in August of 1996. The ARSC continues to provide quality intelligence products whenever and wherever they are required.

In the last two years system improvements, acquisition of new intelligence processing equipment for the ARSTs, the consolidation of Co. D into the 204th MI Bn. at Fort Bliss and the fielding of the new ARL-Multifunction platform have led to improvements and modifications to Co. C's existing TTPs. The company has continued to refine these TTPs during operations throughout Central and South America, which have been ongoing for the last two years.

The ARSC is ideally suited to provide warfighters with the time-sensitive, quality intelligence they need to continue the fight. It is multi-disciplined and capable of providing intelligence to all levels of command. The highly trained and mobile ARSTs aggressively pull requirements from warfighters, fulfill the requests and push the intelligence back to quickly fill the customer's needs. The company's self-sufficiency in organic aviation support and maintenance means that ARSTs do not burden the warfighter, but instead become invaluable assets. The concept has proven itself in multiple areas of operation, and the ARSC stands ready to deploy at any time, to any location in order to support engaged warfighters.

So, not all fixed-wing Army aviators spend their lives on silk sheets, sipping champagne and dining on lobster and steak. Some of us live in the mud and get our boots dirty, just like our rotary wing brethren. Our greatest thrill is to provide the warfighter with the critical piece of intelligence that completes the puzzle and makes the deep strike possible. For the "Blue Collar" fixed wing aviators, there are no clean sheets and full per diem.



*At the time he wrote this article Capt. Patrick A. Weber was commander of Co. C, 204th MI Bn. He is currently the chief of plans, operations, training and mobilization in the Operational Support Airlift Agency's headquarters at Fort Belvoir, Va., and is actively seeking clean sheets and full per diem.*

## Build Relationships

**Your transition may depend on communications and connection.**

*In 1997, Ernie D'Antonio transitioned from the Marine Corps after nearly 22 years of service. He presently is working as a vice president operations manager with NationsBank/Bank of America Government Credit Card Services in Norfolk, Va.*

**M**any service members think that if they work hard during the career-transition period, they will achieve their professional goals. But for most transitioning military personnel, diligence is only one ingredient in the recipe for career-transition success.

Both military and civilian careers are marked with long hours overcoming challenges and achieving success. The difference is that civilian companies can relate to associates who work in the civilian sector. The retiring military person must make an effort to build relationships with nonmilitary peers.

This critical piece of the career-transition process goes beyond meeting people and networking. It means involvement: getting to know people on their terms, on their turf, and allowing them to get to know you. It means interacting with people on a personal, yet professional basis as people, not based on rank or job title. It means being comfortable interacting with people of all walks of life and making those people feel comfortable with you.

Making a connection with someone often occurs in the first five minutes of interaction. Can you adopt a language and manner with which a civilian can relate? Have you established chemistry? Does the person you are talking with feel comfortable with you? Establishing comfort requires both verbal and nonverbal communication skills. Interacting with a stranger and developing a bond begins with your ability to talk - and more importantly, to listen.

Can you chitchat with a peer about the stress of raising small children while trying to maintain the "work and family" balance as well as you can about the next crisis in the Middle East? Can you call a retired flag officer or company president by his or her first name and make it sound friendly, and not as though there's an unspoken "sir"

or "ma'am"? Can you make conversation with the receptionist as you wait for an interview? Being able to communicate with a variety of people on a personal and social level will both help you fit into a group and help others fit you into their culture.

Nonverbal communication also is an integral part of building relationships. It encompasses how you carry yourself and the type of image you project. Civilians often believe military personnel are inflexible and rigid. Does your demeanor reinforce this impression? Or do you convey confidence and a comfort with your surroundings?

Once you have the ability to make people feel comfortable with you, you can start building your relationships. This could be accomplished in conversation with someone at a meeting of a civic organization or association, or it could begin at a social engagement where you talk with a variety of people. You never know where a job lead will come from.

Relationship building means that people know who you are and know of your skills. Getting ahead is not only a question of who you know but of who knows you - and whether their knowledge of you is positive. If a wide circle of people are familiar with your performance, abilities, and skills, you have provided the opportunity for relationships to grow.

Once you are on the job, your hard work and performance will establish your reputation, but your ability to build relationships and get along as a teammate with continue to be important. Executives seek to forge a team of associates they know and trust, based on personal connections and years of working together. These are the associates who will be promoted and moved to positions of increased responsibility.

Those who are preparing to transition, or who already have, must be able to develop and maintain strong interpersonal relationships if they want to move into a civilian organization and continue to advance in their second career.

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# AAAA Honors Excellence in Materiel Readiness

*The recipients of AAAA's Materiel Readiness Awards will be recognized at the 26th AAAA Joseph P. Cribbins Product Support Symposium, sponsored by the AAAA Tennessee Valley Chapter, February 23-25, in Huntsville, Ala.*

## Outstanding Aviation Logistics Support Unit of the Year

The Fort Campbell, Ky.-based 4th battalion, 160th Special Operations Aviation Regiment, has been named AAAA's Outstanding Aviation Logistics Support Unit of the Year.

The 272-member unit provides complex logistics and maintenance support to the 160th SOAR's 147 special operations-specific aircraft, which fly a challenging 36,000 flight-hour program. The 4th Bn. is responsible for all of the regiment's special operations aviation (SOA) aerial delivery and airborne operations, SOA medical services, aviation life support equipment (ALSE) services and training, aviation intermediate maintenance (AVIM), SOA vehicle and communications maintenance, Class III/IV, an SOA aerial gunnery range, and an SOA specialized repair activity that is ready to support and conduct operations worldwide at a moment's notice.

The battalion consists of four companies. Headquarters Support Company, which includes the battalion staff, provides ALSE and medical support to the entire regiment. Co. A, the ground support company, provides the 160th SOAR with an unrivalled aerial-delivery capability, while also maintaining the regiment's 433 tactical vehicles and associated equipment. Co. B provides AVIM and depot avionics maintenance support for some of the world's most advanced avionics systems, while also undertaking worldwide Class IX support for all deployed elements of the 160th SOAR. Co. C provides all ALSE, medical, avionics, ground maintenance, rigger and FARP support for the regiment's 3rd Bn., with which it is co-located at Hunter Army Airfield, Ga.

The 4th Bn., 160th SOAR, provides seamless, transparent support for both real-world operations and a variety of complex joint, bilateral and internal training activities. The battalion had repeatedly demonstrated its dedication to ensuring that its customers are on target, anywhere in the world, within +/- 30 seconds.

## Outstanding Individual Contribution to Materiel Readiness

William G. Tripp, the Sikorsky Aircraft Corporation's customer support manager and primary industry representative responsible for UH-60 Black Hawk helicopter support, has been tapped as AAAA's outstanding individual contributor.

A 32-year Sikorsky employee, U.S. Navy veteran and longtime AAAA member, Tripp supports the U.S. Army Aviation and Missile Command and the various directorates responsible for ensuring the readiness, capability and safety of the UH-60 family of aircraft. He is well versed in Black Hawk topics, having served as the senior representative on the UTTAS program that resulted in the Army's original selection of the UH-60; the field service supervisor responsible for developing and implementing field support programs for the UH-60, SH-60 and CH-53E; the resident manager at Fort Campbell, Ky., responsible for the fielding support of the first operational Army Black Hawks; and several other key positions.

Among Tripp's many accomplishments was his instrumental role in bringing Army and Sikorsky representatives together to formulate the first Direct Vendor Delivery contract for Black Hawk spare parts. The contract allows Sikorsky to ship parts directly to field users, bypassing the depot and saving the government considerable time and money. He also routinely provides the Army with urgently needed Technical Data Package information necessary for AMCOM contracts with other contractors, and has helped arrange for the Army to take delivery of vital items manufactured by Sikorsky's suppliers, even before Sikorsky itself received the items.

Tripp's individual contributions to the Army's materiel readiness have been both significant and widely acknowledged, and his dedication and professionalism will ensure the continuing success of Army UH-60 operations worldwide.

## Contribution by a Major Contractor

DynCorp's Fort Rucker, Ala., division has won the 1999 Materiel Readiness Contractor of the Year Award for its outstanding contributions to the maintenance support of the U.S.

Army Aviation Center's flight-training operations.

Because Fort Rucker flies approximately 21 percent of the Army's flying-hour program with only 10 percent of the service's aircraft, maintaining the training fleet is a tremendous challenge. The annual 230,000 flight-hour program requires supporting more than 500 training aircraft from 10 separate fleets, each with very different training, maintenance and supply requirements. Despite an OPEMPO roughly three times that experienced by operational units during peacetime, DynCorp consistently met mission requirements and provided a safe, quality aircraft for every student aviator and instructor pilot.

DynCorp's outstanding achievements during 1999 included meeting set school requirements despite unusually difficult problems caused by fleet groundings; maintaining a quality program that is unsurpassed in the Army aviation community; using its state-of-the-art training facility to vastly improve employee efficiency and productivity, thus saving the Army more than \$8 million in cost savings; adding considerably to its record of nearly 3 million flight-training hours without a major accident caused by a maintenance-related error; finishing the year with a 98 percent mission performance record, the contract target; and remaining an enthusiastic and integral member of the "Team Rucker" community.

## Materiel Readiness Team Award

The 1999 recipient of AAAA's Materiel Readiness Award for an Industry Team, Group or Special Unit goes to DynCorp's Contract Field Team 10-38 at Fort Campbell, Ky.

The team's 221 technicians, logisticians and mechanics provide the 101st Airborne Division with aircraft maintenance and maintenance support, enhance the division's readiness by helping it avoid the premature return of depot-level repairables, provide "cradle-to-grave" management of all hazardous chemicals for all Fort Campbell tenant units, and manage readiness reporting and tracking databases and programs. The DynCorp team members are involved in three major programs at Fort Campbell: the Aviation Logistics Management Division and its Engine Specialized Repair Activity, ALMD backshops, and Installation Aviation Material Management operations; direct support for 101st and 159th Aviation brigades of the 101st Avn. Regiment; and the operation of the 101st Abn. Div. Pollution Prevention Operation Center.

Team 10-38's devotion to excellence, technical competence, leadership and professional conduct was the primary factor in its receipt of the award. These qualities were aptly demonstrated by the team's aviation maintenance performance during the award period: team members completed 47 aircraft phases, 5,000 work orders, 846 flight test sorties, 422 turbine engine repairs, 359 ground support equipment repairs and 4,181 backshop repairs. Taken together, these actions saved the Army nearly \$70 million in cost avoidance.

## Contribution by a Small Business Organization

This year's winner of the AAAA Small Business Materiel Readiness Award is the Westar Corporation of Huntsville, Ala. The company was cited for its professional excellence and dedi-

cation to providing outstanding nondestructive test (NDT) technical support to Army aviation organizations worldwide.

Originally formed to provide engineering and technical support to the U.S. Army Aviation Systems Command, Westar performed its first work for that agency in 1987 and has continued to support Army aviation via Programmatic and Technical Support I, II and III contracts. The company has played an especially important role with the acquisition and fielding of, and continued technical assistance to, the Nondestructive Test Equipment System. Westar prepared much of the documentation necessary for the program's acquisition Milestone I/III decision and has managed the system's fielding to aviation intermediate maintenance (AVIM) units. The firm developed the Nondestructive Test Center of Excellence concept in 1996 and has provided its technical expertise to the U.S. Army Aviation and Missile Command's NDT Center of Excellence since its inception.

During the award period Westar's accomplishments included fielding of the NDT equipment system to six additional AVIM units; developing an X-ray inspection procedure to detect cracks in the vertical fins of UH-1 helicopters, and then providing field technical assistance to ensure proper performance of the inspections; providing key support to the AH-64 Program Manager's office in the development, validation and implementation of inspection procedures for a strap pack bolt on the Apache; and providing short-notice technical assistance to AVIM units deploying to the Balkans.

**Editor's Note:** Army Aviation is seeking good-news announcements of aviation-related professionals who are on the move. If you or your organization have an upcoming change of leadership (at the battalion or squadron level, or higher for MTOE and TDA units), please forward the information to Barbara Ross, care of the AAAA National Office.



**Senior Service College Selection Results for FY99**

NAME	GRADE	BR	FA
* ABRAMOWITZ DAVID J	LTC	AV	54
* ADKINS DONALD M	LTC	AV	35
* BECNEL WADE B	LTC	AV	53
* CARAM MICHAEL R	LTC	AV	54
+CASH DANNY N	LTC	AV	54
* CORNETT TIMOTHY R	LTC	AV	90
CYPHER ERICKSON D	LTC	AV	48
DAVIS BROOKS S	LTC	AV	54
ELLERS CONWAY S	LTC	AV	41
FANT MICHAEL A	LTC	AV	35
FERRELL DONALD M	LTC	AV	54
* FOXX RONNIE L	COL	AV	90
* GARVEY DANIEL L	LTC	AV	54
* GULOTTA GASPER	LTC	AV	52
* HARDY KIRT T	LTC	AV	54
* ITHIER JAN P	LTC	AV	48
* LEYDEN RICHARD G	LTC	AV	35
* LOVETT TROY L	LTC	AV	49
* MCCONVILLE JAMES C	LTC	AV	54
* MOENTMANN JAMES E	LTC	AV	41
* MOODY MICHAEL E	LTC	AV	41
+PALUMBO RAYMOND P	LTC	AV	54
* PERRIN MARK W	LTC	AV	35
* PLOURD PATRICK N	LTC	AV	41
* SALES MILLARD V	LTC	AV	54
* SEMMENS STEVEN P	LTC	AV	54
* TALIENTO MICHAEL J	LTC	AV	90
* TALLEY RICHARD E	LTC	AV	46
* THOMAS KELLY J	LTC	AV	54
* THORNAL MASON W	LTC	AV	41
* YOUNG LAVERM JR	LTC	AV	54
+ZONFRELLI MICHAEL	LTC	AV	54
DIETRICK KEVIN M	LTC	AC	51
DOWLING EDMUND A	LTC	AC	51
DRUMMOND WILLIAM T	LTC	AC	53
GAULT CLOVIS G	LTC	AC	51
HAYNES JACOB N	LTC	AC	51
HEINE KURT M	LTC	AC	97
HOGAN THOMAS H	LTC	AC	51
HOLMES SHARON L	LTC	AC	53
HRDY RUSSELL J	LTC	AC	51
KREIDER STEPHEN D	LTC	AC	51
LAKE WILLIAM G	LTC	AC	97
MCCOY CURTIS L	LTC	AC	51
MCCOY EDWARD D	LTC	AC	53
CQUAIN PAUL M	LTC	AC	97
MONTFORD LEONARD R	LTC	AC	53
PALLOTTA RALPH G	LTC	AC	51
PARKER CHRISTOPHER	LTC	AC	51
POLCZYNSKI KENNITH	LTC	AC	97
SAMSON BRYAN R	LTC	AC	97
SMITH MICHAEL	LTC	AC	51
SMITH MICHAEL J	LTC	AC	51
VAUGHN MARK M	LTC	AC	51
WEGER JAMES E	LTC	AC	51

+ Revalidated officers      \* AAAA Members

**FY99 Colonel Army Competitive Category**

**Promotion Board Results**

PROM	NAME	AV
SEQ#		
186	*Budney, James J.	AV
41	*Cash, Danny N.	AV
400	*Contarino, Joseph I.	AV
8	Cook, Terry P.	AV
+ 428	*Deverill, Shane M.	AV
361	*Drumm, Robert H.	AV
44	*Eller, Douglas R.	AV
301	*Gibbons, Thomas J.	AV
246	*Grablin, Mark A.	AV
393	Graham, William J.	AV
271	*Grant, Michael O.	AV
354	*Hamilton, Stuart B.	AV
91	*Irish, Kenneth M.	AV

13
365
395
347
81
401
111
+ 420
184
40
61
51
181
371
176
214
29
119
345
377
275
364
356
23
08
142
123
257
198
226
131
240
208
77
17
314
164

* Johnson, Robert L.	AV
* Johnson, Thomas C.	AV
* Kulungowski, Mark M.	AV
* Lawrence, David L.	AV
* Leyden, Richard G.	AV
Lott, Cecil Leon Jr.	AV
* Lovett, Troy L.	AV
* MacDonald, Anne F.	AV
* Mays, Brian K.	AV
* McGaughey, James P.	AV
* Moore, Joseph I.	AV
* Moore, Wayne A.	AV
Panzarella, Roy J.	AV
* Patton, Scott E.	AV
* Riley, Michael N.	AV
* Schisser, James S.	AV
* Sevcik, Michael C.	AV
* Taylor, Daniel L.	AV
* White, Jeffrey S.	AV
Wilkinson, William	AV
Williamitis, Gregory	AV
* Wolf, William T.	AV
* Zonfrelli, Michael	AV
Brown, Mary K.	AC
Cole, Thomas M.	AC
* Cripps, David B.	AC
Dellarocco, Genaro	AC
Haynes, Jacob N.	AC
* Holmes, Sharon L.	AC
* Johnson, Michael E.	AC
Johnson, Theodore E.	AC
Johnson, William R.	AC
Jones, Mark W.	AC
Jorgenson, Charles	AC
Justice, Nickolas G.	AC
Kotchman, Donald P.	AC
* Lake, William G.	AC

(Avn Off)

Leach, Kim C.	AC
Maxwell, Jody A.	AC
Miller, Gregory S.	AC
Ogg, Robert D. J.	AC
Parker, Christopher	AC
Perry, Steven R.	AC
* Petty, Frank S.	AC
Reyenga, Robert L.	AC
Sans, Luis D.	AC
* Weger, James E.	AC

+ Below The Zone      \* AAAA Member

NAME	GRADE	CTRL BRCH	BR	FA
Adams James Evan Jr	CPT(P)	AV	15	54
Agor John Scott	CPT(P)	AV	15	90
Arey Howard Edward	MAJ	AV	15	49
Arthur Anthony Euell	MAJ	AV	15	54
Askew Samuel Leo	MAJ	AV	15	41
Atkins Charles Lance	MAJ	AV	15	54
+Ballew Mark Edward	MAJ	AC	15	51
+Barnwell Patrick Henry	MAJ	AV	15	53
Bay Dennis James	CPT(P)	AV	15	45
+Beck John David	MAJ	AV	15	46
Blanchette Robert D	MAJ	AC	15	51
Blum Gustavo Edgardo	MAJ	AV	15	49
Boyd Terrell Clinton	CPT(P)	AV	15	45
Bradley Michael John	MAJ	AV	15	90
+Bridgers Donald Elliot	CPT(P)	AV	15	90
Brown Randall Kent	MAJ	AV	15	41
+Brown Shannon B	CPT(P)	AV	15	90
Brozek Dennis Wayne	MAJ	AV	15	53
+Brunson Kerry Patrick	CPT(P)	AC	15	51
Bryant James Alan	CPT(P)	AV	15	48
+Byers Lynn Karen	MAJ	AV	15	54
Cain Jacqueline Miller	MAJ	AV	15	41

+Cannon Kathleen Anne*	MAJ	AV	15	48	+Sauer John Clifford*	MAJ	AV	15	41
+Capobianco Joseph A*	MAJ	AC	15	51	Scales Scott Lawton*	CPT(P)	AV	15	
+Cassella Kent Paul*	MAJ	AV	15	46	Schenck James Raymond*	MAJ	AV	15	45
+Cassidy Robert Michael	MAJ	AV	15	48	Scott John M*	CPT(P)	AV	15	49
Christensen Kevin Jay	CPT(P)	AV	15	49	Scott Tory Lane*	CPT(P)	AV	15	54
+Chronis Nicholas Pete*	MAJ	AV	15	54	+Shea Daniel Robert*	MAJ	AV	15	41
+Conyers Todd Zackery*	MAJ	AV	15	41	+Shenk Michael Lynn*	MAJ	AV	15	49
+Cowen Carl Wayne*	MAJ	AV	15	41	Shields Ronald Brian*	MAJ	AV	15	54
Crogan Richard Eyre*	MAJ	AV	15	90	+Smiley Richard Thomas*	MAJ	AV	15	
Dawson Laura Kathleen*	MAJ	AV	15	46	Smith Stephen Troy*	MAJ	AV	15	35
Dean Mark Mchale*	CPT(P)	AV	15	35	Snelson Nicholas R*	MAJ	AV	15	54
Degironimo Paul Bruno*	MAJ	AV	15	48	+Snyder Deborah Lee*	MAJ	AV	15	90
Dietz Arthur E*	MAJ	AV	15	35	+Solms Timothy Bateman*	MAJ	AV	15	46
+Dodge Ronald Cleveland*	MAJ	AC	15	53	Stauss Thomas Henry*	CPT(P)	AV	15	41
Donovan Sharlene Joy*	CPT(P)	AC	15	51	+Tetu Michael Thomas*	MAJ	AV	15	39
+Dreyer Bradley Keith*	MAJ	AV	15	45	Thompson John William*	MAJ	AV	15	41
+Dugan James Clark*	MAJ	AV	15	54	+Tofani Peter Michael*	MAJ	AV	15	53
Ebner Gregory Ralph*	MAJ	AV	15	48	Torres Jose Antonio*	MAJ	AV	15	39
Fallin Donald Gene*	MAJ	AV	15	54	Trossen Thomas Joseph*	MAJ	AV	15	41
+Farnell Angelia Denese*	CPT(P)	AV	15	35	+Tuftie Bruce James*	CPT(P)	AV	15	53
+Fassi Mark Francis*	MAJ	AV	15	41	Vizzarri Kevin Anthony*	CPT(P)	AV	15	48
Fisher William Otto MAJ*	AV	15	90	Vogel John Thomas*	MAJ	AV	15	45	
+Fleetwood Michael A*	MAJ	AV	15	39	+Walach Christopher E*	CPT(P)	AV	15	54
Fortunato Edward Mich*	MAJ	AC	15	51	Walrath Jason Louis*	CPT(P)	AV	15	49
+Gaede Kinch Patrick*	MAJ	AV	15	90	Watanabe Nathan Kiyo*	MAJ	AV	15	54
+Garcia Xavier Omar*	MAJ	AV	15	15	+Wellman Frederick Paul*	MAJ	AV	15	54
Gentry Alphonso Rion D*	CPT(P)	AV	15	90	White John Christopher*	CPT(P)	AV	15	45
Gordon Velma Ward*	MAJ	AC	25	53	Wilson Isaiah III*	CPT(P)	59	15	48
Gorski Bruce James*	MAJ	AV	15	49	Wolfe Christopher F*	MAJ	AV	15	90
Grinsell Christian B*	MAJ	AC	15	51	+Worshek Curtis William*	MAJ	AV	15	
Hager Jeffrey Eugene*	MAJ	AC	15	51	Wright Charles Stephen*	MAJ	AV	15	
Hamm Michael Wayne*	MAJ	AV	15	49	Wygal William Russell*	CPT(P)	AC	15	97
Haws Randall Irvin*	CPT(P)	AV	15	39	Zaben Lawrence Thomas*	MAJ	AV	15	46
Hedegaard Michael Lee*	MAJ	AV	15	54	Zero Guy Michael*	MAJ	AV	15	41
Henderson Dale L*	CPT(P)	49	15	49	+ REVALIDATED * AAAA MEMBER				
Hersey Neil Stuart*	MAJ	AV	15	35					
Hevel James Russell*	MAJ	AV	15						
Hinds Mark Andrew*	CPT(P)	48	15	48					
+Hirschinger Mark R*	MAJ	AV	15	90					
Iooss Steven Paul*	MAJ	AV	15	53					
Jernigan David Onimus*	MAJ	AV	15	45					
+Johnston Robert Jon*	MAJ	AC	15	51					
+Jones Barry Lynn*	MAJ	AV	15	45					
Jones John Wilhelm*	CPT(P)	AV	15	54					
Kenney Christopher M*	MAJ	AV	15						
+Kiser Robert Reed*	MAJ	AV	15	90					
Kornman John Young*	CPT(P)	AV	15	41					
Kraus Karl Michael*	MAJ	AV	15	45					
+Ladd Keith Douglas*	MAJ	AV	15	41					
Lamb Samuel Emory*	MAJ	AV	15	35					
Lewis Michael Alan*	CPT(P)	AV	15	39					
Lippert Thomas Edward*	CPT(P)	AC	15	97					
+Little Manfred Leroy*	MAJ	AV	15						
Macklin James Robert*	MAJ	AV	15	41					
Majure Marcus Dewitt*	MAJ	AV	15	90					
Manning Kenneth R*	CPT(P)	AV	15	41					
Manzo Jennifer Jensen*	CPT(P)	AC	15	97					
+Marion Robert Lee*	MAJ	AC	15	51					
Marnon Paul Victor*	MAJ	AV	15	54					
Matthews John Connor*	CPT(P)	AC	15	51					
+Matthews Patrick Lee*	MAJ	AV	15	54					
Maxcy William Jeffrey*	MAJ	AV	15	48					
Mayer Roger Kent*	MAJ	AV	15	90					
McCutchen Berrien T*	MAJ	AV	15	35					
McGarrity William David*	MAJ	AV	15	90					
McNaughton Brian S*	MAJ	AV	15	48					
Mendenhall Cory Alan*	CPT(P)	AV	15	54					
Miller Ronnie Maurice*	MAJ	AV	15	54					
+Moffatt James Anthony*	MAJ	AC	15	51					
Moser Mark Allen*	MAJ	AV	15	54					
+Murray Paul Joseph*	MAJ	AV	15	35					
Nelson Scott*	CPT(P)	AC	15	51					
+Neudecker, Rodney C*	MAJ	AV	15						
Newell Michael William*	CPT(P)	AC	15	51					
+Nitti Donald Robert*	MAJ	AV	15	53					
Opperman Jeffrey K*	MAJ	AV	15	49					
Orecchio Joseph Michael*	MAJ	AV	15	90					
Parkhurst Jack Oliver*	MAJ	AV	15						
Pearman Gerald Michael*	MAJ	AV	15						
+Pippin Bradley Wayne*	MAJ	AV	15	49					
Rauer Scott Joseph*	CPT(P)	AC	15	51					
+Reese Frances Vaughn J*	MAJ	AV	15	46					
Rountree Derek Ray*	MAJ	AV	15	35					
Salter David Edward*	MAJ	AV	15	90					
Sanborn Scott Edward*	MAJ	AV	15	35					

The following Army general officer nominations have been confirmed by the Senate:

**Gen. Thomas A. Schwartz**, for reappointment to the grade of general and assignment as commander in chief, United Nations Command/Combined Forces Command and commander, United States Forces Korea. He has commanded U.S. Army Forces Command at Fort McPherson, Ga., since August 1988.

**Lt. Gen. John W. Hendrix**, for appointment to the grade of general and assignment as commanding general, U.S. Army Forces Command at Fort McPherson. He has commanded V Corps, U.S. Army, Europe, and Seventh Army in Heidelberg, Germany, since July 1997.

**Maj. Gen. Kevin P. Byrnes**, for appointment to the grade of lieutenant general and assignment as assistant vice chief of staff of the Army in Washington, D.C. He has commanded the 1st Cavalry Division at Fort Hood, Texas, since July 1997.

**Maj. Gen. James C. Riley**, for appointment to the grade of lieutenant general and assignment as commanding general, V Corps, U.S. Army, Europe, and Seventh Army in Heidelberg. He has commanded the 3rd Infantry Div. and Fort Stewart, Ga., since June 1997.

**Maj. Gen. John A. Van Alstyne**, for appointment to the grade of lieutenant general and assignment as deputy commanding general for initial entry training, U.S. Army Training and Doctrine Command, Fort Monroe, Va. He has commanded the U.S. Army Training Center and Fort Jackson, S.C., since July 1997.

For promotion to the grade of major general in the active Army Competitive Category:

**Brig. Gen. Anders B. Aadland**  
**Brig. Gen. Raymond D. Barrett Jr.**  
**Brig. Gen. John T. D. Casey**  
**Brig. Gen. James J. Grazioplene**  
**Brig. Gen. Hans A. Van Winkle**

For appointment in the Reserve of the Army to the grade of brigadier general: **Col. Danny B. Wilkins (ARNG)**

The chief of staff of the Army has announced the assignment of **Maj. Gen. James A. Dubik** as deputy commanding general for transformation, U.S. Army Training and Doctrine Command, with duty at Fort Lewis, Wash. The report date has yet to be determined. Dubik was previously the 1st Cavalry Division's assistant division commander for support at Fort Hood.

**LT. COLONELS**

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**MAJORS**

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**Meeker, Keith R.**, 12 Avn Bde, CMR 430 Box 1451, APO AE 09096.EM: keithmeeker@csi.com  
**Rotte, Randolph R.**, 4 Neville Court, Stafford, VA 22554.  
**Turner, Richard J.**, 12 Brown Place, Fort Stewart, GA 31315.EM: ahrjturn@clds.net  
**Zaharis, William J.**, 5421A Misty Fjord Court, Eielson AFB, AK 99702.

**CAPTAINS**

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**Phillips, David C.**, 110 Palm Dr, Enterprise, AL 36330.  
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**Sale, Adam**, 110 Beverly Dr, Enterprise, AL 36330.  
**Sexton, Amy E.**, 133 Candlebrook Drive, Enterprise, AL 36330.  
**Shultz, Thomas A.**, 9 Walnut Street, P.O. Box 142, Nunda, NY 14517.  
**Turbak, Lori L.**, 71 A.M. Windham Drive, Apt. 407, Daleville, AL 36322.EM: lturbak@aol.com

**1ST LIEUTENANTS**

**Belden, Kevin**, 4 Verna Cir., Daleville, AL 36322.  
**Lara, Erik M.**, A Trp 1-6 Cav, Unit 15669, Box 245, APO AP 96297.  
**Rubio, Francisco C.**, 5808-A Chason Ridge Dr., Fayetteville, NC 28314.

**2ND LIEUTENANTS**

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**Holcombe, Robert J.**, 205 Parkknoll Lane, Apex, NC 27502.  
**Smith, Matthew H.**, 505 Briarwood Dr., Apt. K-5, Enterprise, AL 36330.  
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**Vaughan, Melissa J.**, 102 West Briar Drive, Enterprise, AL 36330.  
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**CW5S/MW4S**

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**CW4S**

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**CW3S**

**Larz, Timothy J.**, 601 Antler Drive, Enterprise, AL 36330.

**CW2S**

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**Seimer, Jerry D.** CSM, 25034 County Route 42, Carthage, NY 13619.  
**Vernon, David L.** 1SG, D Troop, 3/6 Cav, Unit #15712, APO, AP 96271.  
**Walczyk, Robert M.** SFC, 880 Legend Oak Drive, Fountain, CO 80817.

**DACS**

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**O'Neill, Jr., Raymond F. Mr.**, Caparra Chalets, Buzon 17, 49 Calle 8, Guaynabo, PR 00966.EM: oneilr@usarso.army.mil

**RETIRED/OTHER**

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# 1999 AAAA ASE and Avionics Symposium

The 1999 AAAA ASE and Avionics Symposium, Nov. 30-Dec. 3, 1999, at Hilton Mesa Pavilion in Mesa, Ariz., once again brought together the avionics and aircraft survivability communities to share challenges and solutions among field, research and development, training, and acquisition personnel. For the first time, the event also included the Joint Technical Working Group on Aircraft Survivability, (JTTCG/AS).



CWO 2 Michael D. Kelley  
1999 ASE Awardee



Spec. Daniel E. Blackburn  
1999 AAAA Avionics Awardee

The event also marked the first time in years that electronic warfare officers (EWOs) were funded to attend from all CONUS and OCONUS aviation brigades to make sure the operators in the field were getting the latest and greatest information. The three day program was keyed by Maj. Gen. James Snider, PEO Aviation and featured outstanding briefings highlighted by CWO 3(P) Jack Pike flying in from Bosnia to deliver the fox hole view of ongoing operations there.

The awards banquet featured an address by Brig. Gen. Duz Packett, ADC(S) 101st Airborne Division, (Air Assault) and two AAAA Functional Award presentations: The 1999 Aircraft

Survivability Equipment Award sponsored by Lockheed Martin and the 1999 Avionics Award sponsored by Cubic Defense Systems, Inc. The ASE awardee was CWO 2 Michael D. Kelley, the battalion electronic warfare officer for 2nd Battalion, 160th Special Operations Aviation Regiment, at Fort Campbell, Ky. Kelley was lauded as a technical and tactical leader in the development and application of ASE, and in the training of those involved in unit ASE operations. His notable achievements included extensive real-world ASE activities while deployed with his company to Southwest Asia in support of Operation Southern Watch, as well as his production of a battalion ASE SOP that has significantly increased pilot readiness and confidence in defeating enemy threat systems.

The 1999 Avionics award went to Spec. Daniel E. Blackburn of Company B, 6th Bn., 101st Avn. Regt., also at Fort Campbell. This was his second award in as many years, and he was once again recognized for his excellence in the repair, maintenance and operation of the highly specialized AN/ASC-15C(V) UH-60-mounted command-and-control console. The acknowledged expert on this vital system, Blackburn is in constant demand and participated in several major deployments during the past year.

Special thanks to Boeing for hosting the classified portions of the program at their plant in Mesa and all the outstanding support from the AEC and ASE PMOs and the JTTCG/AS office.



AAAA President, Maj. Gen. Carl H. McNair, Jr. (Ret.), opened the 1999 Symposium with remarks on how AAAA is moving into the future with programs like the Senior Executive Associates and the impending opening of an AAAA office in Washington, D.C.



Dr. Steven L. Messervy, PM Aircraft Survivability Equipment (ASE), hosted the second day and classified portion of the program.



The Avionics Electronic Combat (AEC) PM, Mr. Larry Johnston, hosted the first day's briefings.

## Congress Recesses After Passing Appropriations Bills

The first session of the 106th Congress came to a close when the Senate passed the omnibus appropriations bill by a vote of 74 to 24. The House had completed its work the previous evening, passing the bill by a 296 to 135 margin.

This "catch-all" appropriations bill included all five departmental appropriations bills not yet signed into law, plus five other bills covering issues ranging from dairy price supports to increased Medicare reimbursements to certain health-care providers.

It also included a modest 38-percent, across-the-board cut in all discretionary spending (which doesn't include such things as retired pay and VA payments).

One item unfortunately included in the package of "offsets" helping to fund the final bill was a one-workday payday delay at the end of September 2000 for active and reserve members of the uniformed services. By moving the payday from Friday, Sept. 29, to Monday, Oct. 2, Congress shifted \$7.8 billion in outlays from FY 2000 to FY 2001. This helped balance the budget for this year, but it will make it tougher next year.

## Senate Clears VA Health and COLA Bills

Also on the busy Senate schedule were H.R. 2116, the Veterans Millennium Health Care and Benefits Act, and H.R. 2280, the VA COLA bill, both of which the Senate passed by voice vote.

Among other things, H.R. 2116 would authorize nursing home and other long-term care services for veterans with service-connected disability ratings of 70 percent or higher. H.R. 2280 will provide a 2.4 percent cost-of-living adjustment for disabled veterans receiving VA disability compensation and an equal percentage increase in Dependency and Indemnity Compensation for survivors of members who died from service-connected causes. This is the same percentage increase that will be provided Social Security annuitants, military and federal retirees, and their survivors.

Both of these bills have been sent to the president for signature, and he is expected to sign them.

## HR 2966 Gathers 195 Co-sponsors

H.R. 2966, Rep. Ronnie Shows' "Keep Our Promise to America's Military Retirees Act," continues to gather co-sponsors even though the House is no longer in session.

Although congressional files reflect only 183 co-sponsors, 12 more have contacted Shows' office to sign up since Congress recessed for the year. Under congressional rules, these recess add-ons can't be added to the official co-sponsor list until Congress reconvenes in late January.

As previously reported, HR 2966 would provide fully paid-up health care in the Federal Employees Health Benefit Program (FEHBP) for military retirees who joined the military before June 7, 1956, and their survivors. It would also expand the FEHBP benefit to all Medicare-eligible military retirees, with the federal government paying the same share of the premiums as it does for federal civilian retirees.

AAAA members should urge their legislators to sign on as co-sponsors and thank those who already are, and urge all senators and representatives to make restoring health care equity a top priority for 2000.

## Mail Order Pharmacy "Catch-22"

Many military beneficiaries, including older retirees eligible for the Base Realignment and Closure (BRAC) pharmacy benefit, have been using the National Mail Pharmacy Program (NMOP) with great success. Being able to obtain up to a 90-day supply of medication through the mail has saved many beneficiaries the headache of having to get a new prescription filled every 30 days. And it's certainly easier on the pocketbook, since a 90-day supply of drugs through the NMOP costs only \$8, compared to \$9 for a 30-day supply from a Tricare network pharmacy.



## LEGISLATIVE REPORT

Col. Sylvester C. Berdux, Jr. (Ret.),  
AAAA Representative to  
The Military Coalition (TMC)

However, a relatively recent change in procurement policy for certain drugs in the NMOP formulary has started to make life much more difficult for beneficiaries, particularly for older retirees, since the drugs affected are used mostly by this group. Since some of the newer medications used to treat conditions like high cholesterol are very expensive, DOD has awarded mandatory-source contracts for certain drugs.

In a mandatory-source contract, one or more drugs effective for certain conditions are designated as "contract drugs" on the NMOP formulary. Other drugs within the same class as the "contract drug" have been designated as "non-contract drugs." A drug designated as a "non-contract drug" will only be dispensed when medical necessity is substantiated. And herein lies the problem.

How does DOD define "medical necessity"? Many beneficiaries believe their health-care provider is the appropriate person to make that determination, and that a simple letter to the NMOP documenting that a drug is medically necessary should suffice. However, such letters are often turned down by Merck-MedCo (which administers the NMOP) as insufficient documentation, and the prescription is denied.

Take the case of Lipitor, a non-contract drug used to treat high cholesterol. The two contract drugs in this class (Baycol and Zocor) can be used to effectively treat this condition for most patients, but a few do not respond to these drugs and thus need Lipitor. However, unless the letter documenting medical necessity specifically details that the patient does not respond to either Baycol or Zocor, the letter will be dismissed as insufficient evidence of medical necessity.

The question: How are patients and their health-care providers supposed to know this if DOD hasn't made these requirements public? Here's the Catch-22! When this question was put to members of DOD's Pharmacy and Therapeutics Committee, which sets policy for the NMOP formulary, they refused to provide the specific criteria the provider has to give to prescribe a drug by name. They said that if the specific criteria for medical necessity were made public, "it would be like giving away the answers to the final exam" and the system would be abused.

TMC understands the rationale behind encouraging the use of less-expensive drugs. But if the designated contract drug(s) can't effectively treat the condition, doctors and beneficiaries need to know the rules for prescribing specific, more effective medications.

There is something fundamentally wrong with an apparent practice that makes it so difficult to document medical necessity for more expensive drugs that patients who need them can't get them.

Further, this problem will be worsened by DOD's move toward a uniform formulary, as required by Congress in the FY 2000 Defense Authorization Act. Under this concept, all therapeutic classes will have preferred drugs, and medical necessity must be documented for non-preferred drugs. DOD must simplify and disseminate rules for documentation of medical necessity so beneficiaries are able to obtain the proper medication, and they and their doctors aren't made to play guessing games about what DOD will accept as "medically necessary."

## NEW MEMBERS

### AIR ASSAULT CHAPTER FORT CAMPBELL, KY

CW3 Adrian I. Cerdedo  
CW2 Brian K. Fox  
CW4 Nick J. Garcia  
SSG C. David Herring  
LTC George D. Kunkel  
CW4 Timothy K. Welsh

### ALOHA CHAPTER HONOLULU, HI

WO1 David H. Engel  
MAJ Robert S. Frazier  
SPC Michael J. Jones  
SGM Jerry H. McConnell  
CPT David G. McGurk  
CPT Shannon T. Miller  
CW2 Shon A. Thompson

### AMERICA'S FIRST COAST CHAP. JACKSONVILLE, FL

SPC Roy C. Martin IV  
SGT Joseph K. Moseley  
SSG Linda M. Noe

### ARIZONA CHAPTER MESA, AZ

Ms. Deanna J. Clay  
Mr. James A. Lambert

### AVIATION CENTER CHAPTER FORT RUCKER, AL

WO1 James M. Adams  
SGM Anthony L. Alfred, Sr.  
2LT Heath E. Anderson  
LTC Daniel Barreto  
1LT David A. Bartelsmeyer  
2LT Anthony A. Borowski  
WO1 Scott R. Boughton  
2LT Margaret J. Bradley  
1SG David W. Brasfield  
Mr. George Buffington  
2LT Murphy A. Caine  
SPC Loriann M. Cargill  
WO1 Ramos-Cruz A. Cesar  
WO1 Kevin P. Chung  
WO1 James M. Cobb  
WO1 Joel E. Coleman  
2LT Brendan J. Cullinan  
CPT Timothy J. Dargie  
CW3 Kelley Caudle Denny  
WO1 Steven John Dermer  
WO1 Daniel C. Dunham  
WO1 Kenneth Joseph Dunn  
2LT Steven O. Eastman, Jr.  
WO1 Ahmed Figueroa  
Mr. Mike Fitzpatrick  
WO1 Justin M. Fletcher  
CW5 George W. Foley, Ret.  
WO1 John A. Garcia

WO1 Mark C. Gilbaugh  
Ms. Susan B. Ginn  
Mr. Karl-Heinz Graef  
PV2 Garid W. Graves, Jr.  
WO1 Patrick Green  
CW3 Tommy R. Grooms  
WO1 Jason R. Gruss  
2LT Brent W. Gruver  
WO1 Jennifer L. Hakeman  
2LT Shawn C. Hatch  
2LT Joseph M. Hays  
1LT Kenneth S. Helgren  
WO1 Joshua K. Hersh  
WO1 Joshua B. Hilewitz  
2LT Heather L. Hjelm  
WO1 Vincent A. Holbrook  
CPT Justin T. Jakubcik  
2LT Edward B. Jones  
WO1 Scott W. Jones  
WO1 Lorenzo J. Key  
WO1 Timothy J. Kirschbaum  
CPT Steven P. Kuiper  
WO1 Sean P. Kyle  
LTC Walter J. Lawrence, M.D.  
SGT Tony J. Liles  
CPT Abigail T. Linnington  
WO1 Shawn R. Longwell  
2LT Christian M. Mariani  
1LT(P) Scott W. McIntosh  
CPT Jason L. Miller  
WO1 Carey T. Mills  
SPC Demetria C. Monrol  
WO1 Cesar Morales  
WO1 Russell D. Motes  
WO1 Julie L. Narksavee  
WO1 Ronald W. Neal  
2LT James M. O'Boyle  
2LT Eric M. Olsen  
CPT Jeffrey D. Perry  
WO1 Heath W. Phillips  
WO1 Crystal H. Quatrini  
WO1 Jonathan E. Ralston  
WO1 Sean W. Redmond  
CPT Paul M. Reeb  
2LT Corey Reeves  
2LT Kirk E. Regina  
Mr. John P. Rhein  
WO1 Curtis W. Robinson  
2LT David M. Rogers  
WO1 Michael R. Rohrbeck  
2LT Adrian M. Salvetti  
CPT Aaron D. Sane  
CW2 Stephen R. Schuler  
WO1 Jason A. Sharpe  
WO1 Timothy M. Slifko  
2LT Benedict J. Smith  
SPC Sean M. Smith  
CPT Ronald D. Sutek  
2LT Mason D. Thompson  
WO1 Scott J. Tolan  
CPT Frank L. Turner

1LT Rodney A. Turner  
MAJ Virgil F. Weakley  
Mr. Aaron A. Weaver  
CPT Geoffrey A. Webb  
2LT Holly Beth West  
WO1 Shawn E. Williams  
CPT Kristian E. Willis  
WO1 David M. Wolf  
WO1 Ronald D. Young

### BAVARIAN CHAPTER HOHENFELS, GERMANY

CPT James D. Rouse

### BLACK KNIGHTS CHAPTER WEST POINT, NY

CDT Jason B. Emery  
CDT Greg D. Fontaine  
CDT Gordon T. Gourdine  
CDT Jason A. Simmons

### CEDAR RAPIDS CHAPTER CEDAR RAPIDS, IOWA

CW2 Paul T. Adamson

### CENTRAL FLORIDA CHAPTER ORLANDO, FL

Mr. Stephen R. Stankiewicz

### COLONIAL VIRGINIA CHAPTER FORT EUSTIS, VA

1SG Thomas L. Gailther, Ret.  
SGT Ernest L. Harvey  
Mr. Dale L. Johnson  
Mr. Phillip L. Rivera  
LTC James B. Vaught

### CORPUS CHRISTI CHAPTER CORPUS CHRISTI, TX

Mr. Richard E. Bryndza  
Mr. Amando Gonzalez  
Mr. James F. Kaylor  
Mr. Ralph Molina  
Ms. Adela V. Ornelas

### FLYING TIGERS CHAPTER FORT KNOX, KY

CW4 Robert V. Kelly

### FROZEN CHOSEN CHAPTER GRAND FORKS, ND

MAJ Neil R. Hutchison

### GREATER ATLANTA CHAPTER ATLANTA, GA

CPT John D. Boyer  
CW3 Douglas G. Gahring

### GREATER CHICAGO AREA CHAP. CHICAGO, IL

SP6 James T. Sweeney, Ret.

### INDIANTOWN GAP CHAPTER INDIANTOWN GAP, PA

1LT Lee H. Hayes

### IRON MIKE CHAPTER FORT BRAGG, NC

CW2 Bruce D. Boggs  
CW3 James M. Gigliotti  
CPT Scott J. Halverson  
CPT Christopher M. Magnuson  
WO1 Donald R. Randol

### LAND OF LINCOLN CHAPTER PEORIA, IL

CW5 David W. Masterson

### LINDBERGH CHAPTER ST. LOUIS, MO

Mr. Eric Weidmann

### MONMOUTH CHAPTER FORT MONMOUTH, NJ

Ms. Diane R. Carnes

### MORNING CALM CHAPTER SEOUL, KOREA

Mr. James T. P. Burns  
Mr. Chong-Kil Chang  
LTC Charles S. Keller  
Mr. Jin S. Kim  
LTC Nam Hoon Park, Ret.  
PVT Shawn M. Rafferty  
CPT Brett A. Schlika  
Mr. Chong Sok Yang  
LTC J. K. Yang

### NORTH TEXAS CHAPTER DALLAS/FORT WORTH

CW5 William R. Murphy

### PHANTOM CORPS CHAPTER FORT HOOD, TX

SFC Jeffery A. Josefowicz  
CW4 Edward A. Petrow

### RAGIN' CAJUN CHAPTER FORT POLK, LA

CPT Michael K. Bentley

### SAVANNAH CHAPTER FT STEWART/HUNTER AAF, GA

CSM Carlos A. Cueto  
CPT Daniel P. Laurelli  
SSG Christopher S. Richardson

### SHOWME CHAPTER JEFFERSON CITY, MO

CW2 Mark A. Anderson  
CW2 Patrick J. Muenks

### TALON CHAPTER ILLESHEIM, GERMANY

WO1 David A. Ware

### TENNESSEE VALLEY CHAPTER HUNTSVILLE, AL

Mr. Scott A. Dunlap  
Mr. Claude H. Flick  
Mr. Doyle D. Galloway  
Ms. Patricia L. Hodge  
Mr. Kevin B. Mayes  
Mr. Jerry B. Oberg  
Mr. Ricke S. Olguin  
LTC Peter K. Ort  
PV2 Joel R. Ortiz  
Ms. Malissa E. Parker  
Mr. Aaron P. Pehrson  
CPT Donald M. Reedy  
SSG William R. Schuck, Ret.  
Ms. Carol "Roxeanne" Smith

### WASHINGTON-POTOMAC CHAPTER WASHINGTON, DC

Mr. Michael S. Allen  
Mr. Joseph D. Auer  
Mr. Frank W. Brittain  
Mr. Michael F. Browne  
Mr. Edward B. Buffington  
Mr. Thomas J. Denton  
MAJ David M. Lovejoy  
Ms. Stephanie B. McClernan  
MAJ Robben M. Memmel  
Mr. Penn (Pete) E. Mullowney  
Mr. Michael Paturzo  
Mr. Maurice P. Ranc  
Mr. Francis X. Reinhardt  
Mr. Ted Varner

### WRIGHT BROTHERS CHAPTER COLUMBUS, OHIO

CW5 Charles A. Adkinson  
CW2 Chris J. Clark  
Mr. Kevin R. Crosthwaite  
CPT Robert C. Cutajar  
Ms. Donna R. Egner  
CW3 David J. McDaniels  
CW4 Phillip A. Talbott

### MEMBERS WITHOUT CHAPTER AFFILIATION

Mr. Jonathan B. Cory  
MAJ Eric L. Gardner  
Mr. Peter F. Johnson  
Mr. Fotis J. Kalathas  
CW4 Dale A. Miller  
LTC Joel A. Mittelstaedt  
CDT Chadwick H. Morehead  
Ms. Victoria I. Ocasio  
2LT Gregory Wayne Sanders

## AAAA NATIONAL EXECUTIVE BOARD NOMINATIONS

In accordance with the AAAA By-Laws, notice is hereby given that in addition to the nominations recommended by the Nominations Committee for those NEB offices in which vacancies occur at the time of the annual election, floor nominations may be made at the Annual Convention, provided that the name of the floor nominee appear on nomination petitions signed by 25 AAAA members and said petitions are provided to the Chairman of the Nominations Committee at the AAAA National Office at least 30 days prior to the conduct of the AAAA Annual Convention.

## New Chapter Officers

### Aloha Chapter:

Col. David D. Broome, Jr., President; Lt. Col. Jeffrey T. Kappenman, Senior Vice President; CWO 2 Gary E. Schaefer, Secretary; Capt. Bernie P. Miller, II, Treasurer; Maj. John C. Sauer, VP Membership Enrollment; Maj. William B. Grimes, VP Programs; Sgm. Jerry H. McDonnell, VP Enlisted Affairs; CWO 5 Thomas L. Adkins, Ret., VP Retired Affairs; Col. Ralph J.W.K. Hiatt, Ret., Vice President Civilian Affairs; CWO 2 Shon A. Thompson, VP Activities.

### Black Knights:

Cdt. Ernest D. Meadows, VP for Cadet Membership; Cdt. Michael P. Block, VP for Cadet Programs.

### High Desert:

Lt. Col. Douglas R. Eller, President; Maj. James R. Macklin, Jr., Senior Vice President; Capt. James G. Kanicki, Secretary; Maj. Paul V. Marnon, Treasurer; Capt. Gregory A. Baker, VP Membership Enrollment; Capt. James J. Cutting, VP Programs; Capt. Chris D. Niederhauser, VP Chapter Awards.

### Lindbergh:

Mr. Charles C. Trendley, VP Programs.

### Mission Ready:

CWO 3 Ronald L. Humphreys, Senior Vice President; Capt. Stephen T. Shore, Treasurer.

### North Country:

Capt. James M. Wenner, Vice President Awards.

### Pikes Peak:

CWO 3 Terry C. Sunderlin, Treasurer.

### Virginia Military Institute:

Col. Norman M. Bissell, Ret., President; Cdt. Matthew J. Kukla, Senior Vice President; Cdt. Monica Y. Choi, Secretary; Cdt. Karla B. Mackey, Treasurer; Cdt. Andrew J. Modisett, Vice President Membership Enrollment; Cdt. Erinn C. Singman, Vice President Programs; Cdt. Edwin L. Clarke, Vice President Chapter Awards.

## AAAA Soldier of the Month

A Chapter Program to Recognize Outstanding Aviation Soldiers on a Monthly Basis

### Sgt. Thomas L. Jones

September 1999  
(America's First Coast Chapter)

### Pfc. Brian M. Larsen

October 1999  
(America's First Coast Chapter)

### Ssg. Christopher S. Richardson

October 1999  
(Savannah Chapter)

### Pfc. Patrick I. Simmons

October 1999  
(Tennessee Valley Chapter)

### Sgt. Joseph K. Moseley

November 1999  
(America's First Coast Chapter)

### PV2 Joel R. Ortiz

November 1999  
(Tennessee Valley Chapter)

### Spc. Roy C. Martin IV

December 1999  
(America's First Coast Chapter)

### SSg. Linda M. Noe

January 2000  
(America's First Coast Chapter)

## AAAA Post NCO of the Quarter

A Chapter Program to Recognize Outstanding Post NCO Soldiers on a Quarterly Basis

### SSg. Joshua A. Newman

4th Qtr. FY 99  
(Aviation Center Chapter)

### Pfc. Brandy R. Thomas

4th Qtr. FY 99  
(Aviation Center Chapter)

## New AAAA Life Members

Maj. Merlin D. Billings, Ret.  
WO 1 Peter K. Chilcutt  
Col. Freeman R. Donley  
Capt. Dennis E. Griffin  
CWO 4 William R. Halevy  
CWO 4 Gary W. Lindroth, Ret.  
CWO 3 Patrick A. MacPherson, Ret.  
CWO 5 Daniel H. Mauss  
Capt. Raymond E. Meadows  
CWO 4 Val M. Mertens  
Sfc. Jim P. Moore  
CWO 4 Gary R. Nisker  
Lt. Col. Thomas K. Phiifer, Ret.  
CWO 5 Greg Reese, Ret.  
Capt. Philip J. Ryan  
CWO 5 James L. Stephens III  
Maj. Dennis C. Walburn  
Sfc. Robert M. Walczyk  
Capt. Robert E. Wilson  
CWO 4 Timothy Zarnowski

## In Memoriam

Lt. Col. Glenn E. Darrough, Ret.  
Maj. Wilford A. Baugh, Ret.  
Lt. Col. Charles A. Poss, Ret.  
Maj. Michael Joseph Reardon, Ret.

## New AAAA Order of St. Michael Recipients

Col. Thomas N. Bordner (Silver)  
Col. Howard W. Yellen (Silver)  
CWO 5 Robert C. Wehrenberg (Silver)

Col. William H. Smith, Jr. (Bronze)  
Lt. Col. Henry H. Waller III (Bronze)  
Capt. Michael D. Braun (Bronze)  
Lt. Col. Richard E. Ford (Bronze)  
Capt. Christian L. Porter (Bronze)  
Maj. Gary D. Stephens (Bronze)  
Maj. Gen. William J. Lennox (Bronze)  
Lt. Col. Stephen R. Dwyer (Bronze)  
Capt. Richard Andre (Bronze)  
CWO 4 Charles L. Greeley (Bronze)  
CWO 4 Guy D. Cooper (Bronze)  
Capt. Christopher J. McCombs (Bronze)  
CWO 5 Ronald J. Ferrell (Bronze)  
Csm. Kumarasiri Wijetunga (Bronze)  
Sfc. Brian S. Wood (Bronze)  
Randolph T. Weaver (Bronze)  
CWO 4 Steven J. Tronnes (Bronze)  
Maj. James E. Whaley III (Bronze)  
Teresa R. Wentz (Bronze)  
Csm. Larry Jeffcoat (Bronze)  
Csm. Rafael A. Castro-Colon (Bronze)  
Capt. Michael T. Houser (Bronze)  
Maj. Gregory L. Cantwell (Bronze)  
Csm. Larry D. Brey (Bronze)  
Lt. Col. John A. Rainey (Bronze)  
Csm. Frank Castillo, Ret. (Bronze)  
Ssg. William Maloney (Bronze)  
Lt. Col. James R. Barkley (Bronze)  
Col. William M. Jacobs (Bronze)  
Ssg. Charles d. Herrig (Bronze)  
Capt. William D. Jackson (Bronze)  
Capt. Ronald Lukow (Bronze)  
Ssg. Frederick A. Roberson  
Maj. Steven T. Burns (Bronze)  
Csm. Alfred W. Alexander (Bronze)  
Capt. Eric A. McEldowney (Bronze)  
Capt. Victor Todd (Bronze)  
CWO 3 Kevin L. Magee (Bronze)  
Capt. Jason M. Halloren (Bronze)  
Capt. William W. Ferguson (Bronze)  
CWO 5 Michael T. Moorehead (Bronze)  
Lt. Col. Lacy English, Jr. (Bronze)  
Lt. Col. Paul L. Barnard (Bronze)  
CWO 5 Myron F. Babcock (Bronze)

## Aces

The following members have been recognized as Aces for their signing up five new members each.

Cdt. Amberleigh Covell  
CWO 2 Matthew R. Nicol  
Col. Paul K. Tanguay, Ret.  
CWO 3 Richard H. Tanner

## New AAAA Industry Members

AAI Corporation  
Comtek Amherst Systems, Inc.  
Luminator Aircraft Products  
Penny G. Giles Aerospace, Inc.  
System Studies & Simulation, Inc.



## Aviation Center Chapter

CWO 4 Michael J. Novosel (Ret.), a Medal of Honor recipient and former Army aviator, receives a token of appreciation from Col. Terry M. Peck, Aviation Training Brigade commander and AAAA's Army Aviation Center Chapter president.

Novosel spoke at a recent member appreciation meeting about his book

"Dustoff — The Memoir of an Army Aviator" at the U.S. Army Aviation Museum.

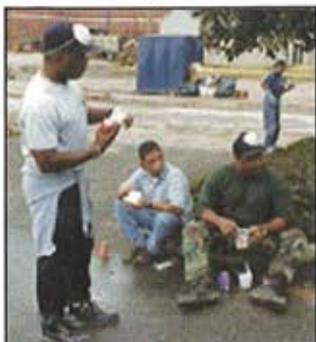


## Army Aviation Museum Foundation

During a September 28 ceremony at Fort Rucker, Ala., Sikorsky Aircraft donated \$3,000 to the Army Aviation Museum Foundation. The check was presented to Col. David W. Swank (Ret.), the Foundation's executive committee chairman (above) by Mr. Steve Bolton, Sikorsky's director of Fort Rucker operations. Also present at the ceremony were Maj. Gen. Anthony Jones (far left), commander of the U.S. Army Aviation Center and chief of the aviation branch, and Lt. Gen. Ellis D. Parker (Ret.), chairman of the museum foundation's board of directors (far right).

## Colonial Virginia Chapter

Fall was a busy season for the members of AAAA's Colonial Virginia Chapter, who participated in a range of events.



It was not all play for the Colonial Virginia Chapter's members, however. On Oct. 12, 13 members helped residents of Franklin, N.C., clean up debris left by Hurricane Floyd. Among those who participated were (left to right) SFC Wesley R. Easley, SSgt. Sarien and SGM Kenneth G. Rich.

A food-collection drive was also part of the chapter's assistance to the North Carolina victims of Hurricane Floyd. Here Allie Eschenbach (left) and Sheila Visconti organize the food and supplies that the chapter was able to turn over to the American Red Cross.



Maj. Wolfe presents an AAAA Certificate of Appreciation to SFC Anthony in recognition of his outstanding contributions to the chapter.

Chapter members did find time to socialize, most notably during an Oct. 2 cookout and pig roast held in appreciation of the chapter's new and old members. Held at Warwick Pier on Fort Eustis, Va., the event offered chapter members the chance to get reacquainted, as well as to win a variety of door prizes.



On Sep. 29, members of the Colonial Virginia Chapter joined national AAAA representatives in presenting a memorial plaque honoring Lt. Gen. William B. Bunker's contributions to Army aviation to the crew of the Army Logistics Support Vessel U.S. Army LSV Bunker. Col. Deac Descoteau, Ret. who had worked for Gen. Bunker made the presentation on behalf of the AAAA. Pictured left to right are Col. Louis A. Bonham, the chapter's president; Col. Deac Descoteau and Joseph P. Cribbins representing AAAA; and the vessel's commander, CWO 4 Jorge Gonzalez.

At the Oct. 11, 1999, AAAA National Executive Board (NEB) Meeting in Washington, D.C., the membership committee reported that a review of the current AAAA membership dues structure had revealed that some classes of dues had not been raised in over 20 years. Specifically, a series of slides comparing the AAAA with like and similar organizations showed that AAAA was consistently among the lowest if not the outright lowest in each category. After considerable discussion centering on the appropriate amount to raise dues, the following dues structure was approved to take effect July 1, 2000.

- Individual dues - Currently \$14 enlisted, \$21 all others, to be raised to ... \$15 enlisted, and \$26 other
- Life member Dues - Currently \$300 to be raised to ... \$480
- Industry Dues to be raised from \$300 if company does under \$10M with government, and \$600 if over \$10M with government to be raised to ... \$475 and \$975.

Beat the increase and join AAAA, re-up, or get a Life Membership NOW! The NEB also voted to formally review dues structure every two years from now on.

## North Texas Chapter

On Dec. 3, 1999, Lt. Col. James R. Barkley (Ret.) became only the ninth member of AAAA's North Texas Chapter to be inducted into the Order of Saint Michael in the past eight years. At ceremonies held at the Fort Worth Petroleum Club during the North Texas Chapter's Christmas Ball, Mr. Leroy Worm, a previous Saint Michael inductee, read the nomination statement covering Barkley's significant contributions to Army aviation. The award citation read, in part:

"The Order of Saint Michael recognizes individuals who have contributed significantly to the promotion of Army aviation in ways that stand out in the eyes of the recipient's seniors, subordinates and peers.

"These individuals must also demonstrate the highest standards of integrity and moral character, display an outstanding degree of professional competence, and serve the U.S. Army aviation or civilian community with distinction."

Barkley served 29 years in the Army before retiring in September of 1973. He participated in combat operations in the European Theater during World War II, as well as in Korea and Vietnam. He was a master Army aviator and has been an AAAA member for 41 years. He is currently the North Texas Chapter's vice president of public affairs, a position he has held for the past decade.



## Lost Members

Help us find our Lost Members. We'll give you an additional month on your AAAA membership free for each member you help us locate. Simply write, call or E-mail us with the Lost Member's current address. AAAA, 49 Richmondville Avenue, Westport, CT 06880-2000. Tele: (203) 226-8184; FAX: (203) 222-9863; E-Mail: [aaaa@quad-a.org](mailto:aaaa@quad-a.org).

Beatty, John D., Mr.  
Benson, Claude E., Mr.  
Beseau, Jeffrey M., WO1  
Birch, Jerry B., WO1  
Carr, J. David, CPT  
Castillo, Tony, 2LT  
Cousins, Lennie V., CW3  
Demuro, Robert F., SGT  
Durel, Stephen L., 2LT  
Elmore, Lorin R., SPC  
Everett, Todd F., CW2  
Freeman, Angela D., WO1  
Grenner, Joseph C., 2LT  
Heffernan, Kelly A., CPT  
Hodges, Michael S., WO1

Hunt, Jason L., SPC  
James, John A., 1LT  
Javier, James G., SPC  
Kerzie, Michael J., MAJ  
Marubbio, Arthur A., Jr, LTC, Ret.  
Mason, Bruce, Mr.  
Mikula, J. George, COL, Ret.  
Morrow, Richard J., Mr.  
Moton, John W., SSG  
Newbold, William D., SFC  
Nichols, Nicole, PFC  
Norton, Greg D., SPC  
Powell, Michael A., LTC  
Ralley, Sandra, Ms.  
Riley, William S., SPC

Robbins, Roland C., SPC  
Schwallie, Thomas C., CW4  
Shackelford, Sandra H., Mrs., Ret.  
Sheley, Amy M., PFC  
Spinks, George D., WO1  
Stacy, Jason A., SPC  
Stanley, W. Deane, Mr.  
Stidfole, Jim L., CW2  
Tinkler, Bobby R., MAJ  
Wishik, Jeffrey L., Mr.  
Wright, John R., Mr.  
Zimmerly, Susan C., Ms.

It is with great sorrow that we note the Dec. 2, 1999, death of **Col. Robert F. Cassidy (Ret.)**, a Charter Life Member of the Army Aviation Association of America, a former AAAA Board member and a 1998 inductee into the Army Aviation Hall of Fame. Services were held at the Army Retirement Center in San Antonio, Texas.

Donations may be made in memory of Col. Cassidy to the AAAA Scholarship Foundation, Inc., Hamilton H. Howze Scholarship Fund.

Condolences may be sent to Col. Cassidy's daughter, Ms. Michele Cole, P.O. Box 820009, Dallas, TX 75382.

☞ **Feb 2.** Aviation Center Chapter Annual Awards Banquet, honoring AAAA National Functional Awards: Trainer of the Year, Air/Sea Rescue, Fixed Wing Unit, Aviation Medicine, ATC and Cadets of the Year.

☞ **Feb 23-25.** AAAA Joseph P. Cribbins 26th Annual Product Support Symposium, Huntsville Hilton, Huntsville, Ala.

☞ **Mar. 29.** AAAA National Executive Board Annual Meeting, Fort Worth, TX.

☞ **Mar. 29-Apr. 1.** The 2000 AAAA Annual Convention, Fort Worth Convention Center, Fort Worth, Texas.

☞ **Mar. 30.** The AAAA Scholarship Board of Governors Annual Meeting, Fort Worth, TX.

☞ **Jun. 30-Jul. 4.** The Vietnam Helicopter Pilots Association (VHPA) 17th Annual National Reunion, Washington, D.C. For further information contact Don Joyce, "Gold Eagle 4"(407) 870-5367.



# Army Aviation Hall of Fame

*The Army Aviation Hall of Fame sponsored by the Army Aviation Association of America, Inc., recognizes those individuals who have made an outstanding contribution to Army aviation. The actual Hall of Fame is located in the Army Aviation Museum, Fort Rucker, Ala., where the portraits of the inductees and the citations recording their achievements are retained for posterity. Each month Army Aviation Magazine will highlight a member of the Hall of Fame. The next triennial induction will occur in the spring of 2001. Nominations are currently open for the ballot that will be distributed to all AAAA members in the fall of 2000. Nominations should be postmarked no later than July 1, 2000. Contact the AAAA National Office for details at (203) 226-8184*

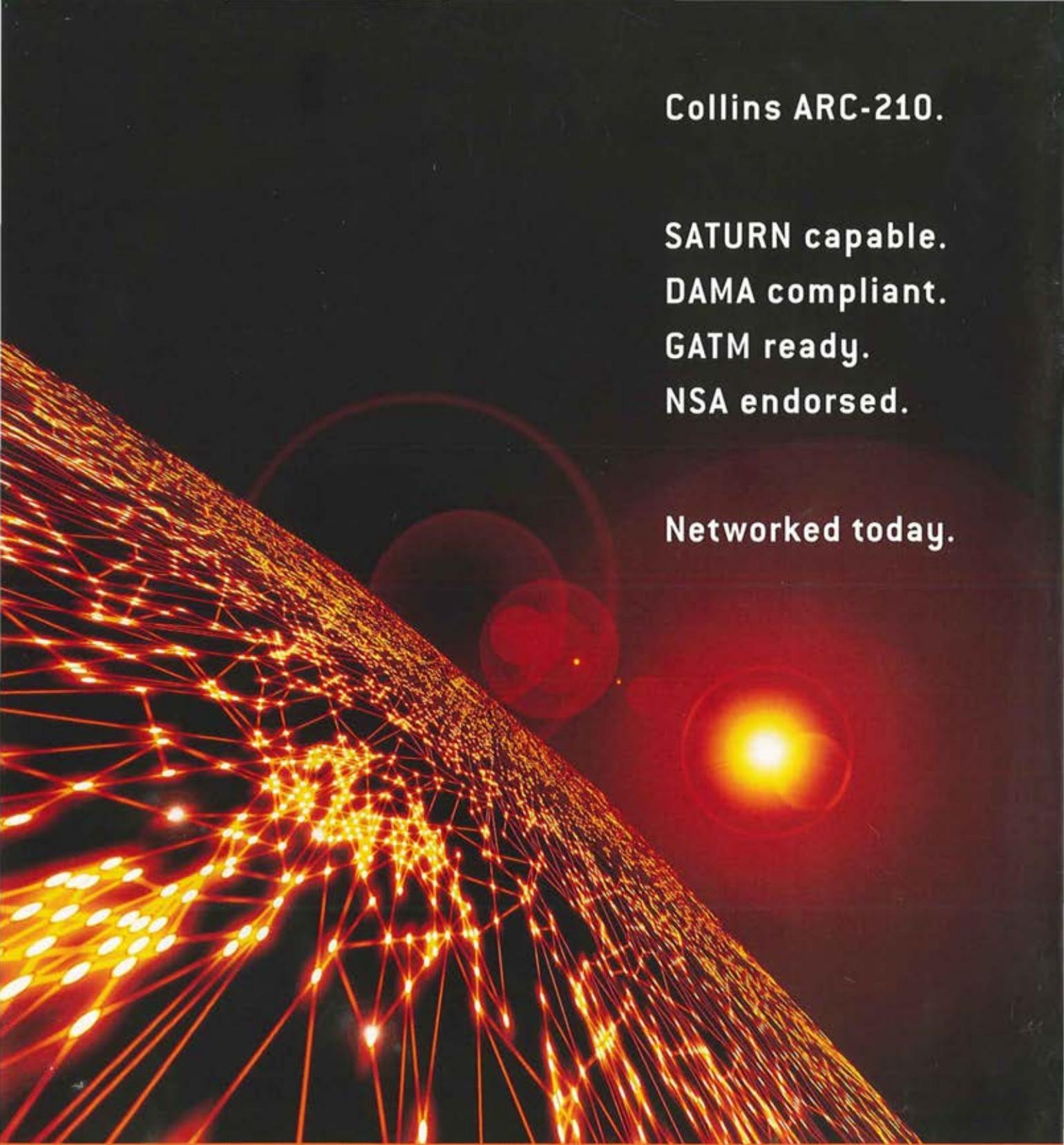
## Colonel Robert F. Cassidy, Ret. Army Aviation Hall of Fame 1998 Induction

In 1942, CPT Robert F. Cassidy was designated as the principal air observer for the field test of Organic Air Observation for Field Artillery with the 2nd Infantry Division competing with the Army Air Corps Observation School. The outstanding success of the Artillery Air in the competition resulted in the approval of the concept by the War Department. Subsequently, MAJ Cassidy fought his way into the program at a time when RA officers, particularly West Point graduates, were being strongly advised by their superiors to avoid Army Aviation as a "dead end street". On completion of flight training, he established the tactical training part of the Liaison Pilot Course and was responsible for all tactical training until 1944. He then was transferred to Eighth U.S. Army where he was senior Artillery Aviation Officer in the Pacific.

As the senior aviator in the Dept. of Air Training at Ft. Sill in '50-'51 LTC Cassidy was primarily responsible for the smooth, efficient expansion of pilot training from a rate of 100 pilots per year to 2,600 to meet the requirements of Korea, an astounding increase. In '51 he became the Aviation Officer, Office, Deputy Chief of Staff for Logistics in DA. Because of numerous complaints from overseas field commanders regarding deficiencies in Depot level supply and maintenance support, COL Cassidy proposed, prepared, and successfully staffed a study on the transfer of all logistic support for Army aircraft from the Air Force.

He was the action officer for the entire project from 1952 until 1955, during which the almost unanimous opposition by the Army General Staff, as well as the Air Force staff, was gradually overcome by his tactful persuasion and numerous revisions. In mid-1955 a Memorandum of Understanding was approved, resulting in the independent depot support structure for Army Aviation. He also was the Logistic member of a team that did the studies and sold the Army and the Joint Chiefs of Staff on expanding the experimental five-company "cargo helicopter program" to 12 battalions, and then procured the H-21 and H-34 helicopters to fill them. From '57-'62, he served as Chief, Aviation and Airborne Division, Materiel Development Section, Continental Army Command, where he expertly guided the development and user test of the H-37, UH-1A through D, Caribou and Mohawk for the Army's growing aviation arm. In his final assignment as Assistant Commandant, Army Aviation School, in '63-'65, this Master Aviator judiciously directed the increasing training program, including the expanding Warrant Officer Candidate School and the Aircraft Maintenance Program to support the growing conflict in Vietnam. Robert F. Cassidy was a true Army Aviation Pioneer, superb trainer-logistician, and a major contributor to the success of Army Aviation from its inception.





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