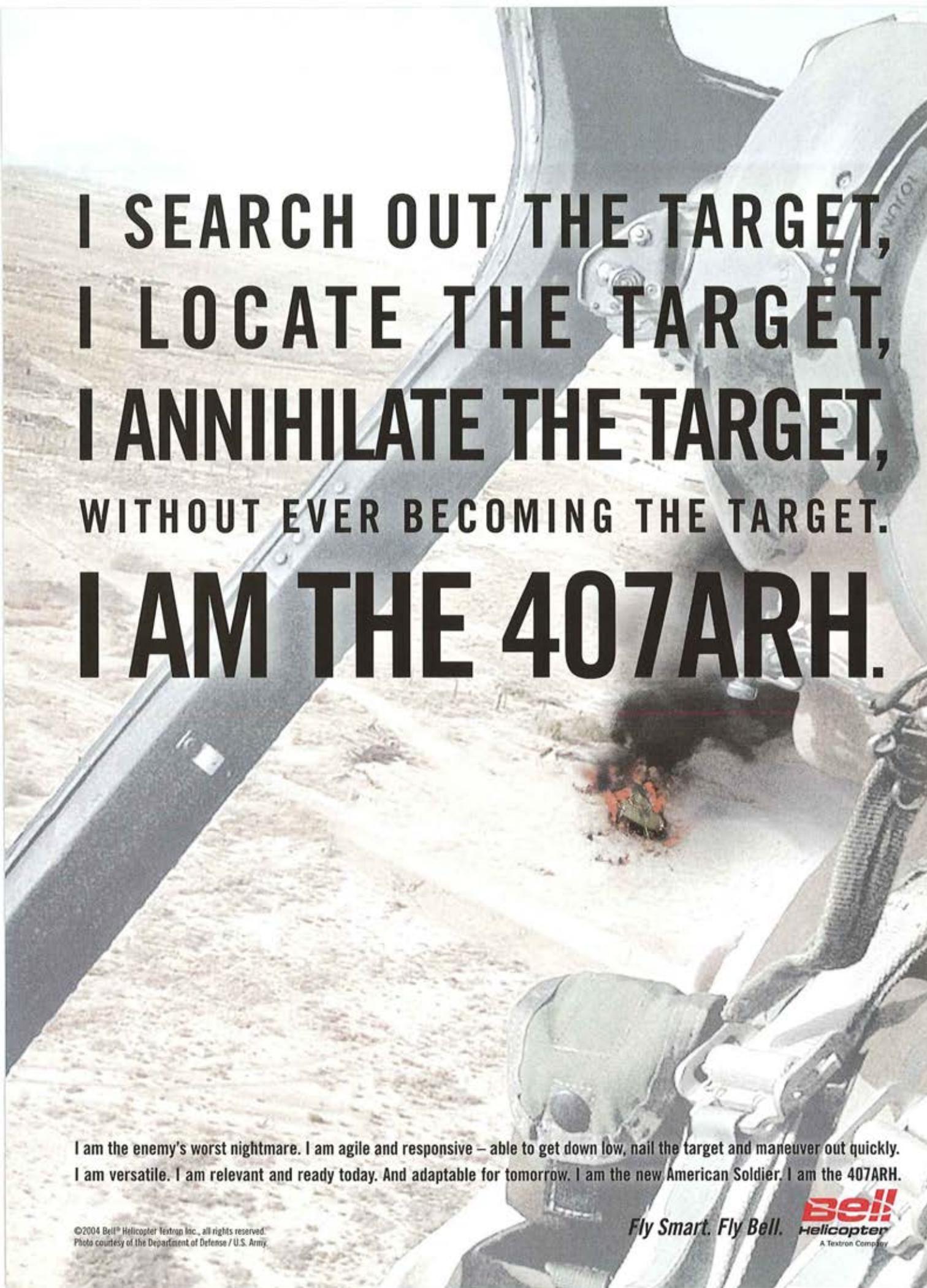


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Publisher
William R. Harris Jr.

Editor
LTC (Ret.) James R. Bullinger

Design & Production
Manager
Trudy Hodenfield

Contributing Editor
CW4 (Ret.) Steve Woods

Circulation Manager
Mary Ann Stirling

Circulation Assistants
Deb Cavallaro
Debbie Coley
Diane Grinsted
Mary Ellen Kother

Advertising
Robert C. Lachowski

briefings



U.S. Plans to Withdraw Troops from Korea

The Department of Defense announced Oct. 6 that the United States and the Republic of Korea have reached a final agreement regarding the June 2004 U.S. proposal to redeploy 12,500 troops from Korea. Specifically, the two nations agreed to the redeployment of 12,500 troops in three phases that will last until 2008. The first phase will total about 5,000 troops in 2004 and includes the 2nd Brigade Combat Team that was deployed to Iraq in August and its associated units. During the second phase a total of 5,000 troops will depart (3,000 in 2005, 2,000 in 2006), comprising combat, combat support and combat service support units. In the final phase, 2007-2008, 2,500 troops consisting primarily of support personnel and units will depart.

Editor's Note: As of our publishing deadline no information was available concerning how this redeployment will affect Aviation units assigned to Korea. We'll publish this information as soon as it is available.

CSC names Birmingham VP of Army Programs

Computer Sciences Corporation of El Segundo, Calif., announced Oct. 7 retired COL Robert "Bob" Birmingham as its vice president of Southeast U.S. Army Programs, a business area within the Defense Integrated Solutions and Services Division (DISSD) of the company's Federal Sector business unit. Birmingham, an Army aviator, was the program manager for the Army's RAH-66 Comanche helicopter program prior to his retirement. He will be responsible for managing CSC's Army aviation and missile programs and developing new business opportunities throughout the Southeast region, including the U.S. Army Aviation and Missile Command at Redstone Arsenal and operations at Fort Rucker, Ala., as well as CSC's High Performance Computing Center of Excellence in Huntsville, Ala.

Spec. Ops. Contracts for Multifunction Control Units

Measurement Systems Inc., a division of Ultra Electronics of Fairfield, Conn., was awarded Sept. 30 a \$1.27 million contract to provide the U.S. Special Operations Command with multifunction control units (MFCU) for a variety of military combat helicopters. The contract, awarded by the Army's Technology Applications Contracting Office, includes extensive qualification testing, first article units and a total of 370 MFCU production units. Each

Briefings continued on page 6

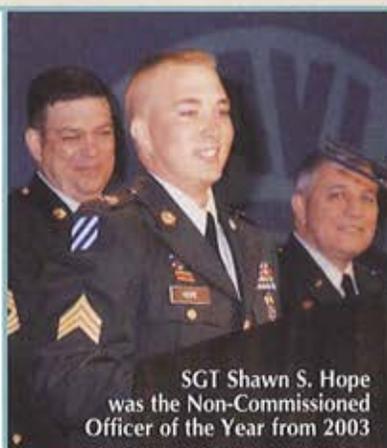
on the cover

Paid Advertisement. Boeing Rotorcraft Systems recently delivered the first CH-47F to the U.S. Army. Boeing is modernizing U.S. Army and U.S. Army Special Operations Command Chinooks to ensure future heavy lift and heavy assault capabilities for the U.S. Armed Forces.
Caption provided by advertiser.

Solicitation now under way for CY04 AAAA National Awards

Suspense: Jan. 15, 2005

- ◆ Non-Commissioned Officer of the Year, sponsored by Lockheed Martin.
- ◆ Joseph P. Cribbins Department of the Army Civilian of the Year, sponsored by The Boeing Company.
- ◆ James H. McClellan Aviation Safety Award, sponsored by GE Aircraft Engines.
- ◆ Aviation Soldier of the Year, sponsored by Bell Helicopter Textron.
- ◆ Army Aviator of the Year, sponsored by Sikorsky Aircraft Corporation.
- ◆ The Robert M. Leich Award, sponsored by Northrop Grumman Corporation, ESSS.
- ◆ Outstanding Army Aviation Unit of the Year (USAR), sponsored by Honeywell.
- ◆ Outstanding Army Aviation Unit of the Year (ARNG), sponsored by Honeywell.
- ◆ Outstanding Army Aviation Unit of the Year (Active), sponsored by The Boeing Co.



SGT Shawn S. Hope was the Non-Commissioned Officer of the Year from 2003

Nomination forms are obtainable from the AAAA National Office
755 Main Street, Suite 4D, Monroe, CT 06468-2830. Telephone: (203) 268-2450; FAX: (203) 268-5870,
as well as on the AAAA Website: www.quad-a.org. Suspense is 15 Jan 05.

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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® 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, 755 Main Street, Suite 4D, Monroe, CT 06468-2830. Tel: (203) 268-2450, FAX: (203) 268-5870, 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 Monroe, CT and other offices. Send address changes to AAPI, 755 Main Street, Monroe, CT 06468-2830.

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DoD Publishes Defense Acquisition Guidebook

The Defense Department released Oct. 14, an approved provisional release of the Defense Acquisition Guidebook. The new guidebook is designed to serve as a companion to the revised acquisition policy documents, DoD Directive 5000.1 and DoD Instruction 5000.2, released May 2003. Those documents established the policy framework for translating mission needs into stable, affordable and well-managed programs. The guidebook is an interactive, Web-based capability designed to provide the acquisition workforce and their industry partners with an on-line instant reference to best business practices as well as supporting policy, statute, and lessons learned. The electronic guide moves the acquisition workforce further along the path of e-business. The Defense Acquisition Guidebook is available at <http://akss.dau.mil/DAG>.

Army Aviation Contracts for

Advanced Threat Countermeasures

BAE Systems of Nashua, N.H. was awarded a five-year contract for up to 484 Advanced Threat Infrared Countermeasures / Common Missile Warning Systems (ATIRCM/CMWS) for use aboard fixed wing and rotor-wing aircraft. The contract consists of low-rate initial production, associated spares, test equipment, and various technical support. The value of this indefinite-delivery /indefinite-quantity contract issued Sept. 10 is \$484 million. The Army will field the CMWS first, and add the ATIRCM portion later. The AAR-57 (CMWS) also works with advanced flare dispensers, automatically detecting incoming missiles and employing countermeasures to confuse enemy missiles. The ATIRCM/CMWS system — the AN/ALQ-212 — adds a directable, jamming subsystem for advanced protection of aircraft in addition to the flares. The ATIRCM tracks an incoming missile, steering a beam of modulated jamming energy onto the missile seeker. Together ATIRCM/CMWS evaluates the entire threat missile environment and selects the appropriate aircraft response to counter a missile, using an array of countermeasures. The first delivery order was also awarded Sept. 10 for 50 CMWS systems for use in protecting Army aircraft against guided missiles. It's valued at \$27.8 million.

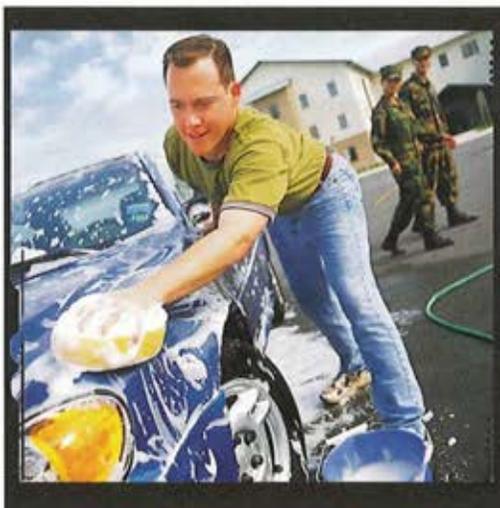
Predator Achieves 100,000 Flight Hours

General Atomics Aeronautical Systems, Inc. of San Diego, Calif., announced that the RQ-1/MQ-1 Predator unmanned aircraft has achieved a milestone of 100,000 flight hours for a single model. This significant achievement occurred Sept. 27 with U.S. Air Force Predator 61 (P-61) during a routine combat mission over Iraq. The Predator has been operational in every U.S. conflict since 1995 and has amassed almost 70,000 combat flight hours. Configured with an electro-optical and infrared camera system and synthetic aperture radar, Predator provides field commanders and the National Command Authority with a unique surveillance and reconnaissance intelligence capability. The introduction of the Hellfire missile air-to-surface attack capability in 2001 has significantly changed the way Predators contribute to the war on terrorism. Predators are flying more than 3000 flight hours per month and are a major contributor to U.S. tactical reconnaissance in theater.

CONTRACTS: The Department of Defense has announced the award of the following Aviation related contracts.

The Boeing Co., Mesa, Ariz., was awarded Sept. 24 an \$8M modification to a firm-fixed-price contract for two CH-47 Structural Tier 2 and 3 Kits in support of the overhaul and repair of crash damage/on-condition maintenance or RESET aircraft. Work will be performed in Philadelphia (70 percent) and Mesa (30 percent), and is expected to be completed by Jan. 10, 2007.

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Aviation Transformation: How Far Have We Come?

By BG E.J. Sinclair

We are transforming our Army while executing a global war on terrorism, providing for the peace on the Korean peninsula and changing the training base to better prepare our Aviation Soldiers for the rigors of war. This issue of Army Aviation magazine is dedicated to discussing Army Aviation Transformation. There are four articles, written by subject matter experts in their specific areas of concern, covering the transformation of our training and doctrine, organizations, and logistics. As always, it is the Soldier that makes this great Army of ours successful. Doctrine, organization, training and materiel only facilitate our Soldiers in accomplishing their mission.

The CSA's Task Force

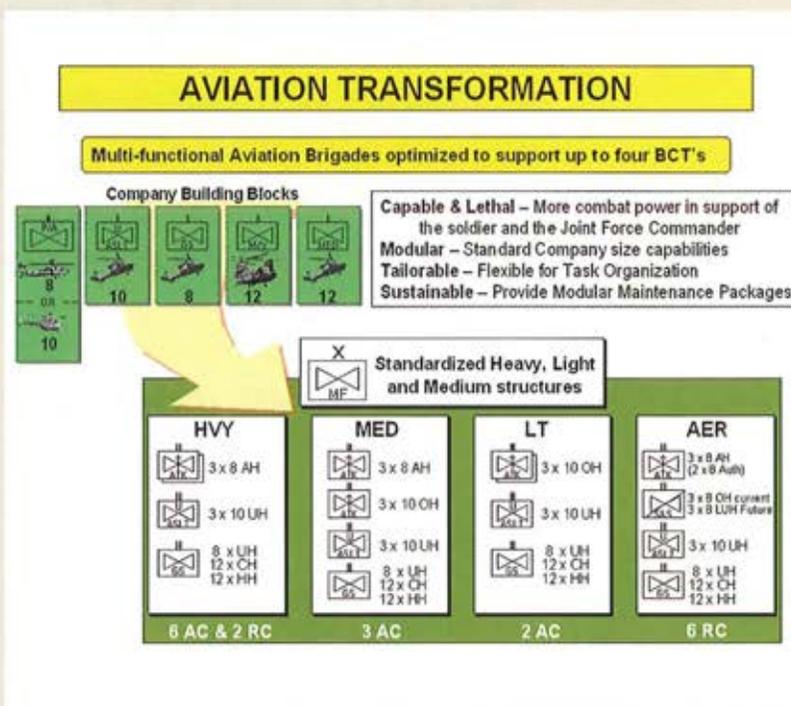
Chief of Staff of the U.S. Army (CSA) GEN Peter J. Schoomaker clearly specified his intent for the transformation of Army Aviation earlier this year. He stated Army Aviation will become a modular, capabilities-based maneuver arm, optimized for the Joint fight, with a shortened logistics tail. The essential tasks to accomplish this include:

- Reviewing and adjusting Army Aviation Modernization and Transformation plans for Jointness, feasibility and affordability.
- Evaluate special operations force capabilities for integration into the conventional force.
- Establish modularity within the Aviation force.
- Structure the Aviation Active Com-

ponent (AC) and Reserve Component (RC) organizations (units & capabilities) to execute the Defense Planning Guidance roles and missions.

- Align the force based on the task and purpose of the formation.
- Structure RC Aviation to be more responsive to swiftly defeat the enemy's efforts and win decisively.
- Synchronize the structure to flow towards the future force.
- Review the systems in the development for relevancy to the future force.
- Determine the strategy for accelerating or divesting current initiatives.
- Joint interoperability and connectivity is foundational to our efforts.

In summary, the CSA succinctly stated



on November 5, 2003, "Army Aviation has more potential than any other branch — we just have not maximized its potential. My commitment to you is we are going to make Army Aviation the best damn outfit on the battlefield. We owe it to our Soldiers, our Army and the Nation."

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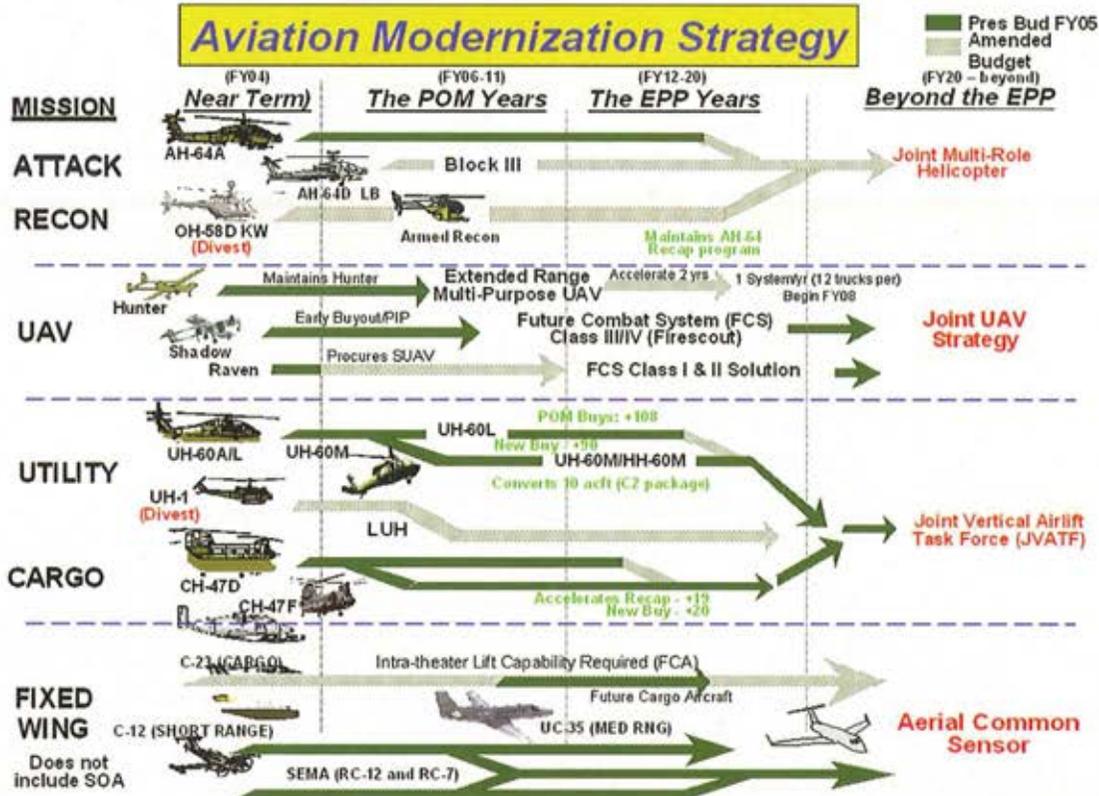
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Aviation Modernization Strategy



Process and Accomplishments

In order to accomplish the CSA's directives, Task Force Aviation was stood up on September 19, 2003 at Fort Monroe, Va. After working diligently for nearly two months, the Task Force made numerous recommendations to the CSA on November 7, 2003, many of which he approved for implementation. One key initiative GEN Schoomaker approved in January 2004 was the Modular Aviation force structure, which consists of 11 AC Multifunctional Aviation Brigades (MFABs), 2 RC MFABs and 6 RC Aviation Exploitation Brigades which focus on the National Military Strategy and Homeland security and defense.

The CSA approved moving the TF Aviation's effort to the Department of the Army Staff. Today the Aviation Task Force consists of 41 professionals from across the Combined Arms community. The ATF will coordinate actions within the Pentagon, while the Aviation Warfighting Center continues with concept and requirement development, and the Program Executive Officer-Aviation provides the user with materiel solutions.

In February 2004, the CSA with Secretary of Defense Donald H. Rumsfeld announced the cancellation of the RAH-66 Comanche program. The funds from this program were reinvested to address Task Force Aviation recommendations, including the three new programs — the Armed Reconnaissance Helicopter (ARH), the Light Utility Helicopter (LUH) and the Future Cargo Aircraft (FCA) — were initiated to address shortfalls in aviation capabilities.

Five Implementation Conferences have been held since December 2003 with representatives from all major commands. These conferences (with more planned for the near

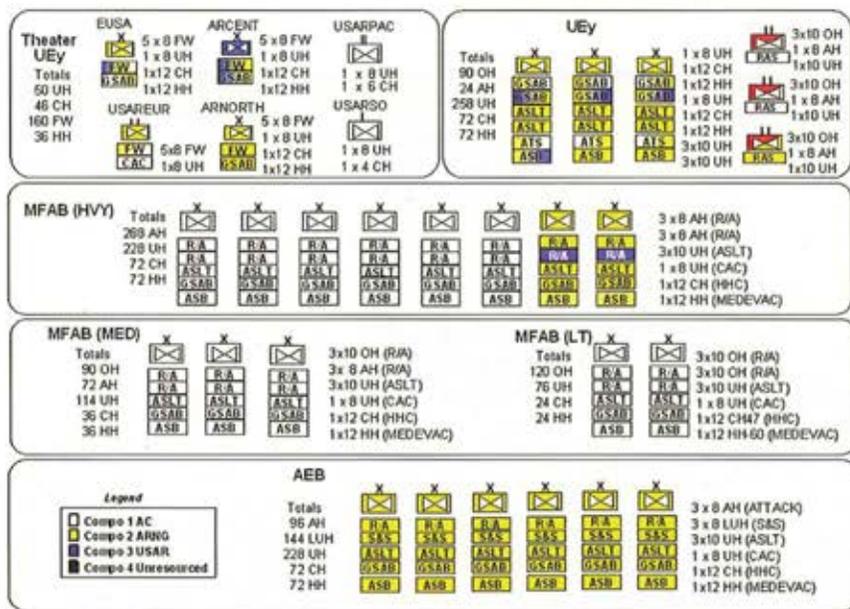
future) have addressed issues that support the Aviation Transformation progress, as well as develop the long term Doctrine, Organization, Training, Materiel, Leadership, Personnel and Facilities (DOTML-PF) strategies for fixed wing, unmanned aerial vehicle systems and air traffic services. The previous conferences have aided in the development of the Army Campaign Plan's Annex D — Aviation Transformation, focused on developing concepts for fielding the new force structure, modernizing the Army National Guard fleet, and developing a comprehensive long term Training Aides, Devices, Simulators and Simulations (TADSS) plan. Another force multiplier the conferences have produced is that aeromedical evacuation (MEDEVAC) becomes organic to the General Support Aviation Battalion (GSAB) and aligns air ambulance companies with the MFAB. This paradigm shift supports the synergism of theater airspace command (A2C2), reduces the combat support logistics tail, and enables collective training of the Unit of Employment, while still providing dedicated theater air ambulance support.

Our Directorate of Training and Doctrine (DOTD) here held a conference this year which identified and validated lessons learned from Operations Enduring Freedom (OEF) and Iraqi Freedom (OIF). These insights will serve as the catalyst for future Army Aviation transformation doctrine and training.

Aviation Transformation Updates

The following articles describe Aviation Transformation in more detail. COL Michael Dixon's article *The Transformation of Aviation Training and Doctrine* discusses improvements in the professional military education system, Army Aviation Warfighting center proponentcy over unmanned aerial vehicles, integration of OEF and

Aviation Transformation Force Structure



in the new Aviation Brigade, known as the MFAB, down to the company level along with the Aviation Service Company.

LTC Kimberly Enderle's article *Aviation Logistics Transformation: Sustaining the Multi-functional Aviation Brigade & Shortening the Logistics Tail* gives an update on the modular aviation maintenance structure, and describes the two levels of Aviation maintenance (field and sustainment based maintenance).

Finally, BG Jeff Schloesser, director of the Army Aviation Task Force, provides an overarching outline of the mission, focus and future of the Aviation Task Force and this organization's significant contribution to our Aviation Warfighters in his article *Task Force Aviation — Accelerating Army Aviation Force Transformation*.

OIF lessons learned, and the development of new Field Manuals and Mission Training Plans, and the revision of existing manuals.

LTC Robert Sanders' article *Organizational Transformation: Modular, Scalable and Tailorable Aviation Force Structures* discusses organizational issues

“Above the Best!”



BG E.J. Sinclair is the Army Aviation branch chief and commanding general of the U.S. Army Aviation Center and Fort Rucker, Ala.

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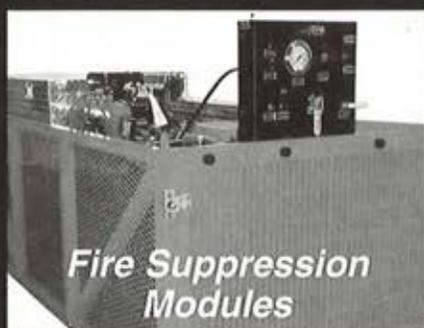
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Aviation Transformation will benefit all units across the force, including units like Co. F, 131st Avn. Regt., Ala. ARNG, deployed and conducting operations in south central Afghanistan.

Task Force Aviation - Accelerating Army Aviation Force Transformation

By BG Jeffrey J. Schloesser

SPECIAL FOCUS AVIATION TRANSFORMATION

Army Aviation is transforming and modernizing while fully engaged in sustained combat operations. Active, Guard and Army Reserve units in Iraq and Afghanistan operate over 500 aircraft in tough, demanding conditions. Our flying OPTEMPO averages some 40 plus hours per aircraft per month, with over 450,000 hours flown since February 2003. Simultaneously, we are executing a complete transformation of our aviation organizations while resetting, recapitalizing and modernizing our aircraft and aviation systems. Coordinating this effort at Headquarters Department of the Army (HQDA) is a new Army Aviation Task Force.

Based on the hard work done by MG J.D. Thurman's Aviation Task Force, the Army senior leadership decided in

early 2003 to "fix Army Aviation." More than a mere way ahead, the ongoing effort is a dynamic, resourced, and intensively managed component of the Army Campaign Plan (ACP). Although based on many of the recommendations of the Army Aviation Task Force Study Plan published in October 2003, Army Transformation and Modernization is encoded in Annex D (change 1) of the ACP and is reviewed and adjusted routinely. Critical decisions and recommendations are briefed monthly to the Army senior leadership, instructions to the field are quickly passed, and change is made. We are an Army at war, and Army Aviation is moving out!

To provide oversight and synchronize these efforts, HQDA stood up an office of the Director, Aviation Task Force (ATF) within the G3. The ATF is manned by senior active Army, National Guard and Army Reserve officers and civilians with years of aviation experience and recent

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A CASE FOR RUGGED

Because we are an Army at war and Army Aviation remains a critical battlefield component, tough decisions have to be made daily on priorities, resources, and timelines.

combat time. This office is the primary point of contact within HQDA to resolve issues involving Army Aviation transformation, modernization, and support to combat commanders. This is not another "layer" of bureaucracy, nor does it infringe on the existing authorities of the Army Aviation Center and Branch Chief, the Program Executive Officer Aviation, or the Army Aviation and Missile Command (AMCOM). Instead, we in the ATF are the integrators and synchronizers that seek to accelerate support to aviation units in combat, while focusing on our core mission of transforming and modernizing Army Aviation NOW.

So what are we actually doing? Again, the ATF efforts fall into three primary categories: Support to ongoing Combat Operations; Transforming Army Aviation; and Modernizing Army Aviation. In all cases, our efforts are additive to the hard work done by all of you in units and organizations either in combat, supporting combat, or helping to build a new and modern Army Aviation force.

The ATF supports ongoing combat operations by identifying requirements or issues from the field, and then working hand in hand with appropriate organizations to build a recommended solution, achieve senior leader decisions, and over watch execution. The Army Chief of Staff's (CSA) number 1 priority for aviation is aircraft survivability equipment (ASE). Over \$2 billion has been resourced to mount updated equipment on our deployed and deploying aircraft, so aviators, crewmembers and passengers are the safer for it. The ATF role was and remains to prioritize the ASE effort, integrate it as units are sourced to future combat rotations, and ensure ASE is synchronized with other ongoing priorities and efforts. The ATF performs similar functions with Aviation ammunition (such as requirements for thermobaric HELLFIRE missiles), aerial medical evacuation (MEDEVAC) and other unit sourcing, synchronizing RESET at the HQDA level, and support for unmanned aerial vehicle (UAV) programs in theater.

The CSA tasked Army Aviation to build a "capability-based maneuver arm optimized for the Joint fight with a reduced logistics tail." We in Army

Aviation are transforming our units, our structures, and the way we fight and train. Critical to transformation is the restructure of Army Aviation to modular formations based primarily at division (or perhaps more accurately, Unit of Employment (UEX) level). Much has already been written on the multi-functional aviation brigades (MFAB), and the aviation brigades of the 3rd Infantry (Mechanized) and the 101st Airborne (Air Assault) divisions are transforming now.

The ATF routinely pulls together experts from across the Army to manage and synchronize this massive effort (in fact, we just concluded our 6th Implementation Conference as this article was written). Because we are an Army at war and Army Aviation remains a critical battlefield component, tough decisions have to be made daily on priorities, resources, and timelines. The ATF acts as the spokes in the decision-making and execution "wheel," with senior leaders at the hub and the executing units out on the rim where the rubber meets the road.

The transformation of Aviation units and structure



DEPARTMENT OF DEFENSE PHOTO

Army Aviation formations will transition to Units of Action to support force modularity. Soldiers of the 1st Inf. Div.'s 2nd Bde. Quick Response Force standby for extraction by helicopter in Iraq.

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Army Aviation has a critical role in force projection and multinational coalition efforts. Kiowa Warrior crews from Europe help to bring security and stability to Iraq.

affects every AC and Guard aviation brigade, and is scheduled for completion in fiscal year 2008. We will build 11 active and eight Guard MFABs (UEy level), three MFABs and three Regimental Aviation Squadrons at the UEy level, and support Theater UEy aviation structures for the Eight US Army, USA Europe, USA Central, USA North and USA Pacific. Again, this transformation is happening now!

The termination of the RAH-66 Comanche program allowed the resourcing of numerous critical modernization efforts. These include everything from a new Armed Reconnaissance Helicopter (ARH) down to sets, kits and outfits to properly support Aviation mechanics operating in modular formations across a dispersed and asymmetric battlefield. Working closely with AMCOM, PEO Aviation, and the Assistant Secretary of the Army for Acquisition, Logistics and Technology, as well as the Joint Staff and Office of the Secretary of Defense, the ATF is deeply involved in the synchronization efforts at HQDA to acquire 368 ARH, 322 Light Utility Helicopters, 37 Future Cargo Aircraft, and the upgrade of 501 Apaches to Block III configuration. These are deliberately planned and resourced accelerated programs of record to field much needed modern platforms to warfighters in the near term, not decades from now. The

Even as we synchronize the modernization of aircraft to be fielded in the near and mid term, we are looking ahead to the more distant future.

purchase of additional UH-60Ls and production of the UH-60M, and the CH-47F model program are likewise meant to get modern aviation platforms into the field as rapidly as possible.

Even as we synchronize the modernization of aircraft to be fielded in the near and mid term, we are looking ahead to the more distant future. The Aviation Task Force plays an important leadership role in exploring the possibilities of Joint solutions to Heavy Lift and multi-role aircraft that will eventually take the place of or augment the fleets we are investing in now.

There are numerous other aviation transformation and modernization plans and programs in the Army Campaign Plan. The most important take away is that these plans and programs are resourced for execution, enjoy the support of the Army senior leadership, and are happening NOW. The Army Aviation Task Force is proud to be the newest member of the Army Aviation team and looks forward to working for and with you.



BG Jeff Schloesser is the director of the Army Aviation Task Force, Office of the Deputy Chief of Staff, G3, Army, in Washington, D.C.

Vigilante Flies Under Airborne Control

The U.S. Army Aviation Applied Technology Directorate (AATD), along with SAIC and Advanced Technologies Inc. of Newport News, Va., successfully flew the Vigilante unmanned aerial vehicle (UAV) under control from an airborne UH-1 helicopter on Aug. 26. The 36-minute flight at Felker Army Air Field at Fort Eustis, Va., included automatic takeoff and landing without operator intervention, and complete mission control by two operators aboard the Huey. The control helicopter flew formation with the Vigilante while it was under autonomous waypoint and joystick control. The Low Cost Precision Kill (LCPK) demonstration UAV simulated rocket firing runs, with the electro-optical sensor and the rocket launcher being operated by the mission payload operator (MPO) aboard the Huey. The flight demonstrated Level 5 control of the Vigilante and mission equipment, including an L3 WESCAM 12DS EO/IR sensor gimbal and a HURL four-shot rocket launcher. Future LCPK plans call for a rocket live-fire test later at Yuma Proving Grounds in Arizona. —*Jerry Irvine, AATD to Public Affairs*



PHOTO BY RCN BOWMAN

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160th SPECIAL OPERATIONS AVIATORS



Soldiers unload supplies from a CH-47 during a combat mission Sept. 29 in the mountains of the Zabol Province in Afghanistan.



PHOTO BY SSG JOSEPH P. COLLINS, JR.

Sustaining the Multifunctional Aviation Brigade Shortening the Logistics Tail

By LTC Kimberly A. Enderle

SPECIAL FOCUS AVIATION LOGISTICS TRANSFORMATION

This article is the first in a series of Logistics articles that will be published in Army Aviation magazine to explain the transformational changes underway in Army Aviation Logistics (AVLOG). Future issues will detail each of the AVLOG transformation initiatives. This article provides a snapshot of the overarching view and introduces key initiatives that form the basis of the vision for AVLOG Transformation.

Why change? This is an unprecedented time in the history of Army

Aviation. The decision to terminate the RAH-66 Comanche Program in February 2004 provided an unparalleled opportunity for Army Aviation to develop a maintenance investment strategy capable of providing requisite tools, test equipment, Depot Plant Maintenance Equipment, plus pursue new automation, health usage monitoring equipment and technology insertions to support Condition Based Maintenance (CBM).

Vision. The AVLOG Transformation Plan seeks to properly organize, man, train and equip the Army's Multifunctional Aviation Brigades (MFAB) to sustain the aviation force within the modularity construct by fiscal year (FY) 2008. The long-term

goal of AVLOG transformation is to resource key capabilities that will enable Army Aviation to transition maintenance and sustainment from the current fault-based and reactive maintenance, to a proactive and predictive CBM program by FY2015.

Background. In September 2003, the Chief of Staff, Army (CSA) established Task Force Aviation as one of the sixteen Army Focus Areas. The CSA tasked TF Aviation to redesign "Army Aviation as a capabilities-based maneuver arm optimized for the joint fight; logistics tail shortened." The TF Aviation-approved restated mission for the Aviation Logistics and Sustainment Subcommittee was to "Transition Army Aviation to CBM, and imple-

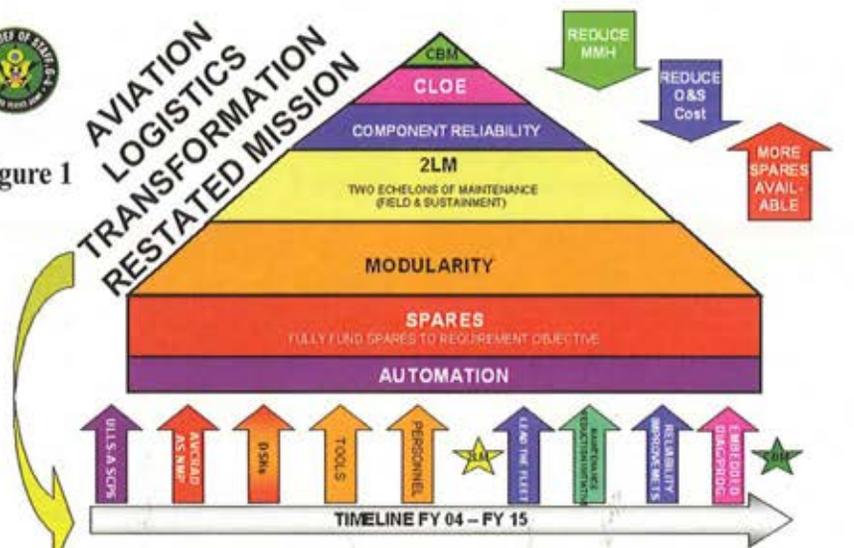
ment the Army-wide modularity construct beginning in FY2004, to reduce the aviation logistics tail and increase fleet sustainment." Concurrent with TF Aviation transformation goals, the Deputy Chief of Staff for Logistics, G4, established four overarching focus areas for TF Logistics and Army Logistics transformation.

These focus areas are:

- **Connect the Logistician** — logistics must have the ability to "see the requirements" on demand 24 hours a day, 7 days a week, and have the agility and flexibility to plug and unplug into a dedicated logistics data network.
- **Modernize Theater Distribution** — sustainment is maintained by distribution-based logistics. This requires positive control of an end-to-end sustainment system, a single doctrine, and integration across the strategic, operational and tactical levels of logistics.
- **Improve Force Reception** — the Army is developing brigade-sized Units of Action capable of deploying anywhere in the world within 96 hours. A robust, modular force reception configuration needs to be there to meet it.
- **Integrate the Supply Chain** — the supply chain must have a single proponent that can reach across all resources in a joint, interagency and multinational theater.



Figure 1



"Aviation transitions to condition based maintenance and implements modularity construct beginning in FY04. Army-wide to reduce the aviation logistics tail and increase fleet sustainment."

As you will see throughout this article all of the AVLOG transformation initiatives are nested in one or more of the DCS, G4's Logistics focus areas. In addition, the U.S. Army Aviation Center plans to publish the Aviation Logistics doctrine in Field Manual (FM) 3-04.500 in October 2005, formalizing the CSA's approved AVLOG doctrinal concepts.

AVLOG Transformation Strategy.

The transformation strategy depicted in Figure 1 shows the prioritized goals for AVLOG Transformation. As a

result of the decision to terminate Comanche the Army plans to invest over \$1.5 billion in funding AVLOG transformation initiatives.

Priority 1: New AVLOG Automation.

Concurrent with the DCS, G4's number one priority, Aviation will begin replacing the Unit Level Logistics System — Aviation (ULLS-A) hardware and software beginning in FY2005. The current ULLS-A will be replaced by a new Enhanced Logbook Automation System called ULLS-A



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Software Change Package Six (SCP6). This new ULLS-A SCP6 will have enhanced automated logbook capabilities as well as a new user-friendly maintenance module, readiness module, supply module and a new Aviation Flight Records System. This system is similar to that currently fielded to the 160th Special Operations Aviation Regiment.

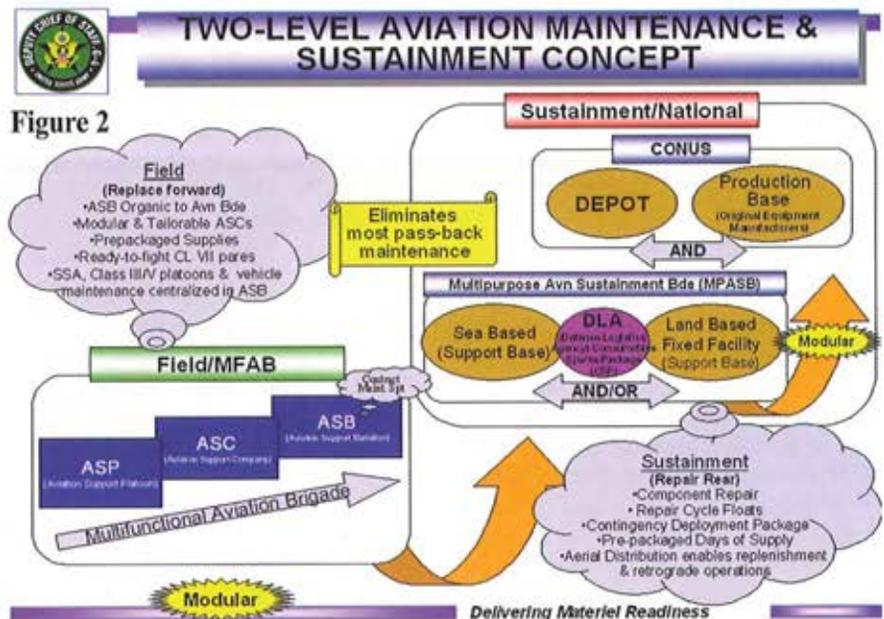
Priority 2: Fix Aviation Spares.

This begins with an Army commitment to fully fund Aviation Spares to meet the Army requirement objective. Army Leadership has delivered on their promise by fully funding Aviation spares requirements for the past two years. Our Life Cycle Management Commands are also working with industry to increase the quantity of critical aviation spares "on-the-shelf" that are essential to maintaining aircraft operational readiness. Another key Spares initiative is the development and funding of platoon level deployment support kits (DSK). Funding for DSK begins in FY06, and resources procurement of platoon level prescribed load lists (PLL).

The final initiative tied to Aviation Spares is to increase the deployment capability of our Army National Guard Aviation Classification Repair Activity Depots (AVCRAD). We will do this by formally recognizing their critical mission of providing depot repair in the Theater of Operations and providing the Theater Aviation Maintenance Program (TAMP) equipment package (TEP) with additional depot plant maintenance equipment (DPME). The increase in DPME will enable the AVCRADS to perform more depot maintenance for the National Maintenance Program and repair Aviation Spares when units are deployed in support of major contingency operations.

Priority 3: Implement Modularity.

This initiative centers on getting the right people and tools allocated to Aviation maintenance organizations at all levels, both field level and the sustainment base. The first initiative tied to modularity is the MFAB design structure. However, this design relies on existing Manpower Allocation Requirements Criteria (MARC), which is outdated. As a result, the Army plans to conduct a new MARC Study in FY06. This MARC study will



determine if the right quantities of personnel by grade and military occupational specialty (MOS) are authorized and assigned to the MFABs. This study, when completed, will most likely result in changes to MFAB force structure in FY07.

The second initiative tied to modularity is procurement of additional aviation ground support equipment (AGSE), special tools and test equipment (STTE) and peculiar ground support equipment (PGSE) to support modularity between FY05 and FY11. The majority of the AVLOG transformation funding resides in this initiative. Soldiers can expect to see more AGSE, STTE and PGSE over the next three to six years, along with Shop Equipment Contact Maintenance (SECM) kits mounted on high mobility multipurpose-wheeled vehicles. These additional tools and equipment will create platoon level modular support to operational line companies at the battalion level. It will also enable the Aviation Support Battalion (ASB) to support split-base operations in a "big brother/little brother" concept, wherein the big brother has the heavy aviation intermediate maintenance shop sets and the little brother is more mobile and modular, and employs the use of SECM based maintenance. The plan also includes two electro-optical test facilities for all MFABs with Apaches and Kiowa Warriors, and other essential test equipment to support split-base operations.

Priority 4: Two-Level Maintenance.

The most significant change to aviation maintenance is the CSA approved Two-Level Aviation Maintenance (2LM) Force Structure, which eliminates multiple echelons of pass-back aviation intermediate maintenance. It also allocates AVIM companies from the theater, corps and division down to the MFAB Unit of Action at both the Unit of Employment UEx and UEy levels. This shift in maintenance philosophy enables and empowers Aviation Brigade Commanders to apportion organic Aviation maintenance structure (personnel and equipment) as required to build and sustain combat power, thus achieving and maintaining higher operational aircraft availability.

The first echelon of Two-Level maintenance is the Field Level, which consists of aviation maintenance organic to the MFAB, which includes Aviation Support Platoons in the Aviation Support Company (ASC). The ASC is organic to every aviation operational battalion. Residing in the Aviation Support Battalion is the AVIM Company and a Distribution Company, which are now organic to the Aviation Brigade.

The second echelon consists of our current Army Materiel Command (AMC) depots that are supported by the original equipment manufacturers. The Sustainment echelon also consists of the new Multipurpose Aviation Sustainment Brigade (MPASB), which is a deployable depot. The MPASB is an

enhanced brigade, which encompasses capabilities currently resident in the Army's AVCRAD, and deploys as part of the AMC Theater Aviation Maintenance Program (TAMP). The MPASB of the future will become part of the Theater Sustainment Command (TSC) structure.

Under the new 2LM design two levels of aviation maintenance exist: the field level and sustainment level. Soldiers of the MFAB's ASB perform the field level maintenance. The sustainment level or base of maintenance consists of the Army Materiel Command's depot Maintenance and Overhaul (O&M) programs, the Multipurpose Aviation Sustainment Brigade, plus the original equipment manufacturers and civilian commercial industrial base. (Figure 2).

We will address the 2LM in greater detail in future Army Aviation magazine AVLOG transformation articles.

Remaining Priority: Achieve Condition Based Maintenance.

The Aviation Logistics Division of the DCS, G4, recently published a CBM white paper. The white paper provides broad guidance, measurable milestones and the vision for Aviation's transition to a CBM program by the

end of fiscal year 2015. One of the key objectives of the CBM program is to reduce the unnecessary maintenance burden on field units, while improving and/or extending component life from a finite quantity to one where component replacement is based predominantly on objective evidence of need.

The ultimate goal of CBM is to know and understand the actual status of equipment, which will reduce unnecessary maintenance and associated burdens, plus reduce the total operations and sustainment costs. Being able to predict when and where aircraft components are most likely to fail will enable commanders to put the right maintainers, spares and support at the right place and time they are needed on the battlefield.

Key to the CBM initiative is the development of a Common Logistics Operating Environment (CLOE). The CLOE establishes guidelines for the development of software across platforms, with a common "look and feel" and integrates logistics data monitoring and collection systems, while achieving the strategic goal of end-to-end visibility across the supply system.

CBM will be the next feature article for AVLOG transformation.

Conclusion

The changes associated with transforming Aviation Logistics and achieving CBM are long overdue. Implementing all of the transformation initiatives is essential to the future of Army Aviation sustainment. Achieving the goals described in the initiatives will require dedicated resources, time and a commitment from Soldiers and Leaders at every level. Achieving this shift in philosophy and embracing transformation must be done within the constraints of ensuring system safety, improving equipment reliability, availability and maintainability, all while we continue to support a Nation and an Army at war. Aviation maintainers and logisticians at all levels have and will always be vital members of the Aviation Transformation team.

Delivering Materiel Readiness!



LTC Kimberly A. Enderle was the lead Aviation Logistics Transformation Officer in the Office of the Deputy Chief of Staff for Logistics, G4, on the Army staff in Washington, D.C. Today she serves as the military assistant to the Army's G4.

RANGER

Pilot Earns Ranger" Tab



PHOTO BY LTC (RET.) FRED EDWARDS

2LT Bryan C. Madden is the first Army Aviator to graduate from the Army's Ranger Course at Fort Benning, Ga., since the initiative to allow pilots to attend Ranger training was started earlier this year. Madden is a June 23 graduate from Flight School XXI (CH-47 track) at Fort Rucker, Ala. For decades pilots were restricted from attending the Ranger course due to a risk of injury during training and being medically grounded from flight duties. Madden's class started with over 300 candidates in August and graduated 107 new Rangers after 61 days of intense training. Today Madden is assigned to the 160th Special Operations Aviation Regiment at Fort Campbell, Ky. Left, Madden receives his coveted Ranger Tab from his father COL Craig K. Madden at Victory Pond on Oct. 15. COL Madden, deputy commandant of the U.S. Army War College, Carlisle Barracks, Pa., is also an Aviator and a Ranger graduate.

The Transformation of Aviation Training and Doctrine

By COL Michael J. Dixon

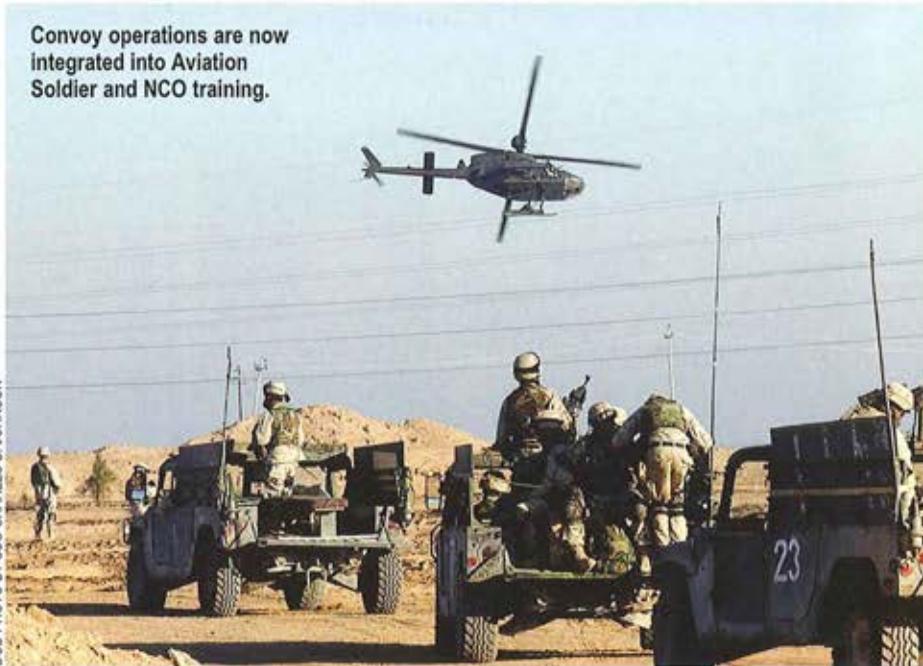
The U.S. Army Aviation Warfighting Center is completely committed to supporting an Army at war and undergoing transformation. BG E.J. Sinclair, commanding general of the USAAVNC and branch chief, has provided clear guidance that his team's first priority is to support the warfighter, followed closely by shaping the Aviation Branch and Fort Rucker to meet the needs of a transforming Army. The Aviation Center's focal point for future training initiatives and keeper of all Aviation doctrine is the Directorate of Training and Doctrine (DOTD). Working in close cooperation with other organizations on and off Fort Rucker, the DOTD is involved in many training and doctrine related actions that support the ongoing war effort and Army Transformation. This article highlights several of the many training and doctrine issues and advancements that are currently being worked by the dedicated team of leaders and Soldiers at the home of Army Aviation.

Train and Equip Soldiers for Combat

The Aviation Center is implementing significant changes to existing programs of instruction to produce a better-trained Aviation Soldier. As the Aviation Center works with the Combined Arms Center and Center for Army Leadership in the transformation of the entire professional military education system — Officer Education System (OES), Warrant Officer Education System (WOES) and Non-Commissioned Officer Education System (NCOES) — we are improving training now with lessons learned from operations in Afghanistan and Iraq. This past year the 1st Aviation Brigade, the Aviation Training Brigade and the Non-commissioned Officer Academy here,

DOO PHOTO BY SSG CHARLES B. JOHNSON

Convoy operations are now integrated into Aviation Soldier and NCO training.



DEPARTMENT OF DEFENSE PHOTO



Training at USAAVNC and USAALS is focused on producing quality Aviation Soldiers capable of supporting dynamic and changing operations.

and U.S. Army Aviation Logistics School (USAALS) at Fort Eustis, Va., have each expedited the incorporation of lessons learned into existing programs of instruction. The 1st Avn. Bde. has fully integrated lessons learned through practical application of the Contemporary Operating Environment (COE) into all classroom instruction and simulation exercises. USAALS, the NCOA, and the 1st Avn. Bde. have introduced convoy operations as part of their instruction. The Avn. Tng. Bde. has integrated AH-64 night vision goggle training, maneuvering flight and diving fire into their programs.

The USAAVNC's Gunnery and Tactical Operations (TACOPS) Branches have also made contributions in training. The Gunnery Branch rapidly integrated OEF and OIF lessons learned into the helicopter gunnery manual

The Army Aviation Warfighting Center is committed to supporting both the warfighter and the Army's Transformation.

with the addition of running and diving fire into crew qualification tables (VII & VIII). The TACOPS Branch, working in concert with the 1st Avn. Bde. senior TACOPS course instructor, provides technical support on the recently fielded Aviation Mission Planning System (AMPS) with the portable flight planning system (PFPS) software (often referred to as Falcon View) to TACOPS, Aircraft Survivability Equipment and Electronic Warfare officers in the field.

Publications to Support Transformation

Since the release of the future design of Army Aviation, the USAAVNC has been hard at work on the development of nine new Field Manuals (FM) and Mission Training

Team (BCT)/Unit of Action (UA). This planning cell has been termed the Brigade Aviation Element or BAE. It will serve to enhance air-ground synchronization by providing each BCT commander with an authorized MTOE cell of aviation subject matter experts who can synchronize aviation operations and assist with management of Army Airspace Command and Control (A2C2). In support of this initiative, the USAAVNC is already providing warfighters with a draft BAE handbook and reference library. In addition, a BAE training plan is under development to provide instruction on critical proposed mission training plan tasks.

UAVS Initiatives

The Army Aviation Warfighting Center is taking on the tough challenges associated with its proponentcy over unmanned aerial vehicle systems (UAVS). USAAVNC now provides oversight of the U.S. Army Intelligence Center's Shadow and Hunter UAV training programs. The Program Manager for the Raven UAV has an Aviation officer supporting collective training of units in Iraq being equipped with the Raven. We are on a very aggressive timeline to publish the Army's first UAVS operations doctrinal manual by October 2005.

Working Aviation Force and Joint Issues

The Army Aviation Warfighting Center team is aggressively working the Army's integration of seven new aircraft and aerial vehicle systems. In the next five years, the Army will field over 1400 new aircraft and an undetermined number of UAVS, all of which require a major effort in training and doctrine developments. The USAAVNC continues to work initiatives that have far-reaching impacts for Aviation and the Army. With the Combined Arms Center, we are assessing the Army's requirements for the current and future force with regards to A2C2. Participating as part of the Army Joint Close Air Support (JCAS) council, the Aviation Center is working joint issues from forward air controllers to combat identification. Based on lessons learned and likely future contingencies, the Aviation Center is closely involved with the Army Staff and other agencies on Personnel Recovery, working the doctrine and training to ensure our Aviation Soldiers receive the best training available.

Conclusion

This article has addressed several of the issues and advancements ongoing in support of commanders in the field. These initiatives are critical to providing our field commanders the very best Aviation Soldier, and will truly benefit our units as part of the combined arms and joint teams. The Army Aviation Warfighting Center is committed to supporting both the warfighter and the Army's Transformation.



COL Michael J. Dixon is the director of the Directorate of Training and Doctrine, U.S. Army Aviation Center, Fort Rucker, Ala.



DDO PHOTO BY SSG VERNELL HALL

A CH-47 crew chief with Co. C, 159th Avn. Regt. conducts an in-flight check during a mission in Afghanistan. DOTD is updating field manuals based on lessons learned from such deployments.

Plans (MTP), and the major revisions of 14 FMs and MTPs. Our doctrinal efforts are presently focused on the brigade and battalion level FMs and MTPs. Coordinating drafts for the Brigade, Attack/Recon Battalion, Assault Helicopter Battalion, General Support Aviation Battalion, Aviation Support Battalion and Air Traffic Services field manuals and associated mission training plans were released in October. In an attempt to keep commanders and leaders in the field knowledgeable in where we are heading, we continue to maintain coordinating and working drafts of FMs available through the Army Knowledge Online Collaboration Center. This month we commenced work on the first-ever Army Aviation company-level manuals.

New BAE Enhances Combat Execution

One finding from the Army Aviation Task Force Study released last year formally specified a requirement for an embedded Aviation planning cell in the Brigade Combat

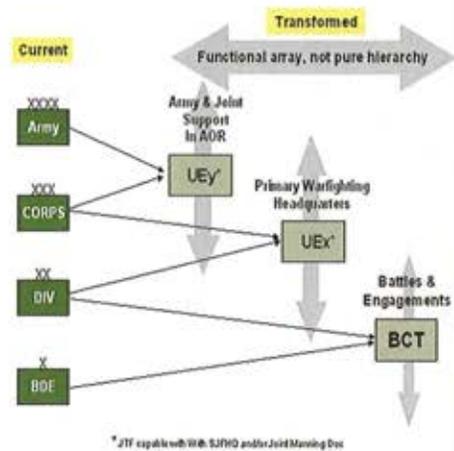
The Army is in the process of transforming to meet current and future challenges. Army Aviation, a vital part of the combined arms team that supports our combatant commanders, is in the process of rapidly transforming alongside the Army. The article provides you with an overview of the Aviation force structure changes that are being implemented to support our warfighters.

**SPECIAL FOCUS
ORGANIZATIONAL
TRANSFORMATION**

Modular, Scalable and Tailorable Aviation Force Structures

By LTC Robert E. Sanders

scalable and tailorable. It can task organize as required to conduct reconnaissance, security, mobile strike, vertical maneuver, support to close combat with ground forces, aerial sustainment, and command and control operations. The MFAB mission is to plan, prepare, execute and assess aviation and combined arms operations to support UEx and maneuver brigade scheme of maneuver to find, fix and destroy enemy forces at the decisive time and place. The MFAB receives priorities and mission orders from the UEx headquarters. Based on the mission, enemy, terrain and weather, troops and support available, time available, and civil considerations (METT-TC)—the major factors considered during mission analysis—the MFAB commander task organizes available aviation resources into mission packages that are either controlled by a supported brigade or the aviation brigade.



Units of Employment and Action

The Army is developing new force structures. Between now and 2010, two higher headquarters will replace the existing structure of divisions, corps, and echelons above corps. These headquarters are being designated as Units of Employment (UE). There will be two types: UEx (primarily major operations and warfighting) and UEy (theater operational land force and joint support). While the tendency is to think of these echelons as linear improvements to the division and corps, they are not. Both higher echelons will be complementary, modular entities designed to employ tailored forces within integrated joint campaigns.

The UEx and UEy will have organic combat, combat support and combat service support units assigned and are capable of being augmented with attached modular combat Units of Action (UA) as required. Aviation force structures will be designed at the UA level.

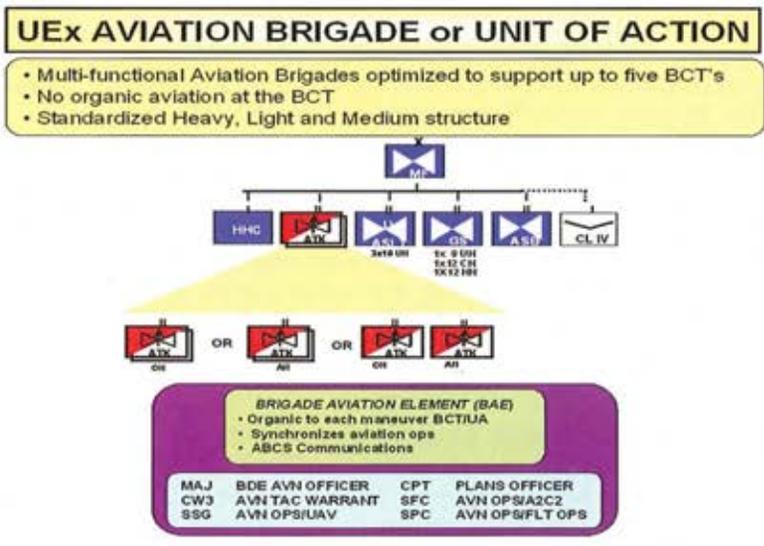
Aviation Brigade

The new Aviation Unit of Action to augment the UEx, known as the Multi-functional Aviation Brigade (MFAB), is designed to be modular,

Changes in Brigade Structure

The UEx MFAB is considerably larger than the current aviation brigades in heavy or light divisions. The numbers of aircraft and personnel have almost doubled in numbers. Key changes to the MFAB (compared to the current Aviation brigade structures) is an organic Aviation Support Battalion (ASB), an Air Traffic Service Company, a Signal Company and an enhanced brigade Headquarters capable of conducting Mobile Strike operations. In addition, an aeromedical evacuation (air ambulance) and CH-47 (heavy lift) companies (for-

Traffic Service Company, a Signal Company and an enhanced brigade Headquarters capable of conducting Mobile Strike operations. In addition, an aeromedical evacuation (air ambulance) and CH-47 (heavy lift) companies (for-



merly organic to Corps battalions) are now organized into companies of 12 aircraft each. These units are organic to the MFAB's General Support Aviation Battalion (GSAB). The ATS Company is also organic to the GSAB to provide terminal services, airspace information services, and two tactical tower teams to the UEx and the MFAB. The AVIM structure was adjusted to meet modularity requirements with additional Shop Equipment Contact Maintenance (SECM) kits mounted on high mobility multipurpose-wheeled vehicles to provide modular immediate response capability and additional prime movers to increase the mobility of TOE equipment from 50 to 75 percent. Finally, battalion level sustainment is significantly increased with the addition of an organic Forward Support Company and modularity enhancements to each AVUM company. These two key modularity changes at the company level enable the formation of the multi-functional battalion level mission packages required to support the BCTs and will be discussed in detail later.

Brigade Aviation Element

To facilitate the integration and synchronization of aviation into the brigade combat team (BCT) commander's scheme of maneuver, the MFAB collaborates directly with each BCT through the Brigade Aviation Element (BAE). The BAE is a six person team of Aviation (15 series) Soldiers and includes a brigade aviation officer (MAJ), a plans officer (CPT), a tactical operations officer (CW3), a flight operations (FO) NCOIC (SFC), an FO sergeant (SSG) and an FO radio-telephone operator/driver (SPC). It is equipped with vehicles, tactical equipment and the network connectivity to integrate the air-ground battle and conduct airspace management tasks. It has sufficient personnel for 24-hour operations and is enabled through the Army Battle Command System (ABCS) to network with the Joint architecture. The BAE is organic to each maneuver brigade staff and provides employment advice and planning for:

- Aviation missions.
- Unmanned aerial vehicles (UAVs).
- Airspace planning and coordination (A2C2).
- Synchronization with the BCT's Air Liaison Officer, Fire Support Officer, and Air Defense Coordination Officer.
- Coordination directly with the aviation brigade for detailed mission planning.

Robust Brigade Headquarters Staffs

The MFAB Headquarters has been enhanced with modularity and mobile strike enablers to facilitate the brigade's expanded mission. The special staff has been increased to include both a two-man public affairs (PAO) section and a three-man operational law section. The S2 (Intelligence) section increases in size and scope and has added three new capabilities: a Non-lethal Effects Cell to sup-

port Information and Electronic Warfare operations; a Joint Surveillance Target Attack Radar System (JSTARS) Common Ground Station (CGS) Team to develop operational targets, high-payoff and high-value targets; and a Geospatial Information and Services (GI&S) topographic engineer element to provide terrain visualization and limited terrain analysis. The S3 (Operations) also grows in size and scope with the addition of the following sections:

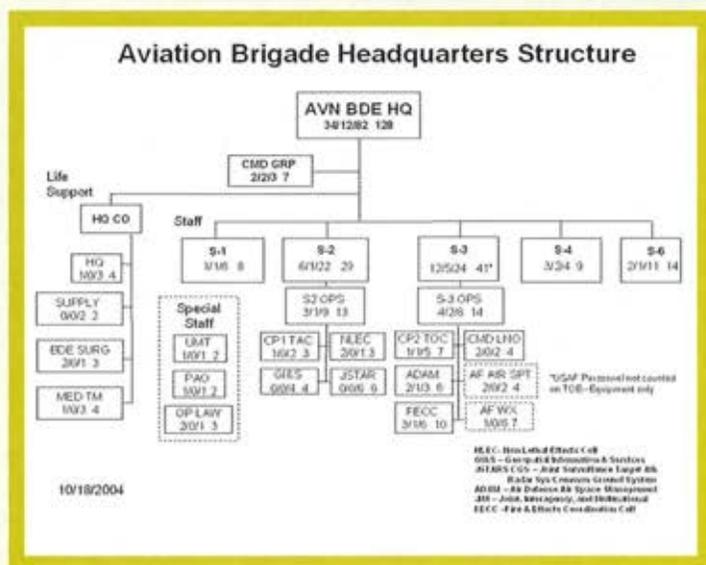
- An organic Fires and Effects Coordination Cell (FECC) to enable lethal fire support, fire support coordination measures, firepower in support of operational maneuver, close air support, and the integration of surface forces.
- An Air Defense and Airspace Management (ADAM) Cell to facilitate airspace management and control via links to local and joint sensor networks and integrate Air Missile Defense (AMD) into the Aviation scheme of maneuver.
- The current Brigade and Division liaison teams have been eliminated and replaced by the BAE and other robust UEx Aviation Staff elements. However, a command liaison element is still in the brigade to establish and conduct coordination and liaison between the MFAB and supported Joint, interagency, or multi-national organizations.

Battalion and Company Structure

Each of the MFAB's five Aviation battalions (two Recon-Attack, one Assault, one General Support Aviation Battalion (GSAB) and one organic Aviation Support Battalion (ASB)) are optimized to conduct and support tactical operations. These battalions contain the first level of staff planning, integration, coordination and sustainment for aviation in combined arms operations; and are normally the lowest level aviation units that operate independently or autonomously for any extended period of time, and then only with required support from the MFAB and augmentation from the ASB.

While individual flight companies are capable of limited independent action for short durations, they normally fight as part of one of these battalions either pure or task organized into a multi-functional task force. This requires sufficient companies within each battalion, and battalions within the brigade. To enable this concept, aviation units are designed to be modular, tailorable and standardized to the maximum extent possible, both between echelons and components of the force.

Modularity is a key enabler to meet this objective. Army Transformation defines "modularity" as a force design methodology that creates capabilities-based unit elements that enable responsive and rapid identification, packaging, deployment and sustained employment of fully mission-capable organizations capable of operating in a joint and combined environment in support of combatant commanders. The intent of modularity in both



Company Building Blocks

Capable & Lethal – More combat power in support of the soldier
 Modular – Standard Company size capabilities
 Tailorable – Flexible for Task Organization
 Sustainable – Provide Modular Maintenance Packages



aviation unit maintenance and ground sustainment organizations is to increase flexibility by providing right-sized appropriately capable support elements to the aviation force base on the company building block designs.

Flight Company

The flight company, as the primary fighting component of the battalion, is the basic building block of aviation and is optimized for offensive actions. Aviation companies are configured with eight to 12 aircraft based on standard company building blocks. While a company can conduct limited independent action for short duration, it normally fights as part of a battalion. Companies are normally assigned to a functionally pure Aviation battalion for training, safety and standardization, leader development, sustainment operations, and the conduct of combat operations. Depending on METT-TC, these companies may be task organized into Aviation Battalion Task Forces, particularly for small-scale contingencies. The standardization of company units across the force is fundamental to achieving modularity, tailorability and flexibility for full spectrum dominance.

Aviation Support Company

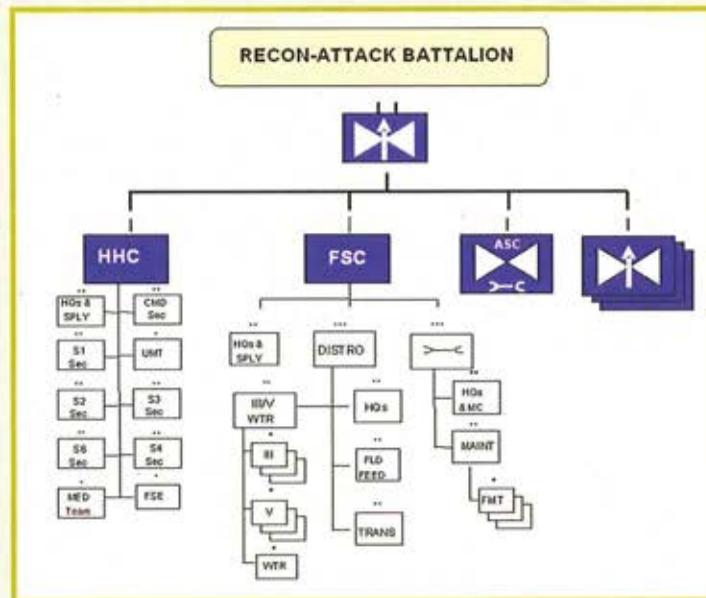
The Aviation Task Force developed small, capable aviation maintenance modules focused towards an aircraft type and aligned with the lowest practical level while insuring effective maintenance support to the operational commander. The new Aviation Unit Maintenance (AVUM) design provides aircraft and component repair maintenance sections that can be task organized as required into platoons in support of operational companies or troops. The redesigned AVUM unit will be called the Aviation Support Company (ASC), and aligns aviation sustainment with the Army's sustainment terminology.

The major change to the ASC is the addition of modular maintenance and logistics support. This revamp requires minimum changes from current aviation maintenance doctrine while increasing our ability to support deploying units down to the flight company level. This enhanced modularity can be achieved within current personnel end strengths, but will require additional tools and test equipment.

Forward Support Company

The Aviation Task Force, in conjunction with the Combined Arms Support Command (CASCOM), devel-

oped a modular Forward Support Company (FSC) to support each Aviation Battalion. The FSC is built from combat service support (CSS) assets currently in the battalion Headquarters and Headquarters Company (HHC) and in the higher echelons of CSS support (ASB through Corps). The FSC is a multi-functional unit that includes a distribution platoon and a maintenance platoon organized to provide modular support to an aviation battalion. The FSC has between 120 and 147 Soldiers, depending on which battalion it supports, and is commanded by a Multifunctional Logistician (90A). The Distribution and Maintenance Platoons are lead by Quartermaster (92A) and Ordnance (91A) officers respectively. With the exception of medical (which is supported by the HHC) and aviation maintenance (supported by the ASC), the FSC commander is the single CSS operator for the Aviation battalion and assumes most of the logistical responsibilities once held by the HHC in previous aviation designs.



Note: The FSC unit here depicted in the Recon-Attack battalion is a more complex organization due to its rearming capabilities.

Conclusion

As always, the most important resource in aviation organizations is the Soldier. The training, ingenuity and leadership of our Soldiers allow them to deliver aviation support to the warfighter in the face of diverse threats on the battlefield. Our Soldiers are working hard towards meeting our aviation mission requirements, and we owe them the resources, training, tools, parts and management systems necessary to meet the combatant commanders' expectations. The bottom-line is that the ability to provide this modular capability requires that our Soldiers are properly trained and led, and that these modular teams are correctly equipped.



LTC Robert E. Sanders is the chief of the Organization and Force Development Division with the Directorate of Combat Developments, U.S. Army Aviation Center, Fort Rucker, Ala.

KW Aviator Passes 10,000 Flight Hour Milestone

From an article written by CW3 Daniel C. Bryant

It would take you more than 1250 days, flying eight hours a day, to achieve what one OH-58D Kiowa Warrior pilot has accomplished in his 29 years of Army Aviation service. For CW5 Howard Fancher, his love of flying helped him to surpass his 10,000th flight hour flying on a mission over Taji, Iraq on August 4.

Fancher is a standardization instructor pilot with Company C, 1st Battalion (Attack), 25th Aviation Regiment, based at Wheeler Army Air Field in Hawaii. He voluntarily accompanied his unit to Iraq for a combat tour and has served with great distinction in the nine months he has been here.

He enlisted in 1972 and came on active duty as a PV2. Under the college option program, Fancher attended basic training then proceeded into the Artillery Officer's Basic Course at Fort Sill, Okla. He graduated second in his class and was commissioned a 2LT in July 1973. His first assignment was with the 1st Bn., 17th Field Artillery Regt. at Fort Sill. However, Fancher's passion was flying, not the artillery.

Since Fancher had done well in his officer basic course, his class standing afforded him the opportunity to attend flight training at Fort Rucker, Ala. He started out in TH-55s and remembers his "Nickel Ride" took place on Sept. 22, 1975. After graduation, 1LT Fancher was assigned as the intelligence officer for the 1st Squadron, 17th Cavalry Regt. at Fort Bragg, N.C.

Relating his early experience as a pilot, Fancher said, "I flew as a staff guy, which didn't afford me the amount of flight time and experience that I was hoping for, so I began to scrape together flights to make up for it. I remember flying nights, weekends and holidays."

In 1981, Fancher saw the handwriting on the wall concerning his Aviation career as a staff officer and asked a friend what he needed to do to revert to a warrant officer. After sifting through mountains of paperwork and instructions to complete the process, CPT

Fancher resigned his commission on Sept. 30, 1982. The next day he swore in as a warrant officer. WO1 Fancher was then assigned as an instructor pilot with the Initial Entry Rotor Wing Course at Fort Rucker.

Every decision Fancher has made in his career has been integral to the amount of flight time it has afforded him. He chose the OH-58 scout aircraft because its operational readiness rate was the best in the Army. He also chose to be an instructor pilot since he knew that career track flew more than any other.

Today CW5 Fancher has reached the pinnacle of his 32-year career. When asked what advice he would give to a young pilot fresh out of flight school, Fancher replied, "Keep your mouth shut and your eyes open." He also said the airframes may change and become more technologically advanced, but

we, the human element, do not. "If you look back, you'll see that we are having the same kind of [human error] accidents today that we were having 20, 30 years ago," he said. "It is important to learn from those mistakes and not repeat them, and you can only do that by paying attention."

Lastly, when asked if he had any regrets, Fancher replied, "My only regret is the amount of time that I have spent away from home. I have a wonderful wife, Cathy, who will have been my wife of 25 years this August."

Howard Fancher is an Army Aviator, a true quiet professional... the kind of guy we would like to be someday.



CW3 Chris Bryant is also assigned to Co C., 1st Bn., 25th Avn. Regt. His article was released for publication by the 25th Infantry Division Public Affairs Office.



Fancher gives a wave from his OH-58D helicopter before a night vision goggle flight with CW3 Sue Bowen.

CW5 Howard Fancher (center) holds a certificate acknowledging his 10,000th flight hour flown on Aug. 4 with members of his unit in Iraq.



TOP PHOTO BY CW3 DANIEL C. BRYANT; RIGHT, COURTESY PHOTO

Last Army "Huey"

Flight is a Double Milestone at Rucker

Story and photos by James Bullinger



For many folks standing on the ramp at Lowe Army Heliport in the early morning Alabama sunshine on September 28, it was a great day and it was a sad day. They were gathered to witness another key moment in the history of the U.S. Army Aviation Center and say farewell to a legendary aircraft.

COL Richard Enderle, commander of the Aviation Center Logistics Command, hosted the farewell ceremony for the last four UH-1H Iroquois aircraft, better known as the "Huey," used by the Aviation Center for Army student flight training.

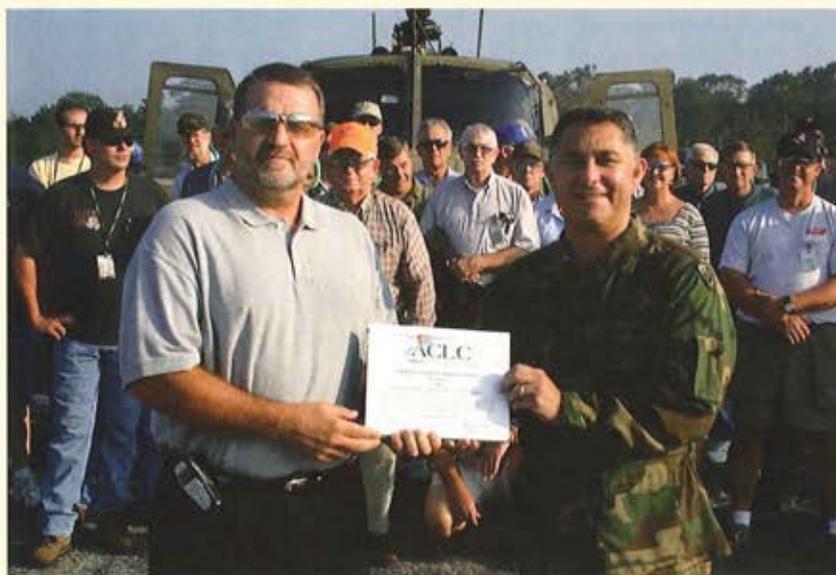
The aircraft were about to depart on a two-day trip from Fort Rucker to a central helicopter restoration center, better known as a "Bone Yard," near Temple, Texas. The facility is managed by the U.S. Army Aviation and Missile Command and DynCorp, and is located at the Draughon-Miller Central Texas Airport. The center is used to warehouse a variety of Army aircraft, to include about 200 Hueys, which will eventually be restored or rebuilt for use in foreign military sales and other government programs.

About 50 Army Fleet Support maintenance employ-



Top: The last four Army "Hueys" line up for departure from Lowe Army Heliport.

Pilots and crewmembers gather for a photo before flying the Army Hueys to the bone-yard.



Jimmy Jerkins, Army Fleet Support manager, accepts a certificate of appreciation from COL Richard Enderle on behalf of all UH-1H maintenance employees for outstanding support.

ees, many of who have worked on the UH-1H for decades, were on hand for the good-bye.

"It's an end of an era. I graduated from flight school in a Huey, and I hate to see them go," Enderle said to the attendees.

Enderle presented an ACLC Certification of Appreciation to AFS representative Jimmy Jerkins, a senior manager in charge of the maintenance contract at Lowe AHP. The certificate was a token of the Army's appreciation to all of the people for their dedicated professional support in servicing the aircraft during its lifetime at Fort Rucker.

"It is bittersweet to see them go," said Michael Weaver, an AFS UH-1H equipment specialist who works on the aircraft.

Some UH-1H still remain at Fort Rucker, but those aircraft have all been transferred to either the U.S. Air Force or to other contractors to support select joint and foreign military flight training.

For one of the eight ferry pilots, CW5 Stephen T. Knowles II, chief warrant officer of the branch, the mission also marked the final flight of his 28-year career with the Army.

Knowles, who had the honor of flying the lead aircraft in the ferry mission, said it was a fitting end to his time in service.

"Well, I'm very excited, of course. I'm going to have a good time doing this and it's going to be a good break," he said. "As the chief warrant officer of the branch it's going to be the culmination point here."

BG E.J. Sinclair, commanding general of USAAVNC and Fort Rucker, was on hand and brought with him a fire truck for an old Aviation tradition.

"It's a great day, but it's a sad day," Sinclair

said. "It's a great day because guys like [CW5] Steve Knowles, who's served his whole life in the military and in Army Aviation since Vietnam, just as the Huey has, is making his last flight flying one of them out to Texas as we get rid of them [the Huey]."

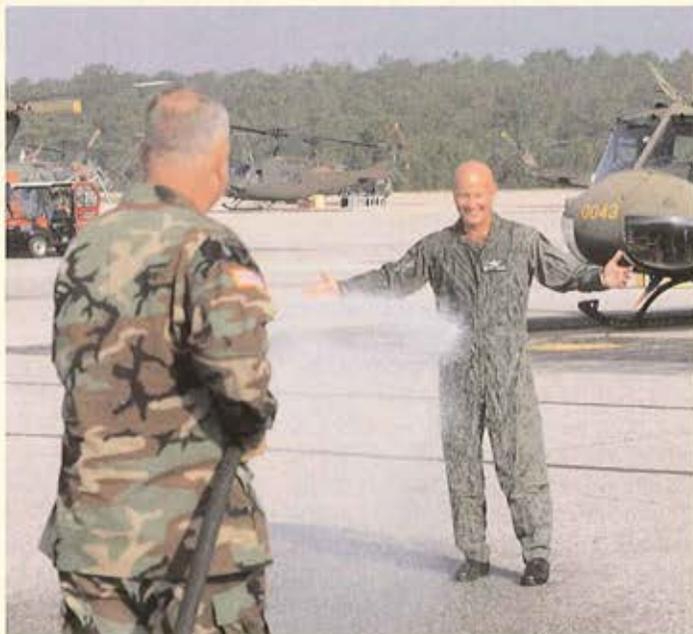
Sinclair echoed the end of an era with the UH-1H, but also spoke of the future of Army Aviation saying, "It also opens a new chapter as we look forward to Army Aviation modernization and transformation.

We bring in new airframes that replace the Huey, as we take our branch to where it will be in 2025."

In keeping with a time-honored custom, Sinclair hosed down Knowles with a fire hose as part of the last flight ritual before the aircraft prepared to depart.

Asked about being hosed before the flight (which normally occurs after the last flight is completed) Knowles said it was no big deal.

"I'm going to dry out. It's not a problem. I've been wet before!" said Knowles, who then pulled a dry flight suit from his kit bag and wandered off to change.



Keeping with Aviation tradition, BG E.J. Sinclair gives CW5 Stephen Knowles his last Army flight "post-flight washing" ...early.

CORSAIRS SUPPORT PRESIDENT'S Ivan Aftermath Visit

From an article written by LTC James A. Viola

Hurricane Ivan had just barely dissipated down to a meandering storm when the phone rang on Friday, Sept. 17 at the headquarters of the 2nd Battalion, 82nd Aviation Regiment at Fort Bragg, N.C. The "Corsairs" just received an alert for a mission to support a visit by the President of the United States (referred to as POTUS) to the area of devastation caused by Ivan along the Gulf coast. President George W. Bush would survey the area, along with the governors of Alabama and Florida, to witness first-hand the damage caused by a category four hurricane on Sept. 15 and 16.

The mission was to provide additional helicopter support to POTUS on Sunday, and carry additional White House staff, federal and local disaster officials, and media pool members during the visit. COL Perry Wiggins, 82nd Avn. Brigade commander, wanted the Corsairs to be prepared to support POTUS, but also be ready if called on to stay and assist with cleaning up the damage left by Ivan's wrath. The mission had evolved to a deploy ASAP and be prepared for a flying rehearsal at 1500 on Saturday, Sept. 18.

MAJ Carey Wagen, the S3 operations officer, and CW4 Dave Pauley, the battalion's standardization instructor pilot, worked the planning and coordination to deploy six UH-60s and an attachment of two CH-47s from Co. C, 159th Avn. Regt. (Flippers) from the 18th Avn. Bde. Pauley also devised crew manning in order to provide crews capable of a 14 hour duty day with full day, night and NVG capability.

CPT Jason West, Co. D maintenance commander, his production control officer CW3 Peter Letson and all of the Co. D. Soldiers did a great job preparing aircraft for the mission. By 1700 on Friday they had all of the designed mission aircraft, each with at least 50 hours of flight time, ready to fly away.

Saturday morning came early with an 0530 deployment brief. CPT Mark Richards, Co. B commander (who served in our S3 shop in Iraq) worked overnight to produce a great operation order. Final preparations were made and the flight departed by 0800 with



PHOTO BY MAJ CAREY WAGEN

three separate series. After fuel stops in Columbia, S.C.; Robbins Air Force Base, Ga.; and Cairns Army Airfield (Fort Rucker), Ala., we arrived at Pensacola Naval Air Station in Florida.

As we approached the coast, we gasped at the sight of the landscape that had been destroyed by Ivan. Air traffic control was proving difficult to deal with due to the power outages in the area. We knew there were temporary flight restrictions and were doing our best to work the system.

Our planning had us on station in time to link up with the Marine Corps unit who fly "Marine One" for POTUS. They were ready to brief the

Flying formation with the President onboard Marine One, crews from 2nd Bn., 82nd Avn. Regt. provided additional lift support on the visit to see devastated areas left by Hurricane Ivan.

mission and work the rehearsal plan. Each of our aircraft crews was provided with intricately planned "smart packs" with the tentative locations, routes and times of the President's agenda. We were briefed it required "situation flexibility." After a flying rehearsal, we prepped for the next morning and prepared to bed down for the night.

Our executive officer, MAJ Kenny



ANTICIPATION WAS BUILDING. THE CREWS WERE PROUD AND EXCITED TO BE SUPPORTING THE PRESIDENT.

Wilkinson, did a tremendous job wrestling the logistics for the mission. A crew from our Headquarters Co., led by CPT Javier Cruz, loaded support equipment into the two CH-47s, including enough supplies to support 55 people for three days. We had two HMMWV's for mobility, water and MREs, generators for power, and tents and cots to be self-sufficient in the disaster area. We established our operations and bivouac site at the NAS base operations facility.

A clear blue sky greeted us Sunday morning. The plan was to be ready with our aircraft in position according to the smart packs at 0700 when Marine One and Two arrived from Mobile, Ala., where they remained overnight. Upon arrival Marine One started the update brief and we learned that some passenger changes had taken place, and like all good briefs, the majority of the brief discussed contingencies. Originally our UH-60s would be chalk 3 and 4 to the Marine aircraft, but the best change was a

Corsair aircraft would now be chalk two. Our aircraft would be flying 3-5 disks away from the Commander-In-Chief! Specifically, we would fly in a position that would allow the White House Press to film Marine One with POTUS on board, as he looked at the devastation caused by Hurricane Ivan.

Just as we were about to break with "be ready at 0945 at the aircraft", we received a POTUS update that arrival

Corsair maneuvers to get the shot the media needs to visually tell the presidential visit story.

was now 0945. The Presidential "Air Force One" appeared on final about seven minutes out. One of my passengers informed me that if I checked my GPS time, the 747 would stop rolling forward at exactly 0945. Yes it did, plus or minus zero seconds!

The show was starting. We would have to wait for President Bush to tour the area in vehicles before the air portion would begin. Anticipation was building. The crews were proud and excited to be supporting the President. I was flying right seat, meaning I would maneuver the aircraft for the best photo opportunities.

The President returned around 1100, and the vehicles parked exactly per the brief. Marine One was snapping and popping, doors were closed once POTUS was inside and the blades spun up quickly. The media and staffers were now running to the CH-47s and to us. Marine One slowly moved out to taxi, the CH-47s already had blades turning as we started engines.

Marine One was off with Flippers and Corsair in hot pursuit. I jostled the White House media to and fro as I flew out of trim in order for the sake of good photography. CW4 Pauley joked about my undisciplined flight characteristics and I relented and flew in trim. It was actually around this time that the best shot was taken. We flew past a completely destroyed building amongst the wreckage with Marine One in the background. They got the images they were looking for.

We received the call that the Flippers had landed and we passed Marine One in order to get our passengers on the ground before the President. We landed and shut down in two baseball

continued on next page



COURTESY PHOTO FROM MAJ CAREY WAGEN

Corsair crew members, standing (l to r): SGT Christopher Kerns, CW4 Dave Pauley, LTC James Viola, MAJ Carey Wagen and CW2 William Peters. Kneeling: SGT Jason Roberts, SPC Duane Dowden and SPC Thomas Reynolds.

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 Editor, care of the AAAA National Office.



Secretary of Defense Donald H. Rumsfeld announced Oct. 26 the President has nominated **COL James O. Barclay III** for promotion to the rank of brigadier general. Barclay is currently serving as Executive Officer to the Commander, Multi-National Force-Iraq.

CY 2004 Command Sergeant Major, Sergeant Major, Sergeants Major Course selection board results released Oct. 7. Congratulations to the following 70 Aviation senior non-commissioned officers.

NAME	MOS	SEQ	NCOES	CSM
Amagliani, Chris	15Z5	9	ALT	
Armstrong, Timothy	15P5	8	SEL	
Beharie, Lebert O.*	15Z5	19	SEL	
Berrios, Powell L.	15Z5		ALT	
Blair, Patrick A.	15P5		ALT	
Cafiero, Edward	15P5	10		
Cain, Leeford C.*	15P5	4	RES	
Caldwell, Crystal L.	15P5		ALT	
Campbell, Scott	15P5	1		ALT
Catero, Roy M.*	15P5		ALT	
Chambers, Gregory M.	15Z5		ALT	
Church, Randy T.	15P5	6		
Clark, Terrence	15P5			ALT
Clowser, Michael H.	15Z5		ALT	
Collins, Jimmy D.	15Z5	21		
Cuomo, Chad	15Z5	2		ALT
Davis, Jeffery M.	15Z5	1	RES	
Dobs, Michael R.	15P5			ALT

Edwards, Mary M.*	15Z5			SEL
Escalera, Carlos	15Z5		ALT	
Farmer, Larry D.	15P5			ALT
Felicioni, Louis C.	15Z5	17		ALT
Flores, Augustine	15P5	9		
Forero, Diego M.*	15P5	7	RES	
Fox, Bryan L.	15P5		ALT	
Franklin, James H.	15Z5	18		SEL
Gammon, William P.	15P5		ALT	
Garcia-Almodouar, F.	15Z5		ALT	
Haynes, Allen R.*	15Z5	14		ALT
Hernandez, Daniel	15Z5			ALT
Honaker, Clyde B.	15P5		ALT	
Hughes, Benjamin F.*	15Z5	3	RES	
Jones, Shawn L.	15P5		ALT	
Kennedy, Homer L.	15Z5			SEL
Kozlowski, Kandi L.	15P5		ALT	
Lange, Randy J.*	15Z5		ALT	
Leamon, David L.*	15Z5			SEL
Lewis, Lawrence E.	15Z5			SEL
Lockwood, Tracy A.	15Z5	10	RES	
Long, Bradley A.*	15Z5			SEL
Lucas, Oliver C.	15Z5	8	RES	
Mentor, Steven E.	15Z5	22	RES	
Miller, Gregory A.*	15Z5			ALT
Mitchell, Richard A.	15P5			ALT
Morant, Lloyd G.	15Z5	6		SEL
Musselwhite, Kenneth	15P5			ALT
Nichols, Andrew J.	15Z5	20		SEL
Pasquarella, Wade*	15Z5	4	RES	
Perez, Maria M.*	15P5		ALT	
Phillippe, Franz J.	15Z5	11		SEL
Pierce, Philip L.	15Z5	16		SEL

Purdie, Leroy Jr.*	15P5	2		SEL
Reynolds, Bobby Jr.*	15Z5			ALT
Rodriguez, Roberto	15Z5	7		ALT
Rose, Donald L. Jr.*	15Z5			SEL
Santos, Richard E.	15Z5			ALT
Sharp, Wayne D.*	15Z5	15		SEL
Sieber, Alan N.	15P5		ALT	
Slaughter, Irving L.	15Z5	12	RES	
Smith, Marlin J.*	15P5			SEL
Somers, Mickey W.	15Z5		ALT	
Spiva, Scott A.	15Z5			SEL
Sutton, Flora M.*	15P5		ALT	
Thom, Eric C.	15P5		ALT	
Thomson, James H.*	15Z5	13	RES	
Vazquez, Eric	15P5			SEL
Walker, Tonia T.	15P5	5	RES	
Walters, Dwaine E.	15Z5	5		ALT
Whitney, Scott F.	15Z5		ALT	
Wood, Brian S.	15P5	3	RES	

CY 2004 Reserve Component IRR and IMA Selection Board results for Sergeant First Class released Sept. 23. Congratulations to the following four Aviation non-commissioned officers.

Billings, Thomas L.	15P
Bordenave, Frank D.	15T
Griffin, Sheila A.	15P
O'Brien, Kit C.	15T

* = AAAA Member
+ = Life Member

CORSAIRS

continued from previous page

fields with plenty of room. Unbelievable but true, there were large light poles bent over from the 100 knot winds from Ivan at the landing site.

After a ground tour the President's convoy arrived and we repeated the departure procedure. POTUS had accomplished his mission and we rushed back to Pensacola to get to our shutdown locations. Marine One taxied to a stop near the 747 and used his rotor brake. Soon the President was out and walking quickly over to the steps of Air Force One. Within five minutes POTUS was on the go as his Soldiers watched in awe.

Once Air Force One was out of sight we debriefed and prepared for departure back to Fort Bragg. We debriefed quickly, learning that the Marines were very impressed with the crews, especially at how quickly the Army

aircraft were able to react to changes in mission. We passed similar accolades and we parted ways. Loading was complete within an hour and we were off to Fort Rucker.

It was good seeing some friendly Fort Rucker faces. We worked out our issues and headed to the BOQ for a hot meal and a soft bed. As I was drifting into a pleasant slumber, I glanced at the television and saw footage of the President flying the coastline during his visit to Florida. I chuckled and realized the impact that a small group of Soldiers from the 82d Airborne Division could have. All the Way! Airborne!



LTC James A. Viola is the commander of 2nd Battalion, 82nd Avn. Regt., 82nd Avn. Bde., 82nd Airborne Division, at Fort Bragg, N.C.



Attention AAAA Members!!!

send us your e-mail address

(especially your AKO Account)

Send to:

AAAA National Office
e-mail: aaaa@quad-a.org

For the past six years The Military Coalition, MOAA and other veteran service organizations have fought to eliminate the survivor benefit plan (SBP) "Widow's Tax." They have been successful this year and were able to increase the benefit percentages from 35 percent to 55 percent over a 3-1/2 year period. See more on SBP below in Retiree & Survivor Issues.

FISCAL YEAR 2005 DEFENSE BILL

On Oct. 9, the House passed the FY2005 Defense Authorization Act (H.R. 4200) by a vote of 359 to 14. The Senate approved it later the same day by unanimous consent. It has been sent to the President, who by now has signed it into law.

Here's a summary of selected provisions of the final Authorization Act.

ACTIVE DUTY ISSUES:

- Authorize a 3.5% pay raise for military (includes Guard & Reserve) as of Jan. 1, 2005.

- Raise the basic allowance for housing (BAH) to cover 100% of the median cost of housing for each grade and location.

- Increase Army end strength by 20,000, increase Marine Corps end strength by 3,000 for FY2005, with additional increases authorized in future years.

- Remove the funding cap on military housing privatization programs to continue to partner with the private sector to make military family housing improvements in FY2005.

- Make permanent the eligibility for 180 days of TRICARE coverage for members and families following separation from active duty (includes Guard & Reserve members leaving active duty) and require a separation physical before leaving active duty.

- Authorizes the Secretary of Defense to commission all new officers as Regular officers and transition all officers now on active duty to Regular status.

- Directs the SECDEF to carry out a study to determine whether it would be equitable to consider recalled retired officers as eligible for promotion consideration.

- Authorizes DoD to accept donation of frequent traveler miles, credits and tickets for travel of deployed servicemembers and their families.

- Authorizes servicemembers who attend training of less than 12 months to elect to leave families at previous duty station and receive BAH based on where dependents reside.

- Repeals the requirement that members pay subsistence charges while hospitalized.

- Authorizes hazardous duty incentive pay for military firefighters.

- Makes permanent the increase to family separation allowance from \$100 to \$250 per month and imminent danger/hostile fire pay from \$150 to \$225 per month.

- Specifies the commissary benefit in law and authorizes a test of expanding the list of items for sale in the commissary. The new law will clarify that the purpose of the commissary and exchange programs is to enhance quality of life for military members, retirees and family members and to support



LEGISLATIVE REPORT

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

military readiness, recruiting and retention. It will authorize consideration of Reserve members' quality of life in any assessment of whether to close a commissary.

- Proceeds with the next Base Realignment and Closure round in 2005 as scheduled (the House had proposed delaying it until 2007).

GUARD & RESERVE ISSUES:

- Authorizes premium-based TRICARE eligibility for Selected Reserve members who have served at least 90 days on active duty since Sept. 11, 2001 and agree to continue service in the Selected Reserve. This covers the members and their families while in drill status. They would receive one year of coverage eligibility for each 90 days served on active duty since Sept. 11, 2001. Premiums (which would be suspended during any period of mobilization) would be set at 28% of the cost of single or family coverage, as applicable.

- Provides increased bonus flexibilities to meet retention needs.

- Eliminates the 180-day end strength accounting standard that requires reservists remaining on active duty beyond that limit to count against active duty end strength. Instead, the new law will authorize up to 37,000 reservists to serve on active duty for up to 3 years before counting against active duty force levels.

RETIREE & SURVIVOR ISSUES:

- Phases out the SBP "widow's tax" over 3-1/2 years.

- Raises the minimum SBP annuity for survivors age 62 and older to 40% of retired pay as of Oct. 1, 2005; then to 45% of retired pay on April 1, 2006; to 50% on April 1, 2007; and to 55% on April 1, 2008. This responds to the inequity that has been experienced by the vast majority of military survivors, who face a reduction from 55% to 35% in their SBP annuities at age 62 (The Widow's Tax). *The Defense Department was the only one that applied it within the Government.*

- Continues increased coverage levels for current retirees already paying supplemental SBP premiums, but such retirees will no longer have to pay the extra premium for the supplemental SBP coverage as of the date the new law is enacted.

- Allows retirees not enrolled in SBP to participate in a one-year open-enrollment period starting Oct. 1, 2005 — provided they make a lump-sum payment covering all back premiums since retirement, plus interest.

- Provides full concurrent receipt payments to otherwise qualifying retirees rated as 100% disabled by the VA, as of Jan. 1, 2005, vs. current law, which phases in a restoration of their retired pay over the next 9 years. The

remaining 9-year phase-in schedule is still in effect for qualifying retirees with disabilities rated at 50% to 90%.

- Requires the Services to issue permanent ID cards to dependents and survivors of military retirees at age 75.

COLA INCREASES 2.7 PERCENT

In October, the Bureau of Labor Statistics announced that we would see a December Cost of Living Adjustment of 2.7%. The COLA increase applies to retired pay, VA disability compensation, Social Security and survivor annuities on December 1, payable in the January 2005 checks.

RESERVE EMPLOYER TAX CREDITS IS STILL ALIVE

Members of The Military Coalition have urged Congress for years to provide some measure of tax relief to America's employers of National Guard and Reserve service members in recognition of support to reserve force volunteers who are increasingly absent from the workplace supporting operational missions. Now Sen. Mary Landrieu (D-LA), the SBP "Widow's Tax" champion, has again shown leadership in pressing colleagues to defer final action on her proposal to award the tax credits thereby keeping the measure alive.

The Landrieu proposal would give employers a 50 percent tax credit on the salaries they pay to employees during activations. The tax credit would encourage those employers already assisting their employees to continue this patriotic response. In addition, the provision would permit small businesses a \$6,000 tax credit for hiring a temporary worker to replace a mobilized employee. Small manufacturers would receive a credit of up to \$10,000 to help find a replacement.

The Government Accounting Office recently reported that over 40 percent of National Guard and Reserve personnel take a pay cut from their primary civilian jobs. Many employers voluntarily have helped to ease this burden by making up the "pay-gap" between the civilian and military pay of their mobilized employees. In defense of her proposal on the Senate floor, Sen. Landrieu pointed out that Congress has passed legislation this year giving generous tax cuts to all manner of business interests, including importers of Chinese-made ceiling fans. More than 410,000 Guard and Reserve service members — almost half of those who train regularly in the 'Selected Reserve' — have been called up since 9/11.

The Senate ultimately refused to attach Landrieu's amendment to a large tax and jobs measure, but agreed to reconsider it as an amendment to other legislation the Senate could take up in a lame duck session following the November election.

JOSEPH P. CRIBBINS AVIATION PRODUCT SYMPOSIUM

"Aviation Support to the Warfighter"

23rd and 24th of February 2005

Objective & Scope

The Army Aviation Association of America (AAAA) will sponsor the 31st Annual Joseph P. Cribbins Aviation Product Symposium (formally known as "Product Support Symposium") for interested members of industry and the aviation logistics and acquisition communities on 23rd to 24th February 2005. The theme of this year's symposium is "Aviation Support to the Warfighter."

The purpose of the Aviation Product Symposium is to stimulate dialogue among industry executives, senior government officials and military leaders concerning the support of Army Aviation's Warfighters

The symposium will consist of individual and panel presentations with follow-on question and answer sessions. This year's panels will focus on Aviation's support to the Warfighter Now and in the future. We will also have updates from the CG AMCOM and PEO, Aviation; Government and Industry Keynote Speakers; and an Operational Perspective.

The Aviation Product Symposium will provide a unique opportunity for senior leaders from industry, the military, and the government to interact and share their thoughts on the future of aviation logistics. The key objective of this year's symposium will be to build on last year's deployment/sustaining and path ahead discussions on how industry and the government can work together to support Army Aviation's Warfighters.

For further information regarding the symposium, please contact Debi Charlier or Janice Sanders of AEPSCO, Inc. at (256)464-9191 or via e-mail at debi.charlier@aepco.com or janice.sanders@aepco.com, respectively. For the first time a limited number of table top exhibits will be available for exhibiting companies at this event. Please contact Janice Sanders for more details.

AAAA JOSEPH P. CRIBBINS 31ST AVIATION PRODUCT SYMPOSIUM 22 – 25 February 2005 • AGENDA

Tuesday, 22 February 2005

0700 — 0830 APS Registration at the Bob Jones Auditorium ~ Sparkman Center

Wednesday, 23 February 2005

0700 — 0830 APS Registration at the Bob Jones Auditorium ~ Sparkman Center

1400 — 1900 APS Registration ~ Huntsville Hilton

1630 — 1930 Early Bird Reception Hosted by Tennessee Valley Chapter (TVC), AAAA Huntsville Hilton

Thursday, 24 February 2005 *

Morning Session:

0630 — 0730 Continental Breakfast ~ Von Braun Center

0700 Registration Opens

0800 — 0820 Opening Remarks, COL (R) Robert Birmingham ~ TVC President

0820 — 0850 Industry Keynote Speaker ~ TBD

0850 — 0920 AMCOM Update ~ CG AMCOM

0920 — 0950 Break

0950 — 1130 Panel 1 — Aviation Support to the Warfighter — Now Chairman — CG AMCOM Selected Government/Industry Panel Members

Lunch:

1130 — 1300 Luncheon Speaker ~ TBD

Afternoon Session:

1300 — 1325 PEO, Aviation Update ~ Mr. Paul Bogosian

1325 — 1350 Government Keynote Speaker ~ TBD

1350 — 1415 FMS Aviation Product Support ~ TBD

1415 — 1445 Break

1445 — 1630 Panel 2 — Aviation Support to the Warfighter — in the Future (Chairman) Mr. Paul Bogosian Selected Government/Industry Panel Members

Evening Session: ~ Von Braun Center

1830 — 1930 Reception

1930 — 2045 Dinner

2045 — 2200 Awards Presentation & Guest Speaker ~ TBD

Friday, 25 February 2005 — Bob Jones Auditorium

0800 — 1200 Attendees invited to attend General Officer Review Board (GORB) at the Bob Jones Auditorium ~ Sparkman Center

*All sessions except Evening Session dress will be:
APS Attendees: Military ~ Duty Uniform/Civilian ~ Appropriate Civilian Attire.
Speakers: Military ~ Class A/Civilian ~ Coat & Tie.
Evening Session dress will be: Military ~ Class A/Civilian ~ Coat & Tie



AAAA Joseph P. Cribbins 31st Annual Aviation Product Symposium Registration Form



Von Braun Center ** Huntsville, AL ** 23 - 24 February 2005

SPONSORED BY THE TENNESSEE VALLEY CHAPTER OF THE ARMY AVIATION ASSOCIATION

REGISTRATION DEADLINE: 11 FEBRUARY 05

RANK/TITLE: _____

NAME: (as you would like it to appear on your badge) _____

UNIT/COMPANY (for badge): _____

COMPANY ADDRESS: _____

CITY: _____ STATE: _____ ZIP: _____

TEL: _____ FAX: _____ EMAIL: _____

*Retired military and others working for a Defense Contractor on a Full-Time, Part-Time or Consulting basis, are **NOT** eligible for Govt/Mil registration fee.*

	23-24 Feb 05 Registration	Briefings on CD	24 Feb 05 Luncheon	24 Feb 05 Banquet	1 YEAR MEMBERSHIP	TOTAL PAID
AAAA Member						
Industry Fees	___ \$335	Included	Included	Included	NA	\$ ___ .00
Govt/Mil Fees	___ \$45	Included	___ \$20	___ \$30	NA	\$ ___ .00
Spouse Fees (name for badge)	_____	_____	___ \$20	___ \$30	_____	\$ ___ .00
Late Registration Fee (Payments postmarked after 11 Feb 05/Same Day Registration)	_____	_____	_____	_____	Additional \$50	\$ ___ .00

	23-24 Feb 05 Registration	Briefings on CD	24 Feb 05 Luncheon	24 Feb 05 Banquet	1 YEAR MEMBERSHIP	TOTAL PAID
Non AAAA Member						
Industry Fees	___ \$360	Included	Included	Included	___ \$26	\$ ___ .00
Govt/Mil Fees	___ \$50	Included	___ \$20	___ \$30	___ \$26	\$ ___ .00
Spouse Fees (name for badge)	_____	_____	___ \$20	___ \$30	_____	\$ ___ .00
Late Registration Fee (Payments postmarked after 4 Feb 05/Same Day Registration)	_____	_____	_____	_____	Additional \$50	\$ ___ .00

All payments are due and must be postmarked by 11 February 2005 **GRAND TOTAL** \$ ___ .00

Early Bird Reception at the Hilton on Feb 23rd

Method of Payment:

Cash Personal Check Business Check Credit Card

Make Checks payable to: **AAAA Aviation Product Symposium**

Visa Discover Mastercard American Express

Name on Credit Card: _____ Credit Card #: _____ Exp. Date: _____

Signature: _____

Please fax receipt to fax number given above (check here)

Please return completed registration form & appropriate fees to:

AEPSCO, Inc. /Attn: Debi Charlier

Meadow Green Centre, 9238 Madison Blvd., Building 2, Suite 110, Madison, AL 35758

TEL: (256)464-9191 FAX: (256)464-9291 EMAIL: charlier.debi@aepco.com

Hotel Reservations

TO MAKE YOUR RESERVATION, CONTACT THE HUNTSVILLE HILTON DIRECTLY AT (256) 533-1400

Please refer to the "AAAA Aviation Product Symposium" to receive the reduced rate.

Reservations received after 11 February 05 will be on a space available basis only.

If cancellation is necessary, refunds of registration fees less a \$50.00 administrative fee will be provided only upon receipt of written notice of cancellation when postmarked by 11 Feb 05 - No refund after 11 Feb 05

NEW MEMBERS

AVIATION CENTER CHAPTER FORT RUCKER, AL

WO1 Shai M. Bardfield
WO1 Brent H. Bergfeld
2LT Robert J. Bickford
2LT Sam Bitter
WO1 Richard E. Campbell
SPC Loriann M. Cargill
WO1 Seung H. Choi
MAJ Mark D. Colvin
2LT Michael D. Daschle
2LT Jeremy T. Duff
WO1 Dietrich D. Edwards
2LT Daniel P. Flynn
CW5 David L. Hacker, Ret.
2WO Dustin J. Healey
2LT Stanley Hsiung
WO1 Andrew G. Inman
WO1 Scott M. Johnson
2LT Margaret A. Kenny
WO1 Darcie Kotzenmacher
WO1 Thomas Lemrow, Jr.
WO1 Moria F. McCauliffe

WO1 Jake J. Mondragon
2LT Edmund J. Olsen IV
2LT Eden M. Olson
2LT Thomas P J Root
WO1 Joshua E. Snow
1LT Ryan M. Spillane
WO1 Carson S. Steck
2LT Jacqueline K. Stilwell
WO1 Jason R. Sullivan
2LT Howard M. Swanson
2LT Gill M. Taylor-Tyree, Jr.
WO1 Victoria M. Wade
WO1 Jason S. Wolff
2LT Lorilyn M. Woods

**BAVARIAN CHAPTER
HOHENFELS, GERMANY**
CPT Kevin L. Fittz

**CENTRAL FLORIDA CHAPTER
ORLANDO, FL**
Mr. Kevin Gulliver
Ms. Grace Hickman

**CONNECTICUT CHAPTER
STRATFORD, CT**
LTC Thomas Lambert, Ret.

**FLYING TIGERS CHAPTER
FORT KNOX, KY**
CW4 Raymond W. Butler

**FRONTIER ARMY CHAPTER
FORT LEAVENWORTH, KS**
MAJ Kurt R. Bruggemeyer

**MONMOUTH CHAPTER
FORT MONMOUTH, NJ**
Mr. Robert R. Featheringham
Mr. Bruce D. Halperin

**MORNING CALM CHAPTER
SEOUL, KOREA**
CW3 Lawrence S. DeGroff

**NORTH TEXAS CHAPTER
DALLAS/FORT WORTH**
Mr. Joseph Arceneaux
Mr. William Harlin

**OLD TUCSON CHAPTER
MARANA, AZ**
Mr. Kevin Madigan

**OREGON TRAIL CHAPTER
SALEM, OREGON**
SGT Todd J. Hoffman

**PHANTOM CORPS CHAPTER
FORT HOOD, TX**
Mr. Travis White

**RAGIN' CAJUN CHAPTER
FORT POLK, LA**
SGM Miguel A. Ortiz

**RIO GRANDE CHAPTER
EL PASO, TX**
CW2 Derek M. Swickard

**SAVANNAH CHAPTER
FT STEWART/HUNTER AAF, GA**
CPT Rogers L. Stinson
Mr. Tom Weeks

**TENN. VALLEY CHAPTER
HUNTSVILLE, AL**

Mr. Edward K. Allen
Mr. Kevin D. Beach
Mr. Justin Carter
Ms. Monica Duncan
Mr. Ron Funderburk
Ms. Sheree Harness
Mr. Jerry Painter
Mr. Forrest Testerman
Ms. Margaret W. Welch

**VOODOO CHAPTER
NEW ORLEANS, LA**
CPT Harry P. Williams, Ret.

**WASHINGTON-POTOMAC
CHAPTER, WASHINGTON, DC**
Mr. Mark Adams
Mr. Brad Baker
Mr. Jim Clautice
Mr. Tim Fleischer
Mr. Jim O'Farrell
Mr. Phil Rogers
Mr. Keith Tayloe

**MEMBERS WITHOUT
CHAPTER AFFILIATION**
Ms. Helen Tirone

New Chapter Officers

Connecticut:
Mr. Douglas Shidler, President

Rhine Valley:
MAJ Nestor L. Barreto, Treasurer

AAAA Soldier of the Month

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

SGT Todd J. Hoffman
October 2004
(Oregon Trail Chapter)

SGT Jason P. Branch
November 2004
(Oregon Trail Chapter)

New AAAA Industry Members

BCF Designs Limited
Nida Corporation
Portal Dynamics Inc.
SOLOCO, LLC

AAAA NCO of the Quarter

A Chapter Program to Recognize
Outstanding Non-Commissioned
Officers on a Monthly Basis

SSG Travis K. Fourman
October 2004
(Keystone Chapter)

New AAAA Life Members

MAJ Mark E. Grant
MAJ Jeffrey A. Poisson
CW4 Bruce C. Van Den Eng

New AAAA Order of St. Michael Recipients

CPT Gail Atkins (Bronze)
MAJ Thomas G. Moore (Bronze)
CPT Edward Hobbs (Bronze)
CW4 Scott Paulson (Bronze)
MAJ Albert Stiller (Bronze)
MAJ Christopher Brewer (Bronze)
COL John Campbell (Bronze)
LTC Terry Morgan (Bronze)
SGM Antoinette Aila (Bronze)
CPT Philip E. Graham (Bronze)

AAAA 2005 Annual Convention Housing is Now Open

Call directly to the Disney's Coronado Springs Resort, Orlando FL
at WDW Group Reservations Office
Phone: 407-939-1020, Fax: 407-939-1012
to secure your room at the 5-11 May 2005 Convention.

FALLEN HEROES

AAAA is saddened to announce the loss of the following Soldiers deployed with Aviation units in support of the global war on terrorism.



JOHNSON

Operation Iraqi Freedom:

CPT Christopher B. Johnson, 29, from Excelsior Springs, Mo. died Oct. 16 in Baghdad, Iraq, when his OH-58D Kiowa Warrior helicopter collided with another OH-58D helicopter and crashed. Johnson was the commander of Co. C, 1st Bn., 25th Avn Regt., 25th Inf. Div. (Light), Wheeler Army Air Field, Hawaii.



BRENNAN

CW3 William I. Brennan, 36, of Bethlehem, Conn. also died Oct. 16 in the same OH-58D aircraft accident as CPT Johnson. Brennan was a pilot also assigned to the Oahu-based Co. C, 1st Bn., 25th Avn Regt. The incident is under investigation.



BOLES

SGT Dennis J. Boles, 46, from Homosassa, Fla., died Oct. 24 at Camp Arifjan in Kuwait, when he was participating in a 10-mile road march and collapsed. Boles was a helicopter mechanic assigned to Detachment 1, Co. C., 1st Bn., 171st Avn. Regt., Army National Guard, Brooksville, Fla. The incident is under investigation.

(Information from Dept. of Defense news releases and media sources.)

COURTESY PHOTO



Scholarship Fundraiser

The Lindbergh Chapter hosted its annual golf tournament fundraiser on Oct. 6, at the Bear Creek Country Club in Wentzville, Mo. The event, attended by 205 players, raised over \$11,000 for AAAA scholarship programs. The chapter is a long time supporter of AAAA educational opportunities and awarded two local scholarships of \$1000 each this year. The chapter thanks the Boeing Company, AMPSystems, Arnold Defense & Electronics, Avion, CAE and all of their other sponsors for helping to make the event a success. Congratulations to the two 1st place teams of: morning winners: Rob Brown, Lou Osman, Steve Previtt and Gif Weber; and afternoon winners (l to r): Rick Suhre, Bill James, Steve Davis and Kevin Poyndexter pictured above.

COURTESY PHOTO



Scholarship Donation

The 7th Squadron, 17th Air Cavalry Regiment "Ruthless Riders" Association has donated \$10,000 to the AAAA Scholarship Foundation, Inc., (AAAASFI), to sponsor a Heritage Matching Fund Scholarship in their name for their members, children and grandchildren. The 7-17 CAV Association raised the funds in nine months from their members and presented the check to Executive Director of the AAAA Scholarship Foundation Inc., William Harris, at their annual meeting Sept. 25 in Seattle, WA. The donation will be matched dollar-for-dollar by the AAAASFI. Pictured are (l to r): 7-17 CAV President Lee O. Parsons, Bill Harris, and Chairman Barry J. Speare and Co-chairman Jeff Heritage of the 7-17 scholarship committee.

COURTESY U.S. ARMY PHOTO



2004 War College Distance Education Aviation Branch Graduates

AAAA congratulates the 17 Aviation branch graduates of the U.S. Army War College distance education class of 2004. These officers graduated from the two-year program at Carlisle Barracks, Pa. on July 23. Front row (l to r): LTC Jorge J. Martinez, LTC Charles A. Bonasera, LTC Phillip K. Miller and COL David A. Anderson. Middle: LTC Alan K. Soldan, LTC Alan M. Phaneuf, COL Benjamin F. Adams, III; LTC Robert L. Davis, COL Phillip D. Jones. Rear: COL Kenneth E. Nettles, LTC William L. Books, LTC Gregory A. Simpson, LTC Michael E. Garrison, COL Frederic D. Sheppard and LTC Jim Rice.



The AAAA Scholarship Foundation, Inc. (AAAASFI) is now part of the Combined Federal Campaign (CFC), a workplace charitable fund drive conducted by the U.S. Government for all federal employees. It is the single largest workplace fund drive in the country, raising approximately \$195M in pledges annually.



Contribution Code 2121

Tax-deductible donations may also be made directly to the

AAAA Scholarship Foundation, Inc.

755 Main Street, Suite 4D,
Monroe, CT 06468-2830

E-Mail: aaaa@quad-a.org

Tel: (203) 268-2450 FAX: 268-5870





President's Message

We have just returned from an AAAA National Executive Board meeting held during the AUSA Annual Meeting in Washington, D.C. I can report to you that your association is in great shape with increasing membership, record net revenue, and tremendous support from the leadership of our Army.

We are up over 500 members (approximately 15,000) and our net revenue is up almost \$200,000 from this same time last year. We should have no problem funding all our end-of-year requests, totaling over \$120,000, from the U.S. Army Aviation Museum and the Army Aviation Hall of Fame at Fort Rucker, the Army Historical Foundation, the Wings of Liberty Museum at Fort Campbell, and the AAAA Scholarship Foundation.

During the meeting we were very honored to receive briefings from GEN Dick Cody, Vice Chief of Staff, Army; BG E.J. Sinclair, Aviation Branch Chief; MG Jim Pillsbury, Commanding General of the U.S. Army Aviation and Missile Command; Paul Bogosian, Program Executive Officer for Aviation; and BG Howard Yellen, Deputy Commanding General of the U.S. Army Special Operations Command. These leaders' presence at our board meeting demonstrated their strong support for the effectiveness of our association. Their briefings on Transformation and Reset gave us all great confidence in the end goals and the way to get there.

Thanks to AUSA for being such a gracious host. We hope to see many of you at the AAAA/AUSA Aviation Symposium at the Crystal Gateway Marriott, January 5-7, 2005, in Washington, D.C.

On behalf of the association leadership, please have a great Thanksgiving and let's all remember the great blessings we have received as a Nation, an Army, and as a Branch, and especially give thanks for our outstanding Soldiers and their families.

Above the Best!

MG Andy Andreson
President, AAAA

UPCOMING EVENTS

JANUARY 2005

- ☛ Jan 5-7 AUSA/AAAA Aviation Symposium & Exhibition, Marriott Crystal Gateway, Arlington, VA
- ☛ Jan 14 AAAA Morning Calm Chapter Aviation Ball, Seoul, Korea
- ☛ Jan 24-28 AAAA National Conference, Fort Rucker, AL
- ☛ Jan 26 AAAA National Functional Awards Dinner, Fort Rucker, AL
- ☛ Jan 28 AAAA Scholarship Ex. Committee Meeting, NGRC, Arlington, VA
- ☛ Jan 29 AAAA National Awards Selection Meeting, NGRC, Arlington, VA

FEBRUARY 2005

- ☛ Feb 6-8 HELI-EXPO 2005, Anaheim, CA
- ☛ Feb 16-18 AUSA Winter Symposium & Exhibition, Fort Lauderdale Convention Ctr., FL
- ☛ Feb 23-25 Joseph P. Cribbins Aviation Product Symposium, Huntsville, AL

MAY 2005

- ☛ May 5-11 AAAA Annual Convention, Disney's Coronado Springs Resort, FL

JUNE 2005

- ☛ June 1-3 AHS 61st Annual Forum & Technology Display, Grapevine, TX

JULY 2005

- ☛ Jul 15 AAAA Scholarship Ex. Committee Meeting, NGRC, Arlington, VA
- ☛ Jul 16 AAAA Scholarship Selection Committee Meeting, NGRC, Arlington, VA

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ARMYAVIATION MAILBOX

Share your opinion on matters of interest to the Army aviation community. The publisher reserves the right to edit letters for style, accuracy or space limitations. All letters must be signed and authors identified. The publisher will withhold the author's name upon request. The opinions expressed are those of the authors, and do not reflect the opinion of ARMY AVIATION Magazine. Send letters to AAAA MAILBOX, 755 Main Street, Suite 4D, Monroe, CT 06468-2830, Tel: (203) 268-2450, FAX: (203) 268-5870, E-Mail: editor@quad-a.org.

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 2007. Contact the AAAA National Office for details at (203) 268-2450

Dr. (COL) Hal Kushner Army Aviation Hall of Fame 2001 Induction

Dr. (COL) Hal Kushner (Ret.) volunteered to be flight surgeon of the 1st Squadron, 9th Cavalry, 1st Cavalry Division. As flight surgeons should, he flew numerous combat missions with Cav. pilots. On Nov. 30, 1967, on a night flight in a driving rainstorm, the helicopter crashed. Recovering consciousness in the burning, inverted helicopter, he freed himself despite a broken left wrist, collarbone and seven broken teeth. While trying to free the pilot, he was hit in the neck and shoulders by exploding ammunition and his hands and buttocks were burned. The pilot was dead, his copilot, mortally injured in the crash, died the third day, the crew chief was sent for help and was later found shot by the enemy. He then left the crash site and was fed by a peasant who later turned him over to an enemy squad. He was shot in the neck because he was unable to lift his splinted broken arm when ordered to surrender. Thus began the tortuous hell of five and a half years as the only medical doctor captured in the Vietnam War.

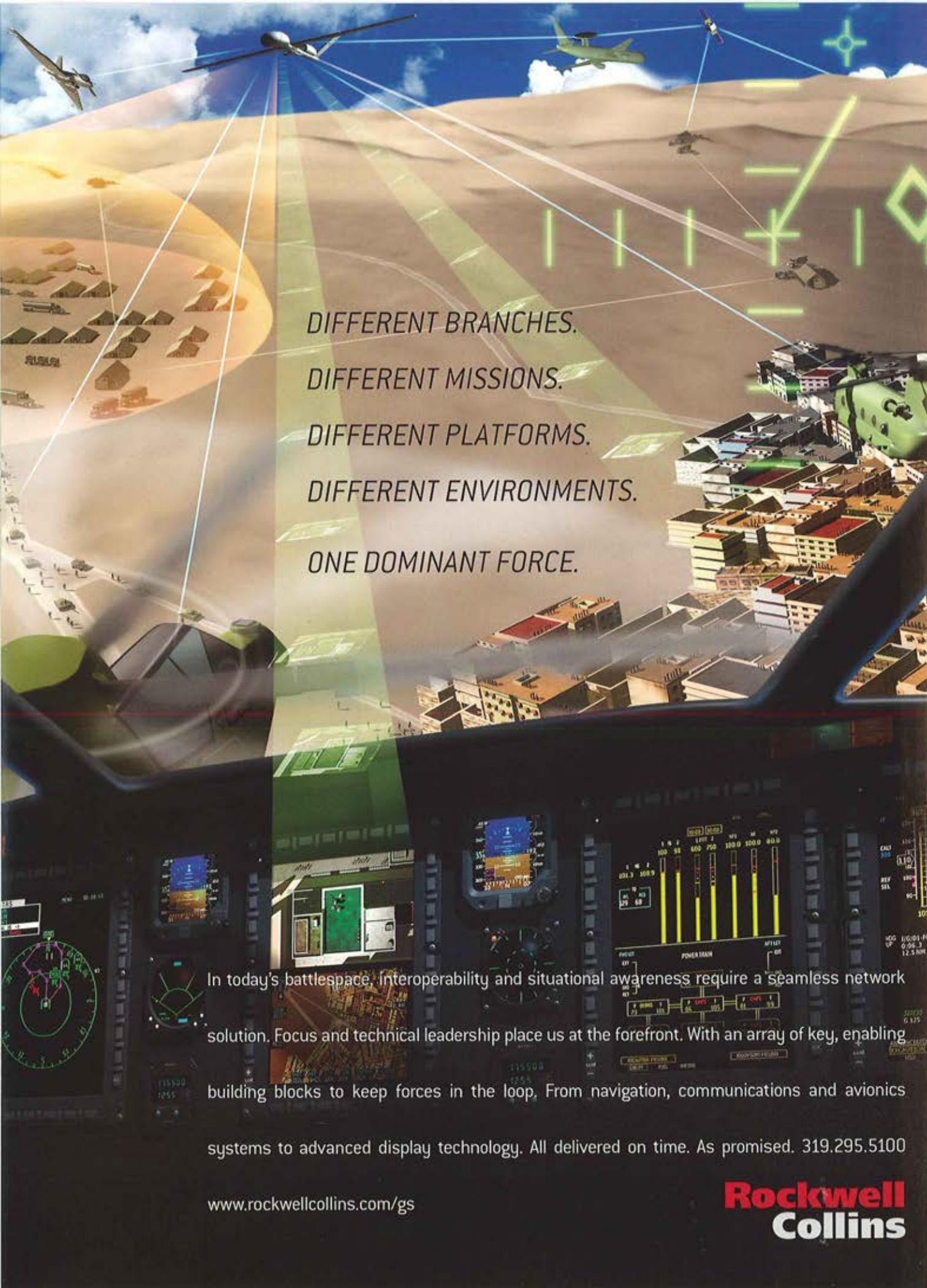
Tied and beaten, wounded and sick and without boots, he trekked through the mountains. He was held in a series of jungle camps for over three years. In 1971, Kushner was marched 900 kilometers to Vinh, loaded on a train with thousands of South Vietnamese prisoners, and moved 180 kilometers to Hanoi.

Conditions in Hanoi's jails were bad, but better than in the jungle camps, where prisoners suffered from jungle diseases and starvation. Twelve of the 27 U.S. prisoners with Kushner died, some because it was too hard to live.

Kushner was offered a better life working in a hospital—he refused. He was forbidden to practice medicine, but at great personal risk found ways to alleviate suffering and save lives. Fellow prisoner Frank Anton said, "Kushner never quit; attempting always to motivate us to keep fighting, keep trying." David Harker, another prisoner, said, "Dr. Kushner never lost his will to practice medicine. In the end he would simply hold dying prisoners in his arms and saw them through to the other side."

Kushner said, "It was a terrible experience, but some good came from it. I learned about the human spirit. I learned about loyalty to your country and its ideals — to put your friends and comrades first."





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DIFFERENT MISSIONS.
DIFFERENT PLATFORMS.
DIFFERENT ENVIRONMENTS.
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