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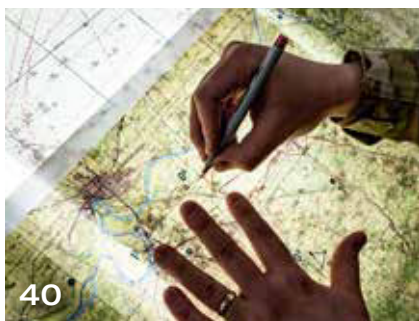
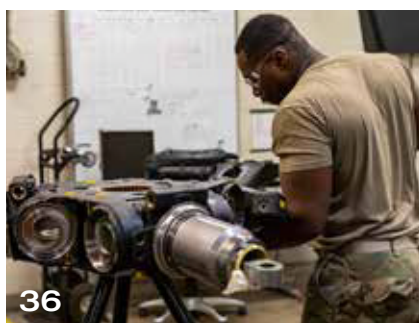
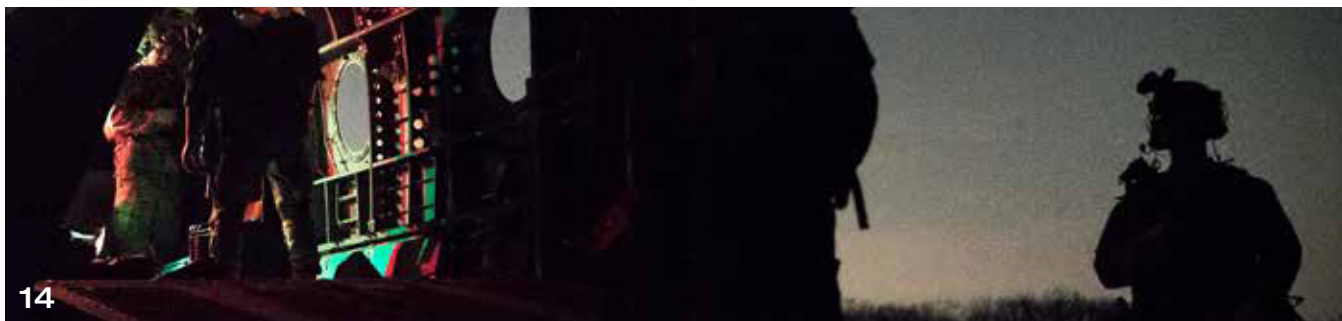
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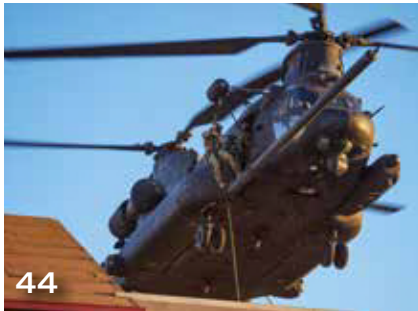
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On The Cover

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Briefings ▶ Late Breaking News - Announcements

Shawley First Woman to Lead Horn of Africa Command



U.S. ARMY PHOTO BY LUMETTE ROLE

MG Jami Shawley took command of the Combined Joint Task Force-Horn of Africa at Camp Lemonnier, Djibuti, May 14, 2022 making her the first woman to take command of forces at the only permanent American military base in Africa, a milestone in the military's 20-year mission in Djibouti. A 1992 graduate of West Point and Senior Army Aviator, she previously commanded the U.S. Army Reserve Aviation Command and most recently the 81st Readiness Division. Camp Lemonnier, the U.S. military's main African hub, plays a key role in supporting counterterrorism efforts in neighboring Somalia.

11th Airborne Division Activated



U.S. ARMY GRAPHIC

On June 6, 2022, Alaska's soldiers became "Arctic Angels" as the Army re-activated the historic 11th Airborne Division. MG Brian Eifler, who commanded Army Alaska will command the new division comprised of Soldiers from Army Alaska. The unit's form and structure is still being finalized. The 11th Airborne Division fought in the Pacific during World War II, including combat jumps in the Philippines. It was deactivated in June 1958 and briefly reactivated on 1 February 1963 as a result of the Howze Board as the 11th Air Assault Division (Test) to explore the theory and practicality of helicopter assault tactics and was inactivated on 29 June 1965. The nickname is an update to the original "Angels"

nickname. The new division operates from its headquarters at Joint Base Elmendorf-Richardson, in Anchorage, under I Corps; it also remains under the control of U.S. Army Pacific and U.S. Indo-Pacific Command.

Gun Safes No Longer Count Against Household Goods Weight Allowances

Service members are now allowed to ship empty gun safes to their next duty station without it counting against household goods weight allowances. Starting this permanent change of station (PCS), or moving season, a change to the joint travel regulation, DoD Instruction 5154.31, allows troops to ship gun safes up to 500 pounds, as long as the total shipment does not exceed 18,000 pounds. Typical entry-level gun safes weigh between 200 and 600 pounds and can store up to two dozen weapons. Defense Department officials said the new benefit is part of an overall effort to encourage safe weapons storage to protect children from accidental deaths and prevent suicides or tragic outcomes from domestic violence.

Partial DLA Authorized for All Forced Off-Base Housing

Service members who are forced to move from their unaccompanied housing to off-base housing are now authorized to get the partial dislocation allowance, or DLA. Previously, only service members required to leave family housing were authorized to receive it. It is a one-time payment at a flat rate, designed to reimburse a service member for at least some of the expenses incurred in moving their household. These moves may be required, for example, when there's a shortage of housing. The change to the DoD Joint Travel Regulation was effective May 1, 2022.

CORRECTION:

Page 40, May 31, 2022 issue: although presented by the President of the United States in the name of Congress, the correct name of the award is simply the Medal of Honor. We apologize for the oversight.

AUGUST / SEPTEMBER ISSUE

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Implementing the Strategic Plan

Your AAAA Leadership Team has been quite busy since we left the 2022 Summit in Nashville.

We assembled the AAAA National Executive Group up in Connecticut at the beginning of May. Our purpose was to review short term initiatives for the next year, and we started to implement the longer-term Strategic Plan for AAAA which was so ably drafted by COL (Ret.) Shelly Yarborough.

All ten of your NEG (eight in person and two virtually) were introduced/re-introduced to the AAAA staff members. What a great team of dedicated professionals that passionately support you every day. They work quietly in the background to make our Association the premier aviation association that is envied by all. We especially enjoyed meeting all the new young folks who have joined over the last two years of the COVID-19 pandemic who are covering everything from social media, to meeting planning, marketing, sales, and member engagement.

Over the next couple of days, we worked initiatives in the areas of membership, increased benefits to our corporate members, chapter activities and support, and updated our SWOT (Strength, Weakness, Opportunities, and Threats) analysis to better inform our decisions going forward.

Our two newest NEG members, Cole Hedden, VP Industry Affairs, and Ray Sellers, VP Civilian Affairs, were very dynamic in their input, challenging us to look at opportunities to embrace our entire population. I am sure they will cover more details in their magazine articles in future issues. I am confident that embracing industry and our DACs is key to AAAA's future success and these are the right guys to drive those sectors.

I am very encouraged by the NEG Team and their thoughtful and engaged approach to the future of the AAAA



MG (Ret.) Tim Crosby makes a point during a hybrid strategy meeting of the AAAA National Executive Group on May 3, 2022 at the Trumbull Marriott Hotel, Trumbull, CT. Pictured are (left to right): Laura Arena, staff director, Membership Engagement/Chapters; LTC (Ret.) Jan Drabczuk, VP Chapters; MG (Ret.) Les Eisner, VP Guard & Reserve Affairs; MG (Ret.) Wally Golden, Treasurer; Crosby; MG (Ret.) Walt Davis, Sr. VP; COL (Ret.) Shelly Yarborough, Chair, Strategic Planning and Communications Committee; CW4 Becki Chambers, VP Membership; Mr. Ray Sellers, VP Civilian Affairs; and Mr. Cole Hedden, VP Industry Affairs.

and to you our members. Remember that these are all volunteers who serve simply because of their passion for Army Aviation. I am proud to serve with them.

By the time you read this I will have launched on my longest chapter sojourn yet in my quest to try to visit all 79 AAAA Chapters during my tenure. I am visiting eight chapters in eight days out West starting with the Arizona Chapter and ending with Zia Chapter in New Mexico, ("A" to "Z" get it?) by way of Grizzly Chapter in California, Oregon Trail Chapter, Mt. Rainer at Joint Base Lewis-McChord in Washington state, Big Sky in Montana, Idaho Snake River Chapter, and Pikes Peak in Colorado. Yeah, I know I am going to be burning up those rental car miles for sure!

As I am drafting this Cockpit article, I just finished meeting with the incoming president of the Vietnam Helicopter Pilots Association for dinner last night in Nashville. I have to say this is one outstanding group of patriotic Americans. Don LeMaster,

the new president, and Art Jacobs, a VHPA past president himself and now head of their Legacy Committee, Bill Harris, Executive Director, AAAA, and I discussed how AAAA can better support the VHPA in coming years. More to follow on this after they have their upcoming annual meeting in Tampa after this magazine goes to press. Suffice it to say we owe these guys a lot as we all stand on their shoulders.

Keep those cards and letters coming in to all of us in your AAAA leadership team. Chapters are our foundation and you the members are what makes the chapters. We depend on you all to provide the input we need to make sure AAAA meets your expectations through our four pillars, Networking, Recognition, Voice, and Support. We strive every day to achieve our mission to Support the U.S. Army Aviation Soldier and Family!

*MG Tim Crosby, U.S. Army Retired
35th President, AAAA*



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POWER TO PROTECT



► Army Aviation Branch Chief's Corner

Investing in the Future – Our Aviation Soldiers and Families

By MG David J. Francis



U.S. ARMY 160TH SOAR COURTESY PHOTO

A remarkable transformation across Army Aviation is underway as we maintain our readiness while shaping the future Force to the Army of 2030, postured to meet the pacing threats of China and Russia.

The “Materiel” domain of our modernization with the Future Vertical Lift (FVL) capabilities of Future Long-Range Assault Aircraft (FLRAA), Future Attack Reconnaissance Aircraft (FARA), and Future Tactical Unmanned Aircraft Systems (FTUAS) are critical, but the “Human” domain is imperative to effectively achieving our transformation goals.

FVL systems will be in their operational infancy, integrating into the fight to join our enduring fleets of Black Hawk, Apache, Chinook, and unmanned aircraft systems. In the near term leading to 2030, our most important investment will be in our Aviation Soldiers and Families, ensuring they are ready to meet future challenges.

Army Special Operations Aviation (ARSOA) understands the Human as-

pect of our mission with its rigorous selection process and follow-through with continuous Leader-Soldier development throughout an Aviation Soldier's Special Operations tenure. The ARSOA whole-Soldier approach to leadership epitomizes the qualities of an effective talent management program.

By getting to know their Soldiers early following assessment, leaders can focus on honing skills and developing professionalism to match them with challenging assignments that benefit the individual and make the organization better. This personal commitment to Soldiers merged with a strong Family support network is key to succeeding in a challenging training environment combined with multiple combat deployments.

The 160th Special Operations Aviation Regiment consistently remains

Soon-to-be Night Stalkers eagerly await the morning's training at a recent Enlisted Green Platoon class at Ft. Campbell, KY.

committed worldwide, with more than 80% of its forces deployed. When these expert Teams of Aviation Soldiers are not supporting combat deployments, they are sharpening their edge by performing some of the most demanding collective and mission training in Army Aviation, away from home station and their Families. The compassionate pledge of the premier 160th Soldier and Family Readiness Group combined with leader engagement is vital to enabling this top-notch team of professionals.

As a force, ARSOA is the cornerstone of the joint force ranging from fighting our Nation's wars, participating in multi-national exercises, and conducting multilateral or unilateral special operations with absolute precision. As a total aviation force, we are beginning to challenge our Aviation Soldiers to prepare for the future as we shift from the counterinsurgency (COIN) paradigm. This synergy between ARSOA and



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Two Night Stalkers conduct maintenance inside a hangar at GEN Doug Brown Compound at Ft. Campbell, KY. Courtesy 160th SOAR (Abn)

conventional Aviation organizations contributes to our growth and experience as a Total Aviation Force. We need to continue to foster this exchange of proficiency by training and encouraging our Aviation Soldiers of all ranks to be competitive candidates ready to apply for the 160th SOAR.

We are shaping the training of Aviation Leaders for the Army of 2030 now. We are raising the bar to develop

tactical and technical Aviation experts by fostering a culture that promotes making pilot in command and air mission commander earlier to enhance readiness and improve safety and proficiency across our organizations.

This mission-ready focus allows us to challenge our Aviators to become Unit Trainers and Evaluators capable of executing the reps and sets we need to improve in terrain flight, hoist, and radar

threat avoidance operations. This LSCO focus on Aviation training allows for expanding interdependence, interoperability, and integration between conventional forces and special operations across the Total Army to complement strategic readiness and lead to decisive action.

Army Aviation is the sourcing pipeline for ARSOA formations. Developing our Aviation Soldiers and Leaders early in their career by challenging them to excel as technical and tactical experts remains our focus as we lay the foundation for the Army of 2030. Special Operations Aviation continues to be an integral component of our Total Aviation force; many of the operational and tactical lessons learned in ARSOA have been implemented to improve the quality of our Combat Aviation Brigades.

The future challenges of LSCO require our Leaders to invest in Soldier readiness and be committed to the foundation that keeps us centered and ready to meet future challenges ahead... our Aviation Families.

Above the Best!

MG David J. Francis is the Army Aviation branch chief and commander of the U.S. Army Aviation Center of Excellence and Fort Rucker, AL.



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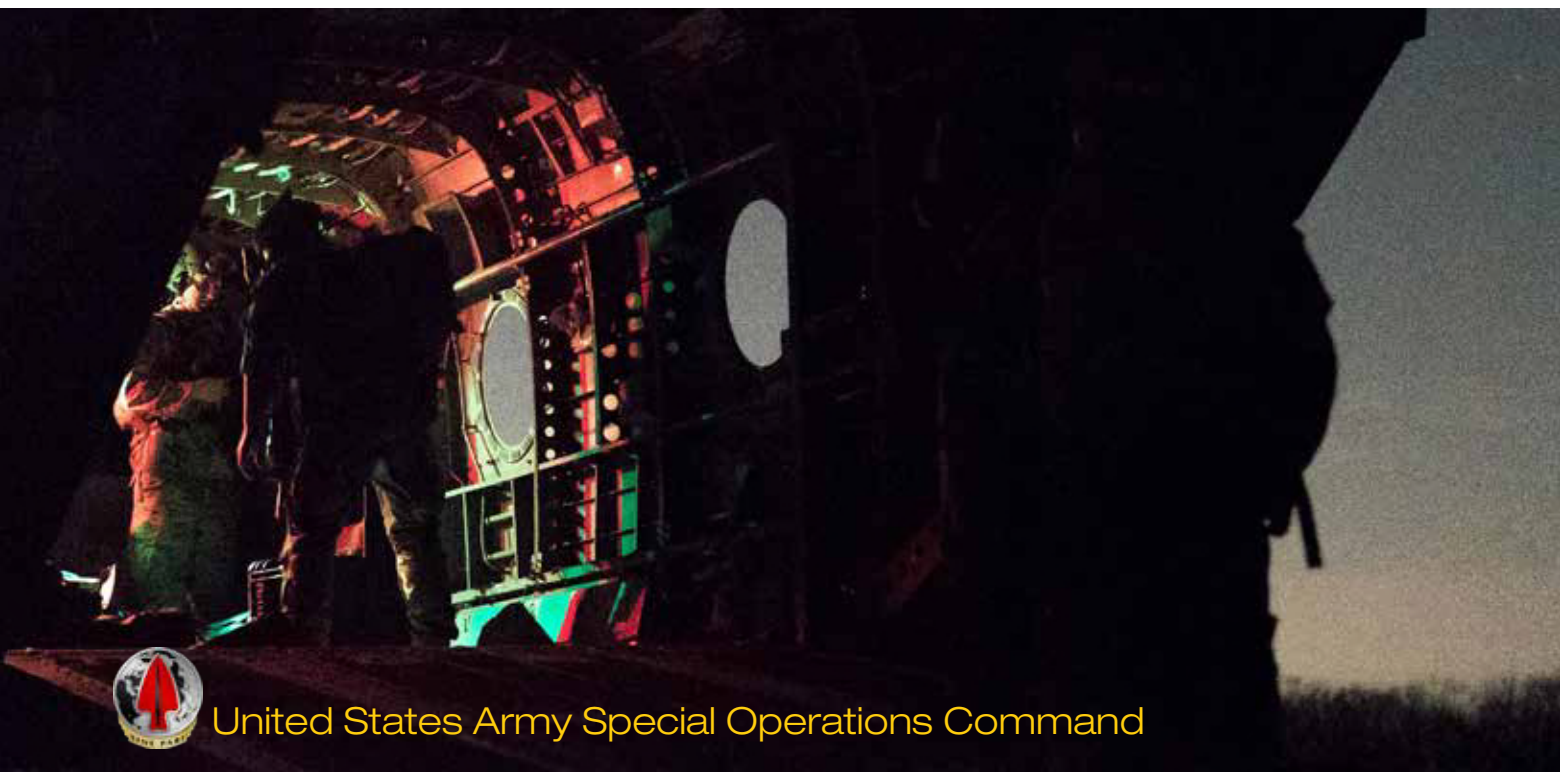
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► This Is Your Army!



Army SOF Update

By LTG Jonathan P. Braga

It has been a year of remembrance and transformation for the United States Army; our Army Special Operations Forces (ARSOF) adapted and endured in extraordinary ways to defend the Nation with unparalleled results.



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USASOC supports the Joint Force worldwide through irregular warfare campaigning for integrated deterrence, while preparing for high-end conflict. ARSOF is vital to the Nation because of our capability to provide asymmetric options with tailorable solutions and a unique mindset to prevail in any conflict.

It is an honor to serve with the brave men and women of ARSOF who were the first in and the last out of Afghani-

Army Special Operations prepare for any operational environment.

stan – exemplifying 20 years of selfless sacrifice. The heroism and transformative leadership of those who were there at the beginning and those who sustained the fight made a difference. Our people learned the importance of strong interagency, international, and Joint Service cooperation necessary to build enduring advantage over our Nation's adversaries – a lesson we carry into today's and tomorrow's challenges. Success depends on strong relationships with Allies and Partners that require deliberate investment and cannot be built overnight. We are applying these same lessons to the challenges posed by our Nation's most consequential strategic pacing threats.

The strategic environment is dynamic. The U.S. Special Operations Command (USSOCOM) and Assistant Secretary of Defense/Low Intensity Conflict (ASD-SO/LIC) have recently released the SOF Vision and Strategy to guide the future for our entire SOF enterprise. As we



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Army Special Operations Aviation is ready anytime, anywhere.

refine the SOF Future Operating Concept 2040 and assess force design considerations over the coming months, we remain convinced of the first SOF truth that, “Humans are more important than hardware.” USASOC’s persistent forward presence, flexibility, and relationships provide the Nation with enduring asymmetric advantages.

The USASOC Enterprise

USASOC is an operationally focused organization that generates special operations forces, validates, and certifies headquarters for deployment, and modernizes for the future. Our people are uniquely assessed, organized, trained, and equipped. Our partnerships, cultural understanding, diversity of thought, and enduring relationships enable the current presence of more than 2,800 Soldiers in 77 countries.

The U.S. Army Special Operations Aviation Command (USASOAC) provides precision rotary wing aviation

and Unmanned Aerial Vehicles (UAV) for SOF worldwide. The 160th Special Operations Aviation Regiment (160th SOAR) is the DOD’s premier tactical denied area penetrating force. They also provide advisory support to enhance the aviation capabilities of our Allies and partners. We remain committed to the collaboration between U.S. Army Aviation and USASOAC in areas such as future vertical lift, unmanned aircraft and assault lift. Together we will meet the needs of the Nation and our force in the future operating environment.

Innovation as a Mindset

We must change how we think about protecting and projecting our forces. Advancements in unmanned platforms challenge our legacy systems and programs but also provide opportunities. Our digital signature exposes individual and collective patterns of life. We must understand our critical vulnerabilities and challenge all assumptions. We must consider every space and domain contested. Innovation requires us to rapidly apply lessons learned to modernization. We need industry, academia, warriors, and policy makers to come together in a whole-of-nation approach to innovate against future threats. Innovation must be creative, unconstrained, collaborative, and forward focused. There is no sanctuary and there is no end-state to innovation.

In 2019, we established the USASOC Force Modernization Center (FMC) to accelerate our ability to change and outpace our adversaries. Comprised of a diverse group of talented thinkers and partnered with academia and industry leaders, FMC nests priorities with USASOCOM SOF Acquisition Technology & Logistics and Army Futures Command to provide world-class support to our Warfighters. Whether we lead or support, USASOC serves as a catalyst for innovation through our continued experimentation and operational use.

People

People solve our most complex challenges and create strategic impacts through cohesive and disciplined teams. We have some of the best rotary wing aircraft in the world, but our people are what makes us successful. Our Human

Performance and Wellness (HPW) program deliberately advances the intellect, understanding, agility, and lethality of the people who form the foundation for our success. Investments in our Soldiers, civilians, and families set conditions for programs and policies that attract, retain, and sustain our force.

We are humbled by the immense sacrifices of our ARSOF families. We will never forget our fallen heroes and the sacrifices of our beloved Gold Star families. Please never forget the more than 1,700 Gold Star Mothers, Fathers, Spouses, Grandparents, and Children we hold dear in our USASOC family of our 377 fallen since 9/11.

We are grateful for the continued support of U.S. Army Aviation and the Army Aviation Association of America (AAAA). The investment and commitment to Innovation and Modernization by the “Six Pack” of Senior Army Aviation Leaders is without parallel and will push our Aviation Warfighters into the future.

The global threat landscape is as complex and challenging as it has been in decades. USASOC is fully committed to selecting, training, and equipping a formation of experts in the art and science of irregular warfare **Without Fear**.

USASOC is conducting irregular warfare across the continuum of campaigning, crisis, and conflict alongside our SOF partners, the Joint Force, and with our interagency counterparts. Partners and Allies remain critical to our success. Our adversaries will challenge us, technology will evolve, and USASOC will continue to adapt and build an enduring advantage **Without Fail**.

We are ever mindful of the high expectations and trust that the American people demand from our formation, and we assure you we will continue to protect the Nation and free the oppressed **Without Equal**. That is our **Promise to the Nation**.

Sine Pari!



LTG Jonathan P. Braga is the 14th commanding general of the United States Army Special Operations Command headquartered at Ft. Bragg, NC.



► USASOAC Commander Update

Editor's Note: For this Special Operations Aviation focused issue, the branch chief, MG David J. Francis, has coordinated having the commanding general of the U.S. Army Special Operations Aviation Command, his command chief warrant officer, and command sergeant major provide the lead, "To the Field," command group articles.

People – Our Most Important Platform

By BG Philip J. Ryan



When General James McConville became the Chief of Staff of the Army, it quickly became clear his primary concern was people; the Soldiers, Civilians, and Families who comprise our Army.

The notion of "People First" isn't new to the Army or to Special Operations Forces. In fact, the first of the "Five SOF Truths" is Humans are more important than hardware. One would be hard-pressed to find a commander in the Army today who doesn't tout a similar mantra as part of their command philosophy. While the technical and tactical advancements realized in SOF aviation's relatively short lifetime are impressive, in front of, behind, and throughout every Army Special Operations Aviation achievement is a team of highly-talented, uniquely-qualified, and

constantly-improving human beings. It would be easy to point to the specially-modified aircraft in our inventory as the keystone of SOF aviation where a brand new MH-47G Block II costs \$71 million, but people are our most important platform!

Like all U.S. Special Operations organizations, ARSOA enjoys the benefit of assessing, selecting, and training personnel at multiple levels prior to admission into our units. All personnel assigned to the ARSOA enterprise are subject to some sort of an assessment and training regimen before they can become Basic Mission

Two Night Stalker candidates carry a realistic dummy as part of a training event during Enlisted Combat Skills ("Green Platoon") at Ft. Campbell, KY.

A Night Stalker performs a deadlift during a recent organizational day event at Ft. Campbell, KY.

Qualified. This fact alone suggests a higher level of initial investment in the people we are fortunate enough to on-board. Most readers of Army Aviation Magazine are at least casually familiar with the 160th SOAR's "Green Platoon" and the Officer and Enlisted Combat Skills training pipelines. What you may be unaware of is these courses merely scratch the surface of the institutional investment we make in our people.

Two-Way Assessment

The assessment process for every SOF organization is shrouded in



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a certain degree of mystique. The assessment should always be an honest attempt – from both sides – to accurately and thoroughly evaluate a prospective candidate. The 160th assessment process is meant to be a two-way assessment; the candidate is also assessing the organization. It is in our best interest to present the most professional, well-prepared, and complete picture of our organization while candidates are at Fort Campbell conducting their brief assessment. Even candidates who don't assess favorably for a particular iteration can – if treated fairly and professionally – serve as ambassadors to the organization and help perpetuate our recruiting efforts until they, potentially, return for a second or third attempt. The desired end-state is always selecting the most qualified and highest-potential aspirants.

Future Leader Appraisal

In 2017, we identified value in regularly re-examining the talent pool across the 160th SOAR. The intent was not to “re-assess” Night Stalkers in a battle royale style series of interviews. Instead, we wanted to manage our roster of all-stars to match the ever-changing needs of the Regiment with the ever-increasing talent of the existing Night Stalker officer population. This would ensure the best leaders were in positions to make the most impact at the right time. When your entire formation is stacked with specially selected and assessed power-players, talent management is easier, but still requires evolution and precision. The Future Leader Appraisal (FLA) provides a formalized process to conduct a thorough talent management examination of newly-promotable field grade officers – Captains

departing the unit to attend ILE. Corporate-style interviews, health, physical, and wellness evaluations, and other professional examination protocols made it possible to realign the best-fit Night Stalker for the right high-demand job within our formation at the next level upon their return from school.

Night Stalker Junior and Senior Leader Courses

Talent management is required at every level of SOF aviation. While the Aviation PME pipeline does a fantastic job of preparing Soldiers of all ranks at various career milestones for service in this constantly changing and demanding field, ARSOA has expanded on these efforts. The Night Stalker Leader Courses supplement institutional PME and provide expansion training on SOF-specific tasks and leadership challenges. Developed and implemented at the Regiment level in the fall of 2016, the Night Stalker Leader Course was meant to serve as a Pre-Command-type course for our new CPT Platoon Leaders, Platoon Sergeants, and staff section Officers and NCOICs. In 2020, the Junior Night Stalker Leader Course evolved at the Battalion level to build-up Squad-level leaders and prepare them for the challenging hands-on leadership environments specific to each geographically dispersed Battalion.

Warrant Officer Periodic Health Appraisal

Special Operations Aviation employs a significant percentage of the Army's Warrant Officer population. Continuous investment in the health and well-being of our Warrant Officers is critical for the long-term. Like a Periodic Health Assessment (PHA)

conducted in accordance with annual requirements directed by MEDCOM, the Warrant Officer Periodic Health Appraisal (WOPHA) aims to holistically examine each Warrant Officer across a spectrum that spans mental, physical, cognitive, and spiritual fitness domains. Starting in the spring of 2018, the WOPHA utilizes a physical assessment under the guidance of permanent Human Performance and Wellness (HPW) staff including a visit to a physical therapist, the conduct of cognitive testing with the Regiment Psychologist in order to compare and discuss results against their documented baseline data, and a counseling session with a Regiment Chaplain. Investing in the holistic health, fitness, and general well-being of our Warrant Officer population encourages personal and professional growth and reinforces the continued two-way commitment between the Regiment and the Officer.

Family Programs

“We recruit Soldiers, but we retain Families”. Ask anyone affiliated with ARSOA what's special about it; stability, family, and career predictability are among the most common replies. Along with Strong Bonds events, Family Readiness Group functions, and Organizational Days typical across the Army, USASOAC unit commanders emphasize the importance of family members at every opportunity. Robust spouse mentorship programs provide much needed camaraderie and tools to survive, and excel, during periods of extensive training and no-notice deployments.

People truly are our most important platform. The most important maintenance facet of aviation can't be completed in a hangar or at a depot-level facility. There are no Block Upgrades for people. It takes leaders, facilities, programs, and constant innovation and investment to ensure our greatest asset remains fit to fight for long-term and healthy service to our nation.

Volare Optimos! To fly the best!

BG Philip J. Ryan is the 6th commander of the United States Army Special Operations Aviation Command at Fort Bragg, NC.



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Innovation in SOF Aviation today

By CW5 Wade C. Ziegler

As the sun sets on the greater counter-terrorism fight our Nation has been embroiled in the last 20 years, the Army is quickly refocusing efforts on a previous and yet newly-emerging threat with Russia and China.

These existential threats are arguably more agile, expansive and lethal than those which stemmed from the COIN fight.

Why highlight that in this article? Great question. I'll get to the point. According to a Brown University Cost of War Project, the U.S. spent roughly \$5.8 trillion fighting the Afghan and Iraq wars. These wars generated innovation in the form of improved body armor and mine-resistant vehicles that increased survivability of IED blasts, innovation that gave us white phosphorus night vision goggles and brown-out cameras for the aircraft to aid aircrews flying and landing in the dust and sand. Two of our closest near-peer competitors have spent the last 20 years pursuing future capabilities and preparing for their toughest competition – us.

When it comes to innovation, I think Thomas Edison said it best, "There's a way to do it better – find it." Similar maxims have driven Army Special Operations Aviation (ARSOA) since its inception and it's as important today as it has ever been.

Warfare has fundamentally changed. The leaps in technology and evolution of social media over the last 20 years have irrevocably altered how wars will be won or lost. We must focus our efforts on innovation, not just at the enterprise level, but also at the unit level and ensure those unit cultures support it if we hope to keep pace.

One advantage ARSOA has in the innovation space is its small, agile force. We have opportunity to wrestle with tough problems where no clear answers exist. For those aircrews reading this, can you imagine flying at night with full-face NVGs? Me neither. But, the aircrews who did, identified the problem of not being able to see cockpit gauges and figured out how to modify the goggles to see underneath them.

Another early example – ARSOA aircrews and the ground forces they supported thought it not ideal to land every couple of hours for fuel. That led to the development of the aerial refueling probes on the MH-47 and MH-60 helicopters.

Of recent relevance, while there are several environments where a black helicopter is advantageous, flying in the Arctic maybe isn't one of them. Enter aircraft snow camo wrap. It's cheaper, easier and less permanent than a new paint job. The snow camo wrap affords a competitive advantage to lower the visibility and historical recognition of the aircraft.



A flyer used across USASOAC to advertise the launch of the Night Stalker Innovation Program's Project Genesis.

ARSOA has also learned that it isn't always the most senior or highest-ranking person in the room that has the radical "good idea" needed to revolutionize the organization and catapult it ahead of the competition. But, it can be difficult to gather the feedback across all levels of a given unit in a timely manner.

This was the impetus for the **Night Stalker Innovation Program**; a collaborative web space environment. It is really an opportunity that gives every Night Stalker a controlled platform to post ideas and have them instantly visible to the entire organization – no waiting, no vetting, no layers of bureaucracy or protocol to fight through. Hosted on the National Security Innovation Network's web space, all ARSOA Soldiers have access to submit ideas via tablet, smartphone or computer.

To kick this off, ARSOA has launched **Project Genesis**. This is a 120-day challenge where every Night Stalker has the opportunity to submit ideas (paper-thin) and compete to be one of five finalists to live-pitch their idea or solution to a panel of past and present Night Stalkers and possibly see their idea make its way onto an aircraft, into a hangar, or incorporated into a support office.

That should be enough, right? Special organization, fancy website, catchy slogans – innovation should just flow. But, does it? Just as a thriving garden needs the right soil, the right amount of sunlight and a nurturing gardener, units require a

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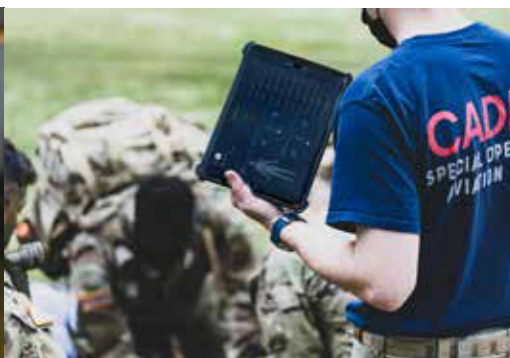


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A Night Stalker conducts maintenance on an MQ-1C(ER) Grey Eagle at Sabre Army Airfield, Ft. Campbell, KY.



Enlisted Combat Skills cadre employ unique medical training technologies to increase realism and urgency during Night Stalker First Responder Training at Ft. Campbell, KY.



A Night Stalker performs maintenance on an AH-6M Little Bird at Ft. Campbell, KY.

culture that is fostered and carefully guarded by its leaders for innovation to succeed. Why? Because innovation means failing. A lot.

Is all failure bad? Is failure antithetical to traditional military culture? I guess it depends on the context. Executing a real-world mission and not picking up your customer at the pre-coordinated time or shooting the wrong target vehicle could be construed as a bad kind of failure. However, testing the efficacy of a new method during a training mission on how to navigate a flight of helicopters

in a GPS-denied environment and not finding your landing location may be an acceptable form of failure.

Just like the garden, a supportive culture is the fertile soil a unit needs for innovation to thrive. Greg Cagle, with the John Maxwell Co., describes culture as how we think, how we act and how we interact. If approached intentionally, leaders can effectively create a culture that lets Soldiers, both inside and out of the organization, know that SOF Aviation is a place where you are a valued member and

encouraged to break free from the four walls of conventional thinking.

People are our most important platform, and our culture is the framework that platform rests upon. The Night Stalker Innovation Program is an investment in our people and we hope the return on that investment will be felt across Army Aviation.

CW5 Wade C. Ziegler is the sixth command chief warrant officer of the U.S. Army Special Operations Aviation Command at Fort Bragg, NC.



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▶ ARSOAC Command Sergeant Major Update

People First: Cultivating Creativity

Within Our Aviation Maintainers

By CSM Robert Armstrong III



U.S. ARMY/16TH SOAR AWN COURTESY PHOTO

U.S. Army Special Operations Aviation Command (ARSOAC) maintainers continue to be at the forefront of change, enabling their leaders to be creative and adaptive when developing solutions for maintenance challenges.

Above photo: Night Stalker candidates exit off the ramp of an MH-47G Chinook to begin their culmination exercise during a recent Enlisted Combat Skills class at Ft. Campbell, KY.

AAMD

At the lead of all things Aviation Maintenance within ARSOAC, the ARSOAC Aviation Maintenance Directorate (AAMD) comprises 75 total active duty personnel, Department of the Army civilians, and contractor workforce. AAMD's mission is to manage and resource aircraft maintenance, readiness, and Class IX Air Logistics across the ARSOAC enterprise. They accomplish this by using cutting-edge technologies such as artificial intelligence (AI) and business intelligence (BI), adaptive manufacturing to effectively manage the extremely high-cost flying hour program within a fiscally constrained operations and maintenance (O&M) resource budget.

This skilled team works tirelessly to develop creative solutions that cut costs

while preserving our fleet of highly modified Special Operations Aircraft. AAMD constantly seeks out cutting-edge technologies and ensures our maintainers are resourced effectively and have the right skillsets.

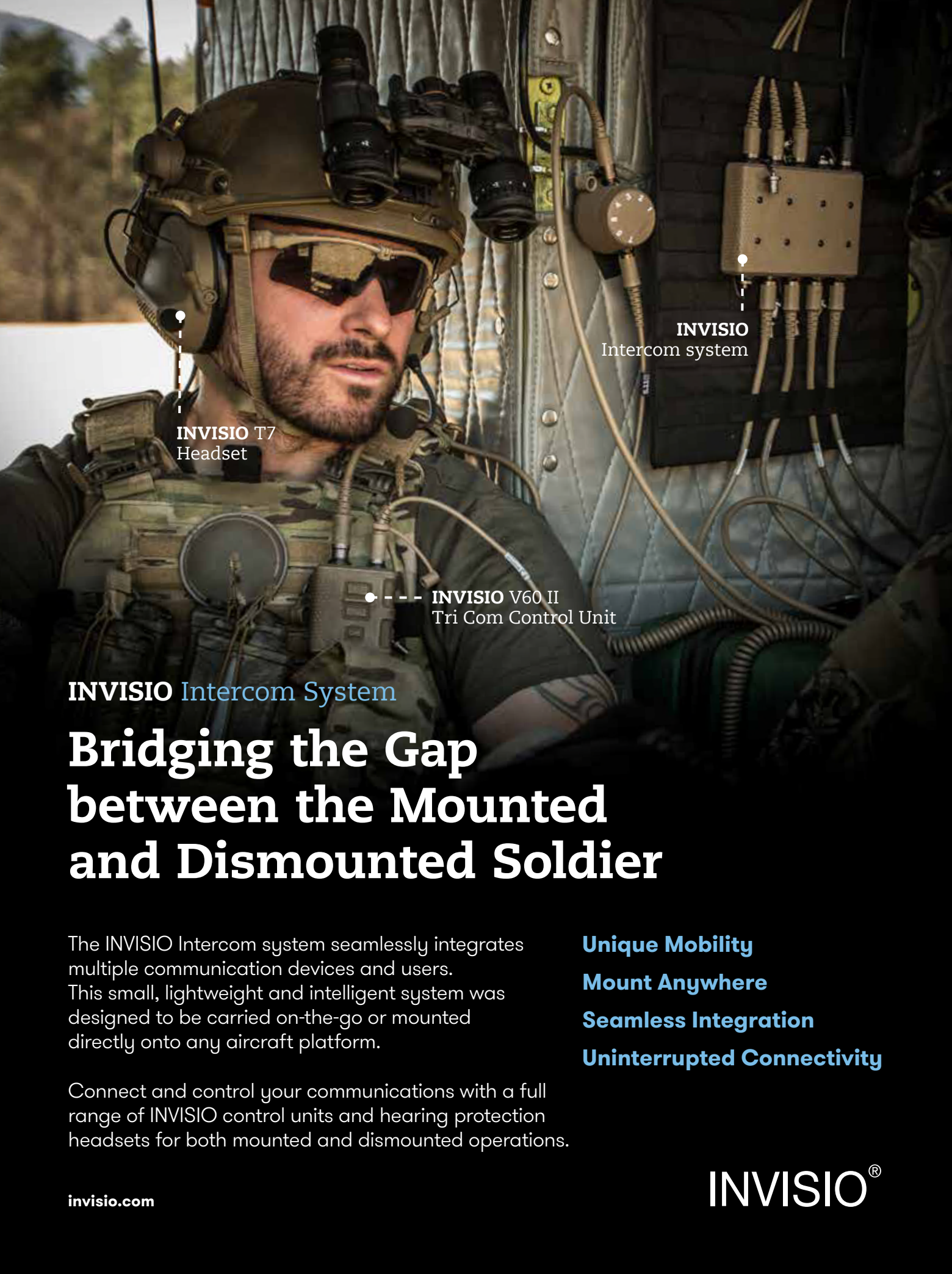
Through close partnership with Army Aviation and Missile Command's (AMCOM) onsite Logistics Assistance Representatives (LAR), Liaison Engineers (LEs), and other highly skilled technical expertise, we are increasing the speed of repairs and reducing Non-Mission Capable Maintenance (NMC) and Non-Mission Capable Supply (NMCS) rates.

DIME

Established in 2011 under AAMD, the Digital Integrated Maintenance Environment (DIME) is responsible

for the entirety of the Maintenance Technology footprint on the flight line. Today's aircraft are highly complex flying machines with multiple interlaced information systems and onboard networks that generate maintenance and usage data. When tied to the logistics information systems such as Aircraft Notebook (ACN), the unit has access to a large data pool.

Commanders and Program Managers are capitalizing on Business Intelligence, Artificial Intelligence. AI and BI, tied closely to our maintenance domain Human Intelligence (HI), provide data-driven decision space that increases operational availability and reliability, reduces maintenance burden, and increases cost-efficiency without sacrificing effectiveness while maintaining safety.



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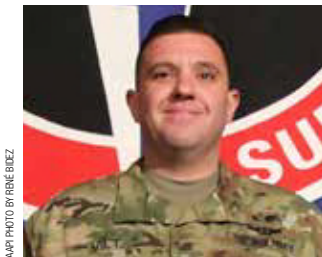
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► Enlisted Aviation Soldier Spotlight

Each issue we will feature a past AAAA National or Functional Enlisted or NCO Award winner as part of our ongoing recognition of the Best of the Best in our Aviation Branch. The CY 2021 National winners were featured in the Mar/April AAAA Annual Summit issue.

Unmanned Aircraft Systems Soldier of the Year, 2019

Sponsored by General Atomics Aeronautical Systems, Inc.



AAPI PHOTO BY RENÉ BIEZ

SFC Brandon B. Vilt

Company D,
326th Brigade Engineer Battalion,
1st Brigade Combat Team,
101st Airborne Division (Air Assault)
Fort Campbell, Kentucky

SFC Brandon Vilt is a true example of consummate, selfless professionalism. He was entitled to medical retirement in 2007 after he lost his left leg in the line of duty but fought to continue serving. Again, in October 2018, eight months after his third combat deployment, SFC Vilt was entitled to remain in garrison with 2-17 CAV. Instead, when he learned that D Co., 326 BEB needed a Senior Maintenance Chief for deployment to Iraq, he immediately volunteered. He found the company's UAS platoon had an incredibly young maintenance section that had recently failed an ARMS inspection. He enforced his "by the book" standard and turned that section into the best in the 101st Airborne Division achieving more than 3,000 incident-free combat flight hours and over a 95% Operational Readiness rate in seven months of operations targeting the Islamic State of Iraq and Syria. He was instrumental to the platoon's fully mission capable communications relay system, which provided extended communications for ground forces in Kirkuk, Iraq. Every Soldier in his section is a certified crew chief, he mentored multiple soldiers as technical inspectors, and he sets the standard for fitness. SFC Vilt's professionalism and achievements clearly identify him as the Army Aviation Association of America's 2019 Unmanned Aircraft Systems Soldier of the Year.

Army Aviation Enterprise adopt MRL, we believe that MRL will enable our Combat Aviation Brigade maintainers to progress to master maintainers and allow commanders to "see" themselves through a maintenance proficiency lens.

Phase Optimization

Last June in the ARSOA edition of Aviation Magazine, I talked about how we optimized our phase teams within the 160th Special Operations Aviation Regiment (Airborne) (SOAR [Abn]) to make every minute count. By allowing our NCOs to think outside the box, they developed an optimized phase team daily work schedule that accounts for their troop to task time within the duty day; this schedule capitalizes on touch time on aircraft without the draw of distractions that slow aircraft production.

With the support of leadership, this schedule has led to decreasing phase turnaround times and getting aircraft back to the flight line faster with a better product. An added benefit to the phase optimization was the increased time Soldiers had to handle personal affairs or increased quality time spent with family and friends. A typical duty day for the phase team starts at 0630 and completes at 1330-1430, depending on the day. Following a short workout after that, they are usually free by 1500.

Giving Soldiers room to experiment and try new things to better their organization requires leaders to trust, which is the bedrock of great cultures. I would challenge units out in the force to find ways to make your phase teams more productive. Last June's issue of ARMYAVIATION magazine has an in-depth look at how phase optimization works and all the data that went into creating it.

The Soldiers, Civilians, and Contractors (PEOPLE) are your most valuable platform. They are talented, intelligent, and driven to make Army Aviation the greatest combat multiplier on the battlefield. Invest in them, and the return on that investment will guarantee a more capable and ready force. Encourage and trust in the creative minds of the Aviation Soldier, as Humans are more important than Hardware.

Volare Optimus!

CSM Robert Armstrong III is the sixth command sergeant major of U.S. Army Special Operations Aviation Command at Ft. Bragg, NC.

The DIME collaborated with the Joint Artificial Intelligence Center (JAIC) to find ways to minimize unscheduled maintenance through a Predictive Maintenance (PMx) Mission Initiative.

One program known as the engine health model (EHM) uses key engine parameters and AI algorithms to identify early indicators of Blackhawk engine starting problems. Early detection gives maintainers the ability to apply low-cost preventative maintenance, avoiding a high-cost engine replacement. This EHM was deployed and successfully validated in multiple missions in austere environments. Using natural language processing, the DIME ran automated processes that identified over three million maintenance records and work unit codes (WUC) in ACN entered incorrectly. Clean records drive better decisions. These few examples are a small representation of the many initiatives

that the DIME is working to make the Aviation Maintainer's life easier and save the enterprise money and time.

MRL

To track the commander's Aviation Maintenance Training Program (AMTP), TC 3-04.71 requirements, AAMD working with our industry partners, developed the Maintenance Readiness Level software to effectively document, track, assess, and certify maintainer proficiency. MRL utilizes data from ACN, tracks the requirements of the AMTP, and provides a risk assessment worksheet for commanders and aviation leaders to select the right maintainers for maintenance requirements as they develop. This process prevents putting personnel without the required experience on time-sensitive tasks and reduces overall risk to the mission. MRL is covered in depth later in this issue. Should

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The Risk Perception Gap

By LTC Sean M. O'Connell



Over the last five years Army Aviation has driven down Class A mishaps to less than one in 100,000 flight hours. One might ask, where do we go from here?

Despite this success, we must remain vigilant to continue the positive trend.

There are numerous Class C and below mishaps that occur throughout the force that are only inches or seconds away from becoming a Class A mishap. Currently, one of the largest areas of concern for human error is controlled flight, or ground handling, of an aircraft into a stationary object. The reasons for this are many and varied, but let's focus on two major gaps in our perception of risk.

First, the more control you feel you have, the less afraid you are. This can happen when you have accomplished a routine task many times without incident and perceive the task to be low risk. The most common manifestation of this is when things become so routine that steps are abbreviated, and shortcuts are taken. Which leads us to another risk perception gap related to this concept.

Second, the greater the benefit, the more we play down the risk. The inverse of this is, the smaller the benefit, the greater the risk is likely to seem. This can often be seen at the end of the day or training event when someone wants to wrap things up in a hurry. Combine this with a sense of a routine task or mission that you perceive to be low risk, along with a perceived benefit for taking the risk, and the situation becomes ripe for optimism bias. Or, put another way, we do not think it can happen to us. With less awareness of major threats, people are more optimistic.

Both risk perception gaps are familiar to people that have been in the Army for a while, but there is room for improvement. This is where the ready recall effect comes into play. The greater our awareness and the more readily information about risk can be recalled,

the greater our concern and perception of the risk.

Greater awareness fuels greater concern and a key component of reducing risk is having more information on the hazard. ASMIS 2.0 (<https://safety.army.mil/media/asmis2>) is one powerful tool in this fight. Accessible to unit safety officers, it is a comprehensive and current databank of accidents and can display tailored information inquiries with relevant examples of past accidents to help improve a unit's hazard awareness. With ASMIS 2.0 leaders can help prevent Soldiers in their formation from being part of the next Class C and below mishap or, better yet, prevent that mishap from becoming a Class B or A.

Remember, risk communication is not only about what we say, but also what we do to educate our junior leaders who are at the forefront of where risk and people meet. Let's increase our Soldiers' awareness and help close their risk perception gap.

LTC Sean M. O'Connell is the Aviation Division chief, U.S. Army Combat Readiness Center at Fort Rucker, AL.

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► Reserve Component Aviation Update

The Impacts of Small Unmanned Aircraft Systems (SUAS) Proliferation

By CW2 Jonathan Olson, Ms. Christina Engh and Ms. Gigi Singleton

From the palm of the Soldier's hand dawned an SUAS providing immediate reconnaissance surveillance and target acquisition (RSTA) for both Soldiers and the units they support.

Barely the size of a hummingbird, and with the capability to provide both Soldiers and commanders a view of the battlespace without the risk of Soldiers out in the open, it is but a single aircraft in the quiver of almost all Army commanders. This Soldier borne sensor along with at least 3 other SUAS will eventually number in the thousands.

As Army Aviation accelerates towards Future Vertical Lift capabilities, and Large-Scale Combat in Multi Domain Operations, another impending and often overlooked aspect of Aviation capabilities on the current horizon is the tremendous influx of unmanned aircraft, some literally in the hands and on the backs of our Soldiers.

From Battalion on down and operated by MOS immaterial Soldiers from all warfighting functions the newly fielded SUAS are fun and easy to fly. But training and regulation are compelling reasons for commanders to "hold short" before allowing operations. Commanders in both the Active and Reserve Component must aggressively manage risk associated with imagery collection rules and regulations, and the training associated with these new SUAS capabilities.

Direct Your Focus On Intelligence Collection

An oversight mechanism for the use of airborne sensors inside the United States is in place to ensure compliance with Federal statutory and Constitutional restrictions and protections that are in place to preserve the Constitutional and privacy rights, and other civil liberties of U.S. persons. It is imperative that commanders and their Soldiers understand the law and policy associated with the use of their SUAS. Leadership can drastically reduce their risk and increase safety by asking the following questions:

- Is the SUAS an intelligence component capability subject to intelligence oversight or a non-intelligence component capability subject to the Protection of Non-Department of Defense (DoD) Affiliated Person Information Protection rules?
- Have Soldiers operating the SUAS and their commanders,



U.S. Army CPL Matthew G. Mena, Charlie Battery, 1st Battalion, 258th Field Artillery, New York Army National Guard, performs a system check on an RQ-11 Raven B, a small unmanned aerial system.

Judge Advocates General and Inspectors General responsible for them been trained on and have a basic understanding of Intelligence Oversight or Protection of Non-DoD Affiliated Person Information Protection rules and DoD policy for the domestic use of UAS?

- Does the unit understand requirements for a Proper Use Memorandum (PUM) and/or Domestic Imagery Legal Review (DILR) for Unmanned Aircraft Systems, if required? Is an approved PUM or DILR on file with NGB-J2 prior to SUAS use?

Now shift focus to operations and training. Commanders must ensure Soldiers are trained on how to legally operate in the National Airspace System (NAS) and Outside the Continental United States (OCONUS). There are three major publications to consider that regulate all UAS, including SUAS regardless of service component or platform: Secretary of Defense Guidance for the Domestic Use of UAS in U.S. NAS; Chairman Joint Chiefs of Staff Instructions 3255.01 Joint Unmanned Aircraft System Training Standards; and DoD Federal Aviation Administration Memorandum of Understanding (MOU).

Once leaders understand and mitigate the risk of imagery collection and training, they can fully exploit the enemy in peer and near peer fights with numerous platforms fielded from the squad all the way to Echelons above Division.

In summary, the vast number of UAS in the commander's inventory continues to grow exponentially and with requirements unfamiliar to many leaders. Increased command and Staff oversight such as staffing a 150U UAS Operations Technician at the state level within Aviation coupled with clear training and operational procedures is essential for risk mitigation to successfully meet operational mission readiness and capability demands.

CW2 Jonathan Olson is a member of the UAS Operations and Training Division and Christina Engh is a UAS Program Analyst for Army National Guard Aviation; Gigi Singleton is an Army National Guard Intelligence Oversight Officer.

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► 128th Aviation Brigade Update

Modernization Efforts in 2-210th Aviation Battalion

By SSG Sujay Mazumdar



The UH-60 Black Hawk repairer training bays at Joint Base Langley-Eustis, VA.

U.S. ARMY 128TH AB PHOTO

In 2019 the Army Modernization Strategy (AMS) was released, which provided the end state of how a modernized Army will train to operate in Multi-Domain Operations (MDO).

AMS integrates various elements within its strategy which include but are not limited to doctrine, materiel development and acquisition, training, and education. 2-210th Aviation Battalion provides Advanced Individual Training (AIT) to over 2,500 Soldiers annually in the following military occupational specialties (MOS) – 15U (CH-47 helicopter repairer), 15T (UH-60 helicopter repairer), 15B (aircraft power plant repairer), 15D (aircraft powertrain repairer), and 15G (aircraft structural repairer). Modernizing training at 2-210th Aviation Battalion is a twofold effort. Firstly, the program of instruction (POI) is constantly reviewed and improved to keep pace with changes being fielded in operational units. Simultaneously, to keep pace with revisions to the POI, the training devices and/or aids must be maintained and updated to provide realistic and up to date hands-on training for future Aviation repairers.

128th Aviation Brigade's Newest Training Facility

2-210th Aviation Battalion's CH-47 training development team is led by SFC Eric Longo, 15U senior training developer.

By the end of 2022, 2-210th Aviation Battalion will consolidate CH-47 training assets in a single hangar. The new, 9,900 square foot “super” hangar will house eight Cargo Helicopter Maintenance Trainers (CHMT), six CH-47D training enablers, three Virtual Interactive Environments (VIE), two landing gear trainers, two rotor trainers, and two cockpit trainers. The new facility will also have all classrooms and administrative offices collocated under a single roof. While training has been ongoing at the older facility, the new facility will have the ability to operate an overhead hoist anywhere in the hangar with the load capacity to handle any component on the CH-47. Currently only one of the three training bays for the CH-47 has that capability. According to SFC Longo, the two key impacts on training will be increased safety and reliability during hangar operations and practical exercises. The modernized training facility provides a better workflow for both the trainees and instructors.

Refreshing the Training Fleet

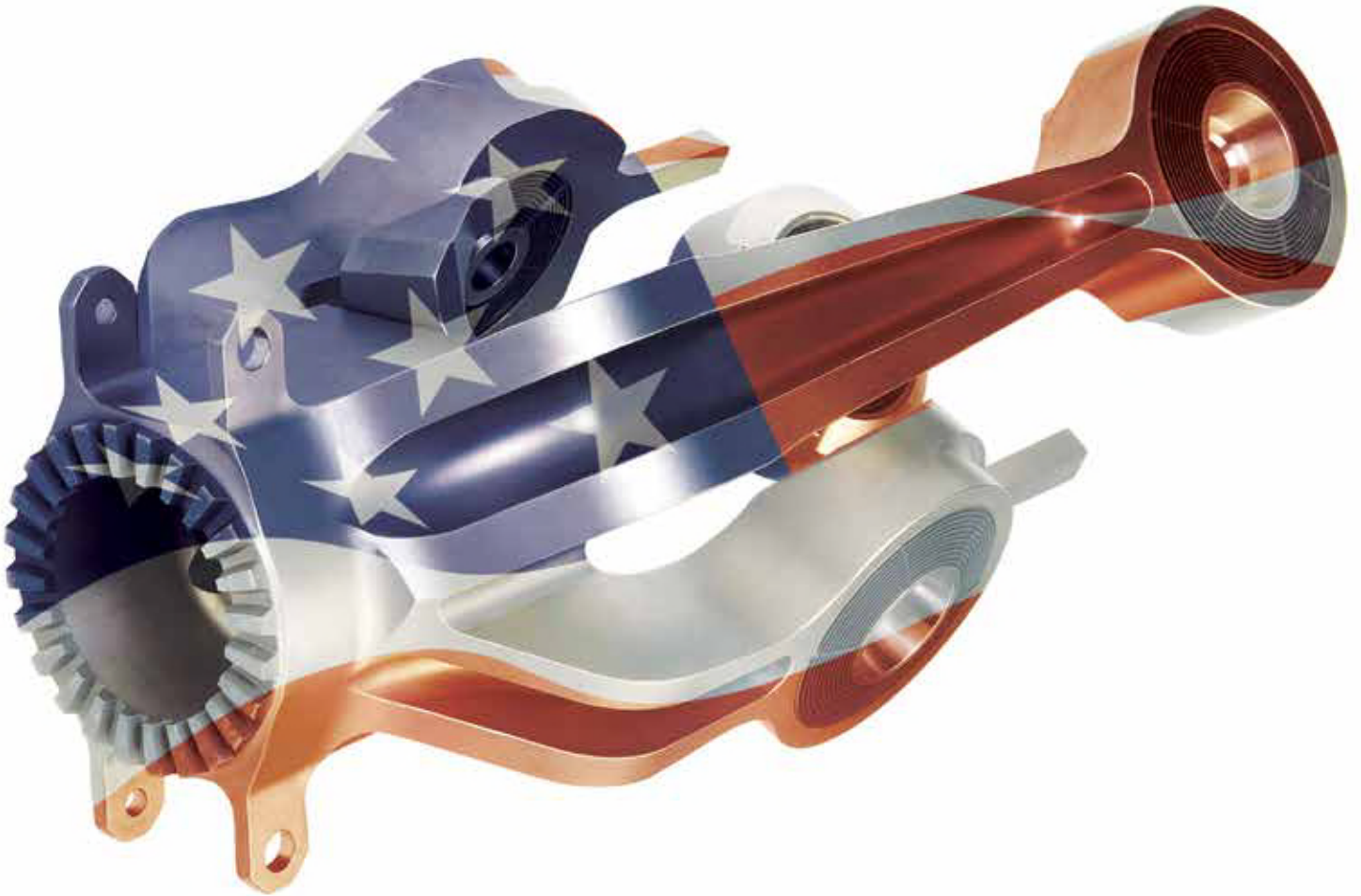
SFC John Tusa together with Mr. Gary Cox lead the UH-60 training development for 2-210th Aviation Battalion. The UH-60 team has the largest fleet of trainers in the 128th Brigade, totaling 63 trainers. The POI has been UH-60M pure since 2015, and the trainers have been modified with incremental revisions to accommodate changes in the POI in accordance with updates from the cyclic Critical Task Site Selection Board (CTSSB). Currently, the UH-60 training fleet is undergoing modernization by converting Alpha model category B (CAT-B) trainers to Remove and Install Trainers (R&ITs). Several tasks in the POI can be completed on either an Alpha model CAT-B or R&ITs, but there are specific tasks that can only be conducted on the R&ITs. According to Mr. Cox, the most important impact of the refresh will be the improvement in the quality of training. For example, tasks related to the stabilator, tail rotor drive shaft or folding the main rotor blades need the practical exercise to be conducted on a UH-60M training device. This provides the most realistic training environment for 15T maintainers before they ship out to their first duty station.

Modernization at 2-210th Aviation Battalion is generating Aviation Soldiers who are technically proficient on the tasks that will be required to ensure success for our forces globally. As stated in the 2019 modernization strategy for the Army – how we fight, what we fight with and who we are, are all at the core of the changes taking place at 2-210th Aviation Battalion.

Born Under Fire!

SSG Sujay Mazumdar is a 15R Instructor with B Co., 1-210th Aviation Regiment, 128th Aviation Brigade, Joint Base Langley-Eustis, VA.

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The “Bathtub Curve”

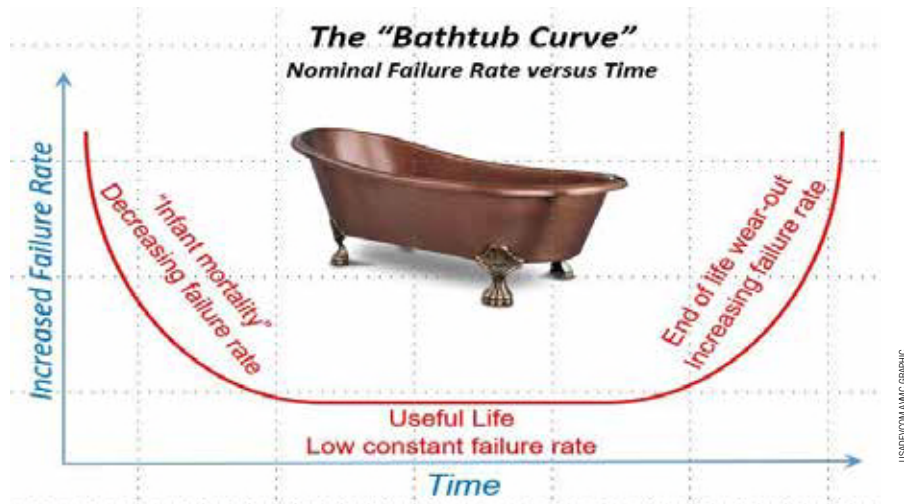
By Dave Cripps

All materiel systems are subject to failures of components and/or subsystems throughout the life cycle of the system, and often the more complex the system, the higher the failure rates.

Aircraft are complex materiel systems and are no different in that regard. Engineers attempt to minimize both the occurrence and consequences of failures by adhering to time-proven practices of system development, including design standards, robust testing and qualification, parts selection, safety analyses, meticulous attention to manufacturing processes, and a host of other pre- and in-service reliability enhancement methods.

The Aviation materiel development community works very hard to minimize all possible failure modes, but occasionally bad stuff happens. Nearly all materiel systems experience high failure as the system is emerging from development and being introduced into service. Early failures of newly manufactured systems/components are often referred to as “infant mortality” failures. They are often indications that improvements in component design, manufacturing process, or usage are necessary, and generally give rise to implementation of design, manufacturing (e.g., improved screening), or procedural changes. The failure rates then normally taper off to a consistent (and lower) rate for much of the useful life of the system, where random failures occur and are often not “systemic” in nature. However, as systems age, “end of life” kinds of failures eventually occur at increasingly higher rates owing to components starting to wear out. The failure rate over time characteristic is often referred to as the “bathtub curve,” as depicted in the attached figure.

Aircraft life-cycle system managers seek to minimize all failures, attempt-



ing to transition through the left side of the curve as quickly as possible, keep the “bottom” of the curve as low as possible, and delay the rise in the right side of the curve if possible. They also introduce “upgrade,” “remanufacture,” “recapitalization,” and other major programs in attempts to refresh the fleet and build in more useful life.

This “bathtub curve” has been characteristic of the electro-mechanical systems of the past and remains remarkably characteristic of even today’s highly complex integrated systems. We anticipate that even with the integration of emerging technologies, such as additive manufacturing, multi-core processors performing safety- and flight-critical functions, machine learning, autonomy, and others that are still mere thoughts in dreamers’ minds, the general characteristic of failures over time will still be described in a similar bathtub curve. Therein lies a subtle danger.

If we look to the early few generations of aircraft development and use, the failure rates were much higher than today’s rates, the time to exit the infant mortality phase was much longer, the steady-state rate at the bottom of the curve was much higher, and the onset of end-of-life failures came sooner. As we learned from the failures of the past, better processes, standards, and tools were developed to lessen the adverse effects, resulting in lower rates of infant mortality, much lower “normal” failure rates, and much longer useful lives of systems. This trend

has continued to the present, when Army Aviation is experiencing unprecedented low materiel failure rates of components and sub-systems, and materiel-failure Class A and B incidents comprise a very small percentage of the totals.

But technology development has vastly outpaced qualification and/or certification due to the resources (e.g., time and money) required to develop methods to certify the new technologies to the same level of reliability as conventional systems. In fact, many new technologies are non-deterministic in nature, and thus the classic convention of “probability” of failure as implemented in Army risk analysis process may not be applicable at all. As the Army Aviation enterprise rolls out new aircraft employing these emerging technologies, there will certainly be some number of component and sub-system failures. And, as in the past, they will decline rapidly as the system matures. But we must not assume the “bottom” of the curve will be as low as our current fielded systems merely because failure rates are declining in a similar fashion as the past. We must and will continue to develop and refine qualification tools and processes for emerging technologies to allow us to drive the bottom of the curve ever lower.

Dave Cripps is the chief airworthiness engineer for the U.S. Combat Capabilities Development Command Aviation & Missile Center Systems Readiness Directorate at Redstone Arsenal, AL.

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Suicide Prevention

By CPT Robert J. Gingerich, MD, MPH

Q. Hey Doc, my battle buddy has been off lately, and I'm concerned he might hurt himself but not sure what to look for or what I can do.

FS: Thank you so much for asking about a significant issue both in and out of uniform. More than 45,000 people committed suicide in the United States in 2020, making it the 12th leading cause of death. In fact, according to the 4th quarter 2021 DOD Quarterly Suicide Report (QSR), 176 suicides have occurred... the highest number in decades.

What are some warning signs to look out for when I'm concerned about someone potentially committing suicide? Not only do healthcare workers have the opportunity to recognize and potentially intervene, friends and family do too. Those who are suicidal do not always talk about what they are dealing with. However, someone talking about death or suicide is an easy and intuitive warning sign.

People may make comments about being hopeless, helpless, or worthless or they may express having no reason for living, no sense of purpose in life. Some will say things like, "It would be better if I wasn't here" or "I want out." You may notice an increase in alcohol or drug use and withdrawal from friends and family. Mentioning being "trapped" or being a "burden" are also common.

Q. What are some risk factors that make someone more likely to attempt or follow through with suicide?

These are some of the known **risk factors**:

- Previous suicide attempts - this is the strongest risk factor for suicide
- Psychiatric disorders, particularly mood disorders - suicide is strongly linked to depression and alcohol use disorders
- Feelings of hopelessness
- Chronic pain
- Traumatic brain injury
- Family history of suicide attempt or successful suicide

These are some of the known **protective factors**:

- Having mental health services available
- Being a part of religious activities
- Healthy relationships with friends and family
- Being a parent

Keep in mind that there is no perfect way of assessing an individual's risk of suicide. People with multiple risk factors may not consider suicide, and people with protective factors may consider suicide.

Q. Are there therapies or medications which reduce the risk of suicide for myself or someone I'm concerned about?

FS: Suicide and suicidal ideation are *symptoms* of disorders like anxiety and depression. There are therapies available from mental health practitioners and primary care providers. A key to helping is involving licensed professionals early in the process. Evidence suggests that the combination of therapy with a counselor and medication is most effective at treating the symptoms of anxiety and depression.

Q. What are the aeromedical consequences of seeking help for anxiety, depression, or starting anti-depressant medications?

FS: It is extremely important to realize that you and your fellow soldiers' well-being is more important than flight status. Suffering in silence is not a long-term solution. Also consider that, when seeking help, the mental health information that is given to commanders and medical personnel is kept to the least amount possible for them to safely make aeromedical decisions.

Decisions regarding flight status recommendations are made on a person-by-person basis, so there is no simple answer to what will happen if you are diagnosed with a psychiatric disorder or are prescribed psychiatric medications. That being said, there are many Army aircrew that are approved to perform flight duties on mental health medications and treatment. The Army was the first entity to allow the use of a common anti-depressant class, Selective Serotonin Reuptake Inhibitor (SSRI), as it preferred aircrew to fly with adequate treatment than not being treated. If medications are used, a 4 month stabilization period for the medication dose is required. If you are without any significant side effects and symptoms are well controlled, your flight surgeon can submit a waiver request.

Q. What can I do for someone who I think is at-risk for suicide?

FS: Contrary to popular belief, asking someone if they are thinking of suicide DOES NOT increase the risk of suicide. It may feel uncomfortable and the individual may even become defensive, but this is a proven method for getting them to address their issue. If they are willing to let you help, one thing you can do is reduce their access to lethal

weapons, particularly firearms.

An important suggestion is to be available to him or her. Do your best to truly listen and become a source of social support for that person. Keep in touch with them; it may provide peace of mind to you and remind them that people care about them. Unfortunately, many people have no social support systems in place.

Q: Who do you recommend getting in touch with if I'm thinking about suicide or know someone who is?

FS: Always encourage him or her to speak with their primary care provider, licensed mental health practitioner, their leadership, a chaplain, or civilian religious leaders; these are all potentially good resources to start with. Also consider the **National Suicide Prevention Lifeline at 1-800-273-8255** provides support to individuals 24 hours a day, seven days a week. Their website is

<https://suicidepreventionlifeline.org>, additionally, the National Suicide Prevention phone number "988" will route callers to the National Suicide Prevention Lifeline. You can even **text** or **chat** if you're not comfortable calling! This number will be available to everyone across the United States starting on July 16, 2022.

Questions for the Flight Surgeon?

If you have a question you would like addressed, email it to AskFS@quad-a.org; we will try to address it in the future. See your unit flight surgeon for your personal health issues.

The views and opinions offered are those of the author and researchers and should not be construed as an official Department of the Army position unless otherwise stated.

CPT (Dr.) R. John Paul Gingerich is a flight surgeon and resident in Aerospace/ Occupational Medicine at the U.S. Army School of Aviation Medicine at Fort Rucker, AL.



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MRL – Talent Management for the Maintainer

By Mr. Steve Blasey

People are the Army's number one priority and today's Army Aviation maintainers represent the leading edge of talent management requirements outlined in The Army People Strategy. They possess highly unique and technically advanced knowledge, skills and behaviors vital to the successful maintenance, deployment and employment of multimillion dollar aviation weapons systems.

Army Aviation maintainers are the bedrock of Army Aviation readiness. The need to track, understand, analyze, assess, model and guide their proficiency and align their talents has never been greater. Putting the right Soldier on the right task at the right time and place is paramount to Army Aviation's mission success.

MRL – Talent Management for the Maintainer

Maintenance Readiness Levels (MRL) software answers this call, today. Currently in its second year of fielding in the 160th Special Operations Aviation Regiment (Airborne) (SOAR) (Abn)), MRL has a user base approaching 2,000 personnel. It provides Soldiers at all levels with intelligent automation to document, track, assess and certify maintainer proficiency while mitigating risk and enabling formation-wide talent management activities.

As a planning and assessing tool, it informs battle rostering risk levels for collective tasks and deployments. The system paints a vivid picture allowing leaders to program troop-to-task based on experiential knowledge and proficiency levels (replace an engine today, deploy next month). It better informs Unit Status Reporting, enabling maintainer readiness assessment granularity akin to rated and nonrated crewmembers reporting.

At the individual level, it indicates proficiency status, informs training and development plans, generates counseling statements and drives competition. This is all achieved through interactive dashboards and controls depicting overall readiness, historical records, available work, planning and programming, counseling, familiarization chart management, and automated risk modeling based on individual currencies and aircraft maintenance opportunities.

MRL is the result of highly agile, spiral development built from the middle out – that is, with a keen eye on the organizational and operational needs of the end-users. The overarching goal is to enhance readiness while making life easier on direct and organizational leaders and the individual



Night Stalkers conduct maintenance on a rotor system (top), perform maintenance tasks (middle), and inspect cabling (bottom) inside a hangar at Ft. Campbell, Kentucky.

maintainer by integrating this key talent management process into the daily workflow.

A basic MRL workflow looks like this: PFC Hayes signs

off a pitch link installation in the aircraft logbook. That information is automatically collected from Aircraft Notebook into MRL and correlated to the appropriate individual critical task. The trainer/evaluator signs the task off in MRL which fulfills PFC Hayes' requirements for progression and subsequently recommends them for advancement.

The MRL Advancement workflow ensues whereby the certifier approves the recommendation and ends with PFC Hayes acknowledging advancement, successfully moving to a higher MRL.

As a state-of-the-art talent management system, MRL utilizes machine learning techniques to score Soldiers along a set of weighted criteria culminating in a competency rating and peer ranking statistics. This feature has already generated healthy competition among our Soldiers realizing a 15% increase in maintenance documentation quality over the last 12 months since fielding.

Finally, and most importantly, Soldiers can now export detailed records and generate certification tickets to use for Federal Aviation Administration (FAA) civilian credentialing as MRL correlates on aircraft maintenance to

FAA Aviation Maintenance Technician requirements. To date, we have assisted two separating Soldiers with securing the necessary documentation to obtain their FAA certification eligibility using MRL.

Downstream Benefits

MRL's collateral benefits certainly reinforce The Army People Strategy's position that readiness and lethality manifest through people and talent management. When viewed solely as a talent management capability, you might miss MRL's programmatic effects, attributable to the downstream effects of better maintainers, maintenance and maintenance data. More precise maintenance man-hour tracking informs commanders illuminating manning concerns driven by an increasingly dynamic operating environment, subsequently informing force manning documents.

Program managers (PM) realize cost savings through reduced data scoring and cleansing and more precise solutions to fleet issues due to increased data accuracy in documented faults, corrective actions, and maintenance man hours.

Field maintenance activities supply near-real time feedback to our institu-

tional domain enabling focused training at the point of need and agile adjustments thereafter. The direct linkage to logbook maintenance activities compounds data value and ensures end-to-end accuracy.

Conclusion

Talent management, oversight, visibility, decision making and accountability are amplified in a virtuous continuous improvement cycle. Most critically, workloads inflicted by redundant data entry and incongruent outputs in disparate information systems are eliminated.

Soldiers are excited about MRL's ability to increase awareness, inform planning, instill ownership and manage talent without increasing workload burden through a holistic approach capitalizing on data at its point of entry.

Mr. Steve Blasey is the director of the U.S. Army Special Operations Aviation Command Aviation Maintenance Directorate at Ft. Campbell, KY. Also contributing to this article are MSG Willie Brown and CSM (Ret.) James Coquat.



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160th SOAR (Abn) Aviation Denied Area Planning Team (ADAPT) By MAJ Donovan Groh

In October 2021, the 160th Special Operations Aviation Regiment (Airborne) (SOAR (ABN)) established a persistent Aviation Denied Area Planning Team (ADAPT) chartered to develop Aviation mission planning running estimates focused on strategic competitors who pose significant anti-access/aerial denial (A2AD) threats to Special Operations Forces (SOF) rotary wing operations.

The ADAPT is a multi-functional cell composed of aviation mission survivability officers (AMSO), cyber and electromagnetic activities (CEMA) specialists, all source intelligence analysts, rotary wing fires experts, and unmanned aerial systems (UAS) planners. Several members of the ADAPT are also Regiment flight leads, which supports an efficient transition from long-term operational preparation of the environment (OPE) to tactical mission planning.

With the drawdown of enduring counter-violent extremist operations in the Middle East, the 160th SOAR (Abn) deliberately rebalanced efforts to develop SOF rotary wing capabilities in denied environments. To stay on the leading edge of tactical innovation, the ADAPT is specifically manned, trained and equipped to support mission planning in multi-domain operations and charged to refine A2AD tactics, techniques, and procedures. Four core principles drive the ADAPT denied area mission planning approach:

- Provide creative options to ***extend operational reach***;
- ***Manage force signature*** across all phases and domains of an operation;
- Develop ***layered kinetic and non-kinetic options*** in support of a helicopter assault force; and
- Research, develop, test, and ***validate new technologies***.

Aviation “hard targets” are in contested locations with advanced adversary Integrated Air Defense Systems (IADS) and extend the typical planning timeline. The ADAPT’s persistent stare at high threat, nation-state or near-peer theaters works in



Photo illustration courtesy of 160th SOAR (Abn)

parallel to reduce the time required to identify, characterize and exploit the threat environment. This approach is complementary to the shift in the SOF community’s mission planning paradigm from semi-permissive, time sensitive targeting towards operating in complex contested areas.

To support this mission planning approach, the ADAPT leverages relationships within the intelligence community to gather information and access. This includes access to compartmentalized programs and innovative technologies in development across the Department of Defense.

Research

In addition to denied area mission planning support for Army Special Operations Aviation (ARSOA) aircrews, the ADAPT’s charter directs formal

research lines of effort (RLOEs). This focused research serves two purposes: anticipate emerging, “long-burn,” or underdeveloped ARSOA mission requirements; and create a base of knowledge and mission planning resource library for broad distribution within the ARSOA enterprise.

The ADAPT anticipates emerging ARSOA mission requirements through collaboration with the Joint SOF enterprise in the early stages of their concept of the operation (CONOP) development. The ADAPT, in concert with adjacent ground force planning teams, identifies missions with a specified target in a high threat environment (based on intent, capability and assessed response posture).

Under the direction of the Regiment Operations Officer, the ADAPT receives mission prioritization nested under US-



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ASOC or higher-level strategic guidance and transitions from the research phase to the production of an ARSOA Rotary Wing feasibility assessment. Conducted "in-house," the ADAPT initial feasibility assessment leverages organic mission planning capabilities to provide the Regiment Commander with a mission risk assessment. Following the initial risk assessment, the ADAPT transitions to an external collaboration phase with the intelligence community (IC) to validate planning assumptions, further identify intelligence gaps, and leverage national capabilities.

With a developed feasibility assessment, risk analysis, IC confidence assessment, and recommendations for layered kinetic and/or non-kinetic effects, the ADAPT will then transfer the developed plan to the tasked aircrews for tactical-level refinement and execution.

Value to the Enterprise

The ADAPT provides value to the enterprise in several ways. First, the team is building a robust understanding of denied area operations through per-

sistent Operational Preparation of the Environment and air-threat characterization – beneficial information to every mission planner regardless of domain.

Second, the ADAPT gives back to the community through participation in fires and effects working groups, ground force targeting cells, liaison with Air Force enablers during major Joint exercises, and external support to operational planning teams.

Third, the ADAPT is helping non-Aviation planners to understand the complexity, and lengthy timelines, associated with mission planning in denied environments. Counter to our experiences in Afghanistan and Iraq, the enroute portion of a mission in a denied environment is not guaranteed. The Helicopter Assault Force will be the supported element during phases of the operation to achieve a strategic objective.



MAJ Donovan Groh is the 160th SOAR (Abn) Operations Officer and ADAPT director at Ft. Campbell, KY.



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160th SOAR (Abn) Arctic Operations

By MAJ Matt Palange

Two years ago, the Regiment Commander assigned 4th Battalion, 160th Special Operations Aviation Regiment (Airborne) (SOAR (Abn)) the functional area of the Arctic Environment.

The Regiment had not been in a truly Arctic environment in over 25 years as operations in support of the Global War on Terror had been the focus for two decades. This led the battalion to conduct the doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) process to ensure aircrews, staff and maintenance personnel were properly trained and equipped for this environment. Additionally, there was thorough coordination with 1-52nd General Support Aviation Battalion (GSAB) to ensure that we were able to implement numerous aspects of its standard operating procedures for the Arctic environment.

Above: Two MH-60M Black Hawks take off for an evening of training; trail Black Hawk is seen here in an arctic camouflage vinyl wrap.

Left: Inset map depicting distances between sites used during Arctic Edge 22.

Arctic Edge 2022

As the culminating event of this process, 4/160th SOAR (ABN), along with support from the Systems Integration Management Office (SIMO) and other select Regiment personnel, participated in U.S. Northern Command's (USNORTHCOM) Arctic Edge 2022 exercise.

The Arctic Edge exercise is a biennial event hosted by Alaskan Command and was first conducted in 2018. It consists of forces from every branch of service and numerous allied partners, with Canada playing the largest role in training for the joint defense of North America.

Arctic Edge 22 is linked to other service-specific exercises including the National Guard's Arctic Eagle/Patriot, the U.S. Army's Joint Pacific Multinational Readiness Capability Exercise, and the U.S. Navy's ICEx all occurring either concurrently or consecutively with Arctic Edge. Participating in Arctic Edge 2022 provided a great opportunity for the Regiment to push its capabilities in a training environment.

Execution

160th SOAR (Abn) deployed to Alaska ISO Arctic Edge 2022 during February and March of 2022 in order to train select Special Operations Aviation (SOA) Rotary Wing tactics, techniques and procedures (TTPs) and improve interoperability with the Joint Force in an Arctic Environment. The 4/160th SOAR (Abn) provided one MH-60M and one MH-47G with SIMO providing an additional MH-60M.

In preparation for the exercise, select Night Stalkers attended the Isolation Survival Cold Regions Course at Ft. Wainwright, AK. This course was incredibly beneficial to both validate the issued cold weather equipment and to ensure that there were subject matter experts on Arctic Survival within all sections of the formation. Additionally, a unit mission training (UMT) event was conducted in Helena, MT in January of 2022. The UMT was focused on environmental qualifications for aircrews, hoist operations for both MH-60Ms and MH-47Gs as the skis require changes to the performance of the task, cold weather survival, degraded communication TTPs, and cold weather maintenance and medical training.

The 4/160th SOAR (Abn) S-4 (logistics) section was given the daunting task of equipping more than 60 personnel to operate in an environment for which the Joint Base Lewis McChord (JBLM), WA, Central Issue Facility did not have on hand. They were able to acquire the majority of individual equipment through the Army Supply System. However, when better performing equipment was identified, such as the mittens that are issued at the Arctic Survival Course, they were able to quickly procure them via commercial off-the-shelf procedures.

Commercial line haul of equipment was not an option for equipment transport from JBLM to Fairbanks, AK, due to limited accessibility of the Alaska-Canadian (ALCAN) Highway during the winter months. This meant that the S-4 section would have to conduct barge operations to get the equipment from the Port of Tacoma to the Port of Anchorage, and then a follow-on line haul to Fairbanks. The aircraft would arrive in Fairbanks via strategic airlift and then be built-up in order to conduct operations.

With aircraft operating in a new environment, numerous steps were taken to ensure an appropriate level of risk mitigation. The biggest factor for risk to force was the remoteness of the Alaska wilderness coupled with the harshness of the climate. For an understanding of the level of remoteness, there was no way to drive to Barrow, AK, one of the forward support bases for the exercise, from Fairbanks, AK.

In addition to having personnel attend the Cold Weather Survival School, we utilized the 1-52nd GSAB's SOP and required that the MH-47G fly with a Herman Nelson Heater on board the aircraft at all times. The Herman Nelson Heater is a portable indirect diesel fired heater that would keep the aircraft warm in the event of a precautionary landing or serve to warm critical components in the event the aircraft were to ever get cold soaked. Also, we ensured that we had all of the required survival items in accordance with USARAK AR 95-1.

Unique Challenges

The high latitude environment creates a difficult space weather environment to operate in and degrades communications. A commercial-off-the-shelf (COTS) solution proved to be the most reliable piece of communication equipment. While the COTS product is suitable as an emergency form of communication, the Joint Force must invest time and money into generating reliable, secure forms of over-the-horizon communications.

Moving forward, the Regiment must operate in the Arctic Environment every year in order to master it. The units that are successful in the Arctic are those that live and breathe in that environment.

The summer months provide their own set of challenges in the High North with Muskeg limiting available landing areas. We must continue to leverage the expertise of our counterparts in Alaska while continuing to push our capabilities in this environment to ensure that the Regiment is prepared to operate North of the Arctic Circle for Great Power Competition.



MAJ Matt Palange is the A Co., 4th Battalion, 160th Special Operations Aviation Regiment (Airborne) Commander stationed at Joint Base Lewis McChord, WA.





Priming Our Aviation Community For Success

By MAJ Elizabeth H. Werly, Psy.D.



ALL PHOTOS - U.S. ARMY 160TH SOUTHERN COURTESY PHOTO

Between our last war and the unknown wars of the future, our aviation community continues to refine, rebuild, and rethink the way we approach our adversaries. With the Global War on Terrorism (GWOT) ending within the past year, a pandemic impacting all aspects of life, and current events creating instability in Europe, the future of war and our military efforts are largely unknown. While various pockets of individuals and think-tanks of researchers postulate about what the next wars will look like, and what equipment and tactics will be necessary for success, no one can be certain. Our greatest investment in priming our aviation community for success will be investing in our people, professionally and personally. By putting people and their development first we are undoubtedly investing in our ability to respond effectively to future war challenges. We must prepare our formations to be resilient and effective problem solvers. Leadership directly impacts the culture of wellness and personal development through programming and leadership philosophies. A strong agile community is developed intentionally and promotes a culture focused on promoting healthy proactive habits.

Developing the Program

The military allows for various avenues for professional development. Development is encouraged through centers of excellence, written guidance and instruction in Army doctrine and mentorship from more senior service members to name a few. While budgets and time availability vary from unit to unit, all leaders can create effective leadership professional development (LPD) programs if they utilize the following tips:

SOF Soldiers prepare to fast rope from an MH-47G Chinook at a MOUT facility at Ft. Campbell, KY.

Establish a culture of radical candor. In her book, *Radical Candor*, author Kim Scott defines radical candor as the ability to challenge directly while showing that you care personally. Soldiers must feel that they are in a supportive environment where they are permitted to grow and ask questions. Care personally for the individuals in the group and challenge them directly. Take care to not utilize ruinous empathy, apply obnoxious aggression, and/or manipulative insincerity. Give and get feedback often and on the spot. Balance praise and criticism. Radical candor is not a license to be harsh, nitpick, a hierarchical or one-way option, and is not about schmoozing. Radical candor creates a trusting environment where individuals feel connected to the purpose and trust that group will support their growth and contributions.

Ensure that your LPD program is **intentional and infused with themes specific to your formation**. Link the themes of your LPD series to a leadership philosophy based in values and specific behaviors. A helpful reference, ADP 6-22, has several “Be, Know, Do” values related to effective leadership. Identify the values that highlight your True North and provide specific examples to your formations through the LPD programming. Regardless of position within the aviation community, all Soldiers could be encouraged to own their space and influence. From the commander down to the platoon sergeant all service members have values and drivers that are connected to their

mantra of performance. Ideally, all ranks would consider the influence they have over their own development and others, and reverently orchestrate their leadership story daily.

The LPD program is vivacious and agile. The plan should be a *living plan and adjust to real world events and challenges*. Have a plan and encourage feedback about your LPD program throughout the execution of the program. A good LPD plan has a structured outline but includes space for audibles and last-minute additions that adjust to real world influence and requests from the participants.

Utilize your various resources (i.e., unit psychologist, chaplain, human resources expert, mentors, civilian companies, etc.). To ensure your materials are expansive and challenge restricted thought patterns, include presenters and materials from outside of your silo of influence. By including various influences, you can jumpstart creativity and promote agile thinking. Author Adam Grant highlights the power of know what you do not know and the radical effective impact it can have on problem solving in his book, *Think Again* (2021). Complicated problem sets are not typically solved in a vacuum and require us to take a step back to address the problem in a different way. Additionally, by looping in your local resources you are additionally highlighting and modeling networks of support within your area of operation.

Connect theory to practical behaviors that show up at work and in Soldiers' personal lives. Link the behaviors to leadership values and highlight crucible moments of development for individuals and your unit. In her book, *iGen* (2017) Dr. Jean Twenge describes how younger generations are developing emotional maturity at a slower rate than older generations. Highlighting the metacognitive skills of individuals and their problem-solving skills through crucible moments will aid individuals in building stronger life skills and help to build the resiliency we will require to address future problem sets.

Connect your LPD program to your organization's purpose as often as possible. Nest the LPD program within your unit's history and your mission set. Providing a strong 'Why?' and purpose to your LPD efforts will invite an emotional investment in your instruction.

Include pro-tips for wellness and engagement in proactive care for individuals and families. Promote a culture that promotes getting ahead of and/or jump starts on challenges to mental, physical, and family health. Wellness resources are the bedrock of performance. To ensure retain-ability and quality of efforts, a high performing aviation community would be directing its service members for proactive and reactive wellness resources continuously. A culture of wellness is set by the leadership and the endorsement of the influencers.

Investing in our people with effective leadership development and an emphasis on wellness will be our best bet to out-pace our adversaries and create a quality agile formation.

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MAJ Elizabeth H. Werly is the psychologist for the 160th SOAR (Abn) at Fort Campbell, KY.

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Coaching: The Gold Standard of Leadership

By COL Kyle M. Hogan and CSM Christopher J. Kitchens



Night Stalkers have staked their existence at the leading edge with internally driven innovation and technological advancements to their aircraft and tactics, techniques, and procedures (TTPs).

While the state-of-the-art aircraft and advanced tactics can help achieve overmatch on peer and near-peer adversaries, it often leaves out the very first Special Operations Forces (SOF) Truth: Humans are more important than hardware.

Consequently, senior members in the 160th Special Operations Aviation Regiment (Airborne) (SOAR (Abn)) started asking, “How are we making our people better?” One suggestion was to follow the Army in its pursuit of executive coaching as a human performance enhancement strategy.

What is Coaching

When most people think of a coach, the image of an emotionally explosive Mike Ditka-type screaming at his offensive line might come into view,

but executive coaching in practice is the exact opposite.

Coaching is different from the standard Army practice of directive leadership because it places the onus for action solely on the coachee. This method takes self-determination theory to a practical application. By partnering with the Soldier, coaches use goal setting to help strengthen confidence in autonomy, competence and relatedness, building champions of accountability rather than victims of circumstance.

While the Army historically contracts civilian coaches for senior executives, the cost per hour varies greatly with the going rate exceeding thousands of dollars. The 160th SOAR (Abn) is expanding the Army’s coaching initiative by selecting targeted individuals based on their demonstrated leadership and character and then providing a path to achieve their International Coaching Federation (ICF) certifications as coaches.

The 160th believes the return on

A Night Stalker crew chief observes outside an MH-60M Black Hawk.

Special Operations Soldiers insert to a training target via fast rope from an MH-60M Black Hawk.

Night Stalkers rearm an MH-60MDAP Black Hawk during training at Ft. Campbell, KY.

investment in its people is far greater than what can be displayed on an Excel spreadsheet. Although the cost of training and certifying our leaders is modest, it pales compared to the attrition of talent due to poor leadership. The unit is taking its very best and making them even better, building a healthy bench of high performers to develop the next generation of Aviation leaders.

While some units are challenged with bridging the gap between generations, the certified coaches within the Regiment develop a greater understanding and vision for leading a multi-generational formation.

Programs

What started years ago as the Comprehensive Soldier and Family Fitness (CSF2) program has evolved into the Holistic Health and Fitness (H2F) program. Both programs focus on aspects outside of the traditional work role. Emotional, psychological and social well-being have been added to the traditionally singular focus of fitness.

The coaching program thrives here, pushing the individual past simple technical knowledge to a well-rounded leader who can bridge emotional, generational and communication gaps. When Army Aviation and its associated equipment are at the forefront of complexity, a well-rounded, emotionally astute leader brings clarity to the volatile, complex and ambiguous environment.

No leader wants to hear they have counter-productive leadership behaviors, and let's face it, they don't want to find out on a Defense Organizational Climate Survey (DEOCS). Yet, it happens to even the greatest of leaders. Strengths-based leadership approaches are well-established and great in most instances, but what happens when

the same skills that made the leader successful are overused? Overused strengths can quickly turn into derailing behaviors. We have all seen the highly ambitious Soldier that becomes an overbearing leader after a big promotion into a leadership role.

Coaching Strategy

Coaches help create self-awareness by inspiring self-discovery with powerful questions and objective feedback mechanisms like the Hogan Leadership Assessment (no relation to the author) and 360-degree feedback. Emotional self-awareness and self-regulation are just a few of the traits covered under the emotional quotient (EQ) umbrella that can reduce counterproductive leadership behaviors.

Coaches are essential to the feedback process and trained to make harsh feedback emotionally translatable and palatable. These newly empowered and "coached" individuals can provide constructive and immediate feedback to their subordinates and build aviation readiness through improved EQ and

higher quality leadership.

The Night Stalker Coaching Strategy is a way to harness human capital within the leadership domain and promote the gold standard of Army Aviation leadership. By developing goal-oriented, self-driven and emotionally astute leaders, the coaching strategy will put an executive polish on already tactically and technically proven leaders. When leaders are more aware of themselves and their subordinates, they perform better and the unit performs better.

The 160th SOAR (Abn) is making their people better by genuinely appreciating the truth that humans are more important than hardware. Invest in your Soldiers, and your Soldiers will invest in the unit.

COL Kyle M. Hogan is the deputy commander and CSM Christopher J. Kitchens, the command sergeant major of the 160th Special Operations Aviation Regiment (Airborne) headquartered at Ft. Campbell, KY.

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Long Range Precision Munition –

Extending the Arm of Aviation Reach By Mr. Beler Watts and Ms. Misty Glover

Army Aviation requires a Long Range Precision Munition (LRPM) to provide leap ahead capability in the penetration and disintegration phases of Joint All-Domain Operations. LRPM will provide Army Aviation with an improved long-range munition system that can rapidly respond in a combat environment and improve platform survivability by maximizing stand-off in an anti-access, area-denial (A2AD) and positioning, navigation, and timing denied environment.

In order to fulfill the capability gap of extending the reach of Army Aviation, the Army has adopted a two-fold strategy. An approved Directed Requirement will provide Spike Non-Line-of-Sight (NLOS) federated on Apache platforms as an interim solution. The Long Range Precision Munition Enduring program commenced in Fiscal Year (FY) 22 to fulfill the long-term program requirements and will be integrated as part of the greater Future Attack Reconnaissance Aircraft (FARA) mission and ecosystem.

As an interim solution to fill the long-range overmatch capability gap, Spike NLOS, federated on Apache, will be fielded in limited quantity in strategic locations. Program Executive Office Aviation, Apache Project Office (PO) is the Office of Primary Responsibility and Tactical Aviation and Ground Munitions (TAGM) Project Office is responsible for the characterization of the missile. This characterization will lead to an urgent material release for the missile. TAGM, working in lockstep with Apache PO, began the LRPM Interim program in FY21 and will begin testing of the missile in fourth quarter FY22.

Initial Operational Capability and Full Operational Capability are projected for late FY24. This short-term federated fielding solution will enable the capability gap to be filled to support Army Aviation long-range overmatch until the fielding of LRPM enduring.

The LRPM Enduring program began in FY22 as a new-start. A successful Materiel Development Decision occurred in February 2022, paving the

way to conduct a shoot-off capability demonstration, scheduled for September – November 2022. The LRPM shoot-off capability demonstration, announced in February 2021, provides Industry an opportunity to demonstrate current and emerging capabilities through a series of planned test scenarios. The goal of the shoot-off capability demonstration is to inform the LRPM enduring requirement, while allowing the Army to buy down development costs, decrease the integration schedule and risks, and enable rapid development of new capabilities for the Warfighter. Participating vendors are conducting Technical Interchange Meetings with the TAGM team, as well as conducting hardware and software integration of the Modular Effects Launcher at the Development Command Aviation and Missile Center (DEVCOM AvMC) Weapons Integration Lab, enabling vendor solution success at the shoot-off capability demonstration and beyond. The shoot-off capability demonstration will occur September-November 2022 at Dugway Proving Ground, Utah, with the Government providing test range and support.

The LRPM Capability Development Document (CDD), informed by the shoot-off capability demonstration, requirements and framing analysis, and capability gaps is projected to be approved in FY23. Upon CDD approval, acquisition pathway determination (middle-tier acquisition or major capability acquisition) will occur proceeding towards an Other Transactional Authority (OTA) contract award by the end of FY23. Following the contract award, minimal development will occur to fulfill capability gaps that exist between the vendor solution and approved requirement. The majority of the development phase will involve integration, prototyping, testing, airworthiness, and preparation for a production decision to support fielding of the FARA First Unit Issued (FUI), enabling a combat-ready Aviation unit with long-range overmatch lethality. LRPM anticipates participation in test and demonstration events, such as Project Convergence, EDGE, etc., to further

prove the capability and integration with the Future Attack Reconnaissance Aircraft ecosystem. Following initial fielding, LRPM will continue production and sustainment to fulfill Total Munition Requirements and any further incremental improvements needed to maintain overmatch against emerging threats.

LRPM is utilizing science and technology efforts to further develop and enhance the capability to provide Army Aviation with extended reach and overmatch. DEVCOM AvMC is currently developing multiple technologies to offer to Industry partners to support Joint All-Domain Operations and expeditionary capabilities, increasing lethality and aviation platform survivability with extended reach while navigating in an A2AD environment. Partnership with DEVCOM AvMC, PM TAGM, and industry partners will enable integrated technologies providing a greater capability to the Warfighter.

Program Executive Office Missiles and Space, TAGM Project Office, Rapid Capabilities Office manages the Spike NLOS effort. TAGM Aviation Rockets and Small Guided Munitions Product Office manages the LRPM-Enduring program. The LRPM programs – both interim and enduring, attest that “it takes a village” to achieve acquisition success to provide the best capability to the Warfighter to achieve and maintain overmatch. The entire Aviation enterprise, including Future Vertical Lift Cross Functional Team, Army Aviation Center of Excellence, Army Futures Command The Research and Analysis Center, Aviation and Missile Command, Program Executive Office Aviation, as well as other members of the enterprise, are in continuous teamwork with the TAGM office to enable successful programs to deliver the greatest capabilities available.

Mr. Beler Watts is the Rapid Capabilities Product Lead and Ms. Misty Glover is the Aviation Rockets and Small Guided Munitions Product Manager within Tactical Aviation and Ground Munitions Project Office at Redstone Arsenal, AL.

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Combat Aviation Brigade Lessons Learned From 21-Days Of Expeditionary Operations

By COL Travis Habhab, MAJ Ashley Manocchio, and CPT Erik Houston

The 101st Combat Aviation Brigade (101 CAB) deployed 2,602 soldiers during Operation Lethal Eagle (OLE), a 21-day field training exercise in which the 101st Airborne Division (Air Assault) deployed collectively to an expeditionary environment. The brigade dispersed its force across three installations and 17 locations to support the collective training among the Brigade Combat Teams (BCTs) and within 101 CAB. This training amounted to 2,565 hours and 8,186 soldiers flown, 78.5 crews qualified across all platforms, all while maintaining a 92% operational readiness (OR) rate. Key lessons

learned during this exercise centered around mission command, survivability, and sustainment.

Mission Command

To meet the challenge of extended geographical distribution, 101 CAB fully exercised the concept of Mission Command. The Brigade Commander established clear intent and created shared understanding of outcomes prior to the exercise, allowing subordinate commanders to exercise disciplined initiative in conducting platoon, company, and battalion level training that maintained a high collective tempo for the brigade. Units

took advantage of their locations to coordinate directly with adjacent units and increase training opportunities, to include 1-101 Attack Battalion (AB) incorporating the 335th Fighter Squadron and Link-16 technology at Cherry Point, NC. The initiative of each unit to seek training opportunities, and the dispersion that provided space to train, allowed 101 CAB to build readiness for large scale combat operations.

However, many challenges arose in maintaining the mission command system, particularly the challenge in operational support equipment. During initial deployment, the brigade



U.S. ARMY PHOTO BY 1LT MANDSON CHERIES

AH-64E Apaches from 1-101 AB "No Mercy" conduct Aerial Gunnery.

provide intelligence fusion servers and fire support personnel. Leaders would often either convoy or fly out to key planning meetings or briefs to foster the collaboration necessary for mission success. Once the brigade fully established its mission command system, it effectively enabled leaders to make decisions and conduct operations at each echelon.

Dispersion presented an additional challenge of establishing and maintaining continuous, long range communications between the brigade and battalion headquarters. Organic, over-the-horizon (OTH) communications equipment remains limited for aviation units at echelon, especially at the company level. This required subordinate units to be creative when carrying out guidance from brigade to "fight for effective comms with their higher headquarters and adjacent units." Vehicle mounted and TOC kit JBCPs became

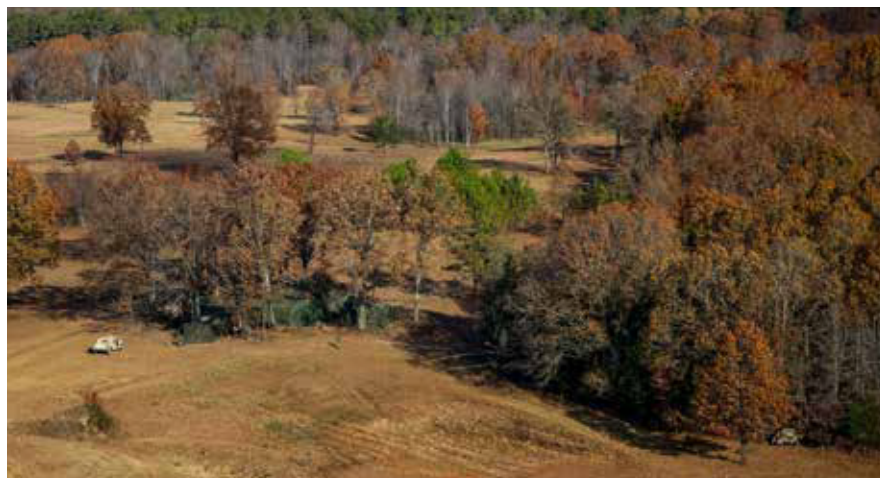
the foundation for OTH communications based on its increased availability, its natural mobility, and the ability to create a shared common operating picture (COP) through the map and chat functions. Retrans capabilities at the battalion and brigade level also enabled increased range for FM communications between headquarters and aircraft conducting missions.

Training and preparation proved critical to understanding the command and control plan and enabling creative solutions to overcoming equipment shortfalls prior to the field exercise. The brigade enabled several classes on mission command systems, allowing for an increased pool of Soldiers able to use JBCP and other OTH systems. In addition to instruction, the brigade used the post's mission command training center and established a brigade operations center to enable increased access for



Hidden FARP executed by 5-101 AHB. As shown, the fuel truck was embedded in the tree line, with the fuel lines extended out to the refuel points in the middle of the field.

relied on the communications section to establish networks, and on a limited number of experienced personnel to build the operations floor from memory. Additionally, the lack of organic military intelligence system maintainers and a Capability Drop One (CP-1), and the lack of fire support officers in lift battalions, diminished the ability for the intelligence and fires warfighting functions to optimize their capability in framing the situation across the brigade. 101 CAB overcame these challenges by cross training personnel on communication equipment, and coordinating with the division and adjacent units to



U.S. ARMY PHOTO BY OPT PETER BERNEDTUS

HHC Brigade "Hellcats" concealed TOC nestled in the tree line to minimize signature and detectability.



U.S. ARMY PHOTO BY CPT AUSTIN LACHANCE

Soldiers to practice using mission command systems often limited to either field environments or SIPR vaults. Further verification of positive communications across units occurred during multiple communication exercises (COMMEX), including the requisition of satellite time to confirm SATCOM and tactical NIPR/SIPR network connectivity. While often redundant in execution, several COMMEXs ensured less used systems were fully mission capable and units gained proficiency at the setup and teardown of command posts essential for large scale combat operations.

Survivability

A common emphasis for all units throughout OLE was survivability. This served as one of the driving forces for unit dispersion as well as deliberate efforts to conceal footprints and minimize signatures. Within 101 CAB, units camouflaged their tactical assembly areas (TAA) by configuring command posts and vehicles under concealment of trees and heavy vegetation, while separating aircraft at the battalion level to prevent massing equipment. Guidance to subordinate

units was to have no more than a company's number of aircraft in one TAA to reduce detectable signature from the enemy. Additionally, to ensure limited detectability, leaders conducted aerial reconnaissance in UH-60s and with organic RQ-7Bs and MQ-1Cs. Similar to the success in camouflaging and concealing command posts and vehicles, Forward Support Companies (FSCs) constructed hidden Forward Arming and Refueling Points (FARPs) by taking advantage of vegetation to conceal vehicles in the wood line and extend refueling hoses into suitable refueling locations. This practice rendered the FARPs practically undetectable from above while not in use. A survivability shortfall was identified in our capacity to sufficiently conceal aircraft. Applying camouflage netting, especially to larger airframes such as the CH-47 Chinook, is impractical. The Army aviation enterprise would benefit from a purpose-designed off-the-shelf solution to aircraft concealment.

Another challenge for 101 CAB was, and remains, the lack of enemy integrated air defense simulation

Cadre from The Sabalauski Air Assault School train soldiers from 1/101 BCT "Bastogne" on Air Assault Operations with a CH-47F Chinook from Bravo Company "Pachyderms", 6-101 GSAB "Shadow."

(IADS) systems available for full spectrum training. 160th Special Operations Aviation Regiment (160th SOAR) provided two SA-7 simulators for 101 CAB; however, with 17 TAAs over three installations, it was difficult to provide proper simulation in all training events. Coordination with 160th SOAR provided the means for this exercise, but simulation is typically limited to major training events. As current enablers are extremely limited, the Army will benefit from the development and use of additional realistic IADS replicators to train with at home station and in other field environments.

Sustainment

To meet the range of operational requirements, 101 CAB sustained from the close area. With a combination of correct forecasting, asset allocation, and an understanding of organic capabilities, 96th Aviation

Support Battalion (96 ASB) distributed 349,505 gallons of Class III fuel to the FSCs across nine FARPs within a 19-day period. Combining planning with consumption rate analysis, battalions accurately forecasted resupply requirements, allowing 96 ASB to divide fuel dependent upon individual requirements. Additionally, forecasting well prior to resupply dates allowed the support operations officer (SPO) to allocate assets for different locations over multiple days. Lastly, 96 ASB received tactical control (TACON) of vehicles and dedicated resupply crews from 101st Division Support Brigade (101 DSB). The TACON from an adjacent unit precluded a daily coordination effort and streamlined support to maintain a high tempo of sustainment operations. Further, as 101 CAB excelled in creating redundant capabilities with nine FARPs, the brigade trained 22 personnel from BCTs to further increase these capabilities across the division.

An additional key to ensuring endurance and tempo for the brigade was deploying the supply support

activity (SSA) into the close area. 96 ASB conducted demand analysis early in the planning process to identify the requirement for deploying eight Expeditionary Containerized Authorized Stockade Lists (ECASL), a Very Small Aperture Terminal (VSAT), and 26 soldiers. The SSA fulfilled 90% of customer orders and executed full operations to include receipt, turn-in, and issuing parts while deployed. 96 ASB also maintained a footprint in the support area and conducted four logistic package (LOGPAC) convoys daily for a continuous flow of supply. With quickly accessible Class IX air parts, the brigade maintained a 92% OR rate through unscheduled and scheduled maintenance up to the 120 and 125 hour inspections. Another factor in this success was the relationship between the SSA and adjacent units. Each unit deployed with personnel authorized to complete supply transactions so that the SSA did not store material for an extended period of time. Detailed early planning and a continuous supply flow allowed the SSA to remain operational and mobile throughout the exercise.

Summary

Operation Lethal Eagle served as the rare opportunity for 101 CAB to train as a brigade alongside our higher headquarters and BCTs in a field environment. The challenges afforded by distributed operations facilitated lessons learned in establishing and maintaining mission command systems, protecting the force through camouflage, concealment, and dispersion, and sustaining the force from the close area. These lessons are more valuable than ever as the force at large pivots towards large scale combat operations.



COL Travis Habbab is the commander, MAJ Ashley Manocchio is the operations officer of the 101st Combat Aviation Brigade, and CPT Erik Houston is the former commander of C Troop, 2-17th Air Cavalry Squadron at Fort Campbell, KY.



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From the Field ►

The STAMP and SLED Success in 4-2 AB

By CPT Peter A. Schulcz IV



Far left: CW3 Kourtney Roundtree, the 4-2 AB Aviation Maintenance Officer, shows an active advisory status in an aircraft fighting off the cold Korean winter.

Left: SGT Kim of the D/4-2 Hellhounds conducts troubleshooting after being alerted to a maintenance issue via a SLED message relayed to the STAMP system.

Since the fall of 2021, 4-2 Attack Battalion (AB) has been fielding the first AH-64Ev6 aircraft in the Republic of Korea. Along with the AH-64Es come new maintenance support system capabilities to include the Smart Tool for Aviation Maintenance Picture (STAMP). STAMP is the ground portion of the System-Level Embedded Diagnostics (SLED) system that provides the maintenance team with a user-friendly dashboard for aircraft consolidation and a Blue Force Tracker (BFT) digital map to aid in the rapid identification, location, and fault information associated with an aircraft. Currently the AH-64Ev4 and AH-64Ev6 are the only aircraft with this capability. With no additional workload to the pilot, the aircraft automatically sends a variable message format (VMF) standard message over the BFT-2 tactical internet to the STAMP computer. Messages are sent every 15 minutes or immediately when a fault is detected, the aircraft takes off, lands, or arrives at a selectable home station.

The best part of the system is the near real-time fault and exceedance reports automatically sent to the STAMP. Simply clicking on the fault notification brings up the Interactive Electronic Technical Manual (IETM) and goes directly to the corresponding task, troubleshooting, and maintenance procedures. Furthermore, when the STAMP is displayed in a common area such as the production control (PC) office and

mirrored in additional maintenance offices via HDMI or CAT5 cable, maintainers can know the aircraft status even before it returns to home station. In 4-2 AB, this enables maintainers to initiate P4T3 (problem, people, parts, time, tools, training) analysis before the aircraft returns to home station. If needed, they send a maintenance contact team to troubleshoot the fault even before the aircrew shuts down the aircraft, saving precious time and the need for an auxiliary power unit (APU) run later. This has “streamlined maintenance practices and communication within our company” and “given us a bigger picture to plan ahead which helps reduce our non-mission capable (NMC) time” said SGT Xavier Rosa, an AH-64E Repairer with Charlie Company.

The STAMP system really demonstrates its value in the event of a precautionary landing (PL). The STAMP system reduces the preparation and response time for the Downed Aircraft Recovery Team (DART) as it automatically provides the “5Ws” to commanders, DART leaders, and maintainers. This minimizes the risk of improper P4T3 during DART operations and allows for a quicker recovery that will ultimately lead to the ability to regain and sustain combat power. Regarding testing and training scenarios, 4-2 AB’s Quality Control OIC, CW3 John McIlwain said, “The response time for DART has been cut in half due to the

notification and simplicity of completing P4T3 from the automatically generated fault report.”

While the STAMP works off hardware that is readily available in any CAB, the critical piece of this puzzle is an operational BFT-2 in the aircraft. Due to the operational environment in Korea, 4-2 AB’s ready-to-launch criteria requires a fully mission capable BFT. No aircraft is permitted to takeoff without a good two-way BFT comms check to the tactical operations center (TOC) or flight operations. The waiver authority to take off without a BFT resides at the battalion commander level. This mandate has held the Battalion’s maintenance program and its pilots accountable to ensure we are properly maintaining, troubleshooting, and reporting with the BFT system. While this mandate has grounded aircraft and required significant investment of time from 15Y, S-6, and contractors, the initial growing pains have paid off for 4-2 AB. This high standard of always having over-the-horizon communication operational for all aircraft has maximized the utility of the STAMP system.

While the system has been fully developed and is operational, it is currently pending a software release memo before it can be fully fielded to units. The STAMP currently in use by 4-2 AB was supplied by the NET/NEF teams for demonstration and testing purposes; it has been wildly successful. This testing in Korea with 4-2 AB is a powerful proof of concept that the entire Army Aviation community stands to benefit from by its immediate fielding.

CPT Peter Schulcz IV recently completed command of Delta Company, 4-2 Attack Battalion at Camp Humphreys, Republic of Korea.

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SPECIAL FEATURE:

80th Anniversary of
Army Aviation

Army Aviation 1955-1962: The Foundation of Air Mobility

By General Hamilton H. Howze, U.S. Army Retired



ARMY FILE PHOTO

GEN Howze was commissioned in the Cavalry in 1930 and earned his Army Aviator wings in 1947. As Chairman of the "Howze Board" he is recognized as the Intellectual force behind the current airmobility and Army Aviation doctrine. He was the Director of Army Aviation from 1955 to 1958, where he developed new tactical principles.

Editor's Note: In celebration of the 80th Anniversary of Army Aviation, we continue reprinting a series of articles from the December 1992 50th Anniversary issue of ARMYAVIATION Magazine penned by many of the original pioneers in each of the remaining issues this year.

The period of 1955-1958, for Army Aviation, was one of gradual transfer of authority and responsibility from the Air Force to the Army. The offices of the Chief of Army Aviation, the Chief of Transportation, the Transportation Center at Fort Eustis, VA, and the Army Aviation School were the recipients of major responsibilities by that transfer. The Air Force, by and large, had done a good job in training our pilots and technicians, in supplying our fleet and developing our aircraft, but now the jobs became ours to do.

The post of Chief of Army Aviation became a major general, a step forward in that the chief, in his frequent visits to aircraft manufacturers, was now ushered in to see the president – and

the chief's self-imposed mission was always to get the company interested in what was to become (he hoped) a major market for the sale of good new light aircraft, fixed and rotary wing, combat and non-combat.

In 1955, the Air Force had largely flown away from the Army, having become strongly preoccupied with the new super-firepower afforded by atomic reaction and with a new means of propulsion – the jet engine. These developments made possible: very high altitude, supersonic speed, and for refueled bombers, intercontinental range with devastatingly effective bomb loads (not to mention the capabilities of ICBMs and jet fighters). The Air Force, convinced that these strengths gave it all the tools necessary to win the next war, had mostly lost interest in the slow, low engine of flight – flight close to the tree tops.

But a few perceptive officers of the Army reckoned that maybe a future combat would not necessarily be atomic or at transoceanic ranges – and

that indeed many things useful to do in combat might be done in the air at low altitude. One of them was LTG Jimmy Gavin, then G-3 of the Army. An office job we in Army Aviation considered vital as selling all pertinent parts of the Army staff in the Pentagon on this proposition.

To that end, we wrote the Command and General Staff College at Fort Leavenworth to get the tactical problems they were currently presenting to their students; these we presented to any individual or group of officers we could get to listen.

First we gave the problems straight, as C&GSC gave it; then we put a very few selected, attached light reconnaissance aircraft, attack aircraft, and troop-carrying aircraft on one side, but not the other, and presented the problem again; then we shifted the aircraft to the other side and gave it a third time.

The effect of a few aircraft on the outcome was astonishing. One side knew much more of the other's position, disposition, and activity; one

could move critically needed supplies or persons quickly, the other couldn't; one could cross part of its strength over hills and rivers easily; the other couldn't. Indeed, one could beat hell out of the other, other things (besides aircraft) being equal. The little show was immensely convincing.

We also gave the spiel to the tactical departments of all the Army's prestigious combat branch schools, Infantry, Armor, and Artillery; to the Command and General Staff College, and to the Army War College at Carlisle Barracks, PA.

1955-1962 was a period of much interest in the science of Vertical Take-Off and Landing (VTOL) and flight at very low altitudes – in the “nap of the earth,” so to speak. I was astounded to see how many ways had been developed to lift an aircraft and its cargo vertically off the ground – many of the aviation manufacturing companies we visited had an experimental candidate aircraft to show us.

Throughout the years 1955-1963, Combat Developments at the Army Aviation School, under Colonel Jay D. Vanderpool, was doing all sorts of useful things in respect to the development of

helicopter flight procedures close to the ground, among the trees, at night and in marginal weather – there being no established blind-flying techniques for helicopters at the time. We also sent school flight instructors to learn special helicopter mountain flying techniques from the Okahagen Helicopter Corporation in British Columbia, there being no mountains in Alabama.

Our people strapped onto helicopters every variety of light weapon they thought might not blow the ship out of the air; all sorts of machine guns, including .50 caliber (which on our cobbled-up mount nearly shook the helo to pieces), 75mm rocket launchers, and 40mm grenade throwers. They even pushed fused 81mm mortar bombs out of the side of the Hueys with their feet, being careful not to go out with them. This was all a bit illegal, but we were demonstrating for the first time that a helicopter could be made (ultimately with the application of money, engineering and weapon expertise) into a formidable fighting machine.

On our behalf but under the cognizance of the Air Force, we (especially the Transportation Corps)

devoted much time to the Model H-40 experimental helicopter being developed by Bell, in Fort Worth. The H-40 (ultimately to become the UH-1 or “Huey”) was, more importantly, designed at what we believed to be the right size to carry an infantry rifle squad, and in the right shape—the shape was important, because we sought a low profile so that, among other things, we could hide it under a tree. The cargo weight goal – the infantry squad – was never fully realized even after enlargements and greater engine power in later model numbers. But it was otherwise a superb ship.

At one time, before the first H-40 experimental model was delivered, the Air Force recommended that the whole project be scrubbed because of prospective manufacturing problems with the blade. This was devastating news – the future of Army Aviation hung in large part on our getting a ship of this size and capability into our inventory. After much debate and effort at persuasion on our part, the Air Force relented: the difficulty was overcome and the helo reached production. In its several models, the Huey became the aviation mainstay of the Army, which

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over many years bought about 12,000 copies. Counting purchases by the other U.S. services, American civilian sources, foreign co-production and licensed production, more than 16,000 UH-1s were made.

Of all the world's aircraft, it became one of the most prominent, thus justifying the decision by our little offices in the Pentagon to persevere in its development. What's more, the Huey's dynamics formed the basis for the production of an additional 2,000-plus AH-1 Cobra helicopter gunships.

Though the ship has to be considered a very great success, the Huey had its faults, as all aircraft do. One was serious: blade slap, the loud, distinctive, rapid plop-plop-plop-plop which telegraphs the ship's approach to any destination three or four miles before it gets there. In Vietnam, this alerted the enemy very undesirably.

In 1955-1957, Army Aviation was still constrained by agreement with the Air Force and the dictates of the Department of Defense to the procurement of fixed wing (not rotary wing) aircraft with an empty weight of no more than 5,000 pounds. That's a pretty small aircraft.

We argued that our procurement should be determined by our approved mission, not by an arbitrary weight figure. We eventually won, but it was a long, hard argument. Ultimately, however, we got the twin-turboprop Grumman Mohawk (something like 12,000 pounds empty weight of surveillance aircraft, but capable of carrying armament), and the Canadian de Havilland twin-engine light cargo aircraft, the Caribou (with an empty weight of 17,000 pounds) under procurement. Both aircraft eventually saw extensive service in Vietnam.

In April of 1960, the Rogers Board (LTG Gordon Rogers, president) was convened. I was a member, coming back from Korea to attend. The board devoted itself largely to hardware, receiving from a number of small study teams which had been hard at work for many weeks, recommendations for research, development, and procurement of aircraft in each of the primary fields of Army interest. Because the teams had done their work well, the board was able to perform a very worthwhile service by establishing practical guidelines for further aircraft development and purchase.

Because of its limited charter, the Rogers Board rejected (properly, I

suppose) my endeavor to insert into its basic report a few pungent thoughts about air fighting units, tactics and doctrine. I was allowed only to add a short addendum marked, "Inclosure I to Section VII," called, "The Requirement for Air Fighting Units." I quote from it:

"I invite the special attention of the board to another area of aircraft tactical employment, hitherto unexploited, which is of fundamental importance to the Army.

"MOMAR (Modern Mechanized Army, a CONARC plan) and DCSOPS Plans I, II, III and IV are all devoted to the purpose of enhancing the combat capability of infantry, tank, and reconnaissance units through the device of assigning those units additional quantities of light aircraft.

"Substantial benefits will undoubtedly accrue from this, but it should be fully acknowledged that the assigned and attached aircraft will simply improve the ability of these units to execute their conventional missions, and that the employment of aircraft will be restricted to those missions. A prime example exists in the Armored Cavalry regiments visualized in MOMAR and Plans I-IV: aerial reconnaissance companies will be very useful here, but the mission of the regiment, which has basically only wheeled mobility, will control and limit the employment of aircraft. In the days when the horse provided the highest degree of battlefield mobility, it would have been a fundamental error to restrict the assignment of horses to the infantry divisions. While infantry divisions employed horses in considerable quantities, with benefit, it was necessary and desirable to group a substantial percentage of all horses in cavalry units in order to take proper advantage of their mobility.

"I, therefore, submit that a new course of action, parallel to and of equal importance to the modernization of conventional type of ground units, is urgently necessary. The Army should proceed vigorously and at once in the development of fighting units (which may be called air cavalry) whose mode of tactical employment will take maximum advantage of the unique mobility and flexibility of light aircraft – aircraft which will be employed to provide, for the execution of the missions assigned to these units, not only mobility for the relatively few riflemen and machine gunners, but also direct fire support, artillery and missile fire adjustment, command, communications, security, reconnaissance and supply.

"Missions appropriate for assignment to air cavalry units are these: the seizure of critical terrain in advance of large forces,

raids, penetration of shallow enemy position and the disruption of enemy rear areas, pursuit and exploitation, the protection of a long flank and wide reconnaissance. New weapons developments will provide air cavalry units with very destructive firepower, and these forces will develop many targets for the employment of surface-to-surface missiles. Air cavalry would find particular applicability in any battle area in which the threat of area weapons forces wide troops dispersion – and hence, a porous battlefield – as well as in 'brushfire actions' against relatively unsophisticated opponents."

This was submitted more than two years before the convocation of the Howze Board, but little if anything was done in those two years in response to the recommendation.

However, by 1962 the Secretary of Defense was persuaded to write a couple of directives to the Army telling it to investigate the possibilities.

This resulted in the convening of a board which official name was so long and complicated that it became known as the Howze Board, I being the designated President.

I cannot cover in this very short paper the composition, multiple activities, and recommendations of that huge board; the last time I tried, it took an article extending through three consecutive issues of ARMY Magazine. I can only say that the Board had well over 100 military and civilian members, organized in multiple subcommittees in order that every part and aspect and activity of the Army be examined to see how Aviation could help it, but also how it (the Army part) could help the development and ultimately support a thorough workable combat and combat-support Army air capability. Moreover, a major part of the country's aviation industry was explored for what it could do to enhance the Army's brand of aviation.

To get enough Army aircraft for tactical experimentation purposes, we had to get planes, helos, and pilots from Army units all over the country; we got our troops for the scores of experimental exercises – each one repeated until we got the perfect (and fastest solution) from the nearby, ever capable 82nd Airborne Division.

All this activity was guided by a Steering Committee of 18 officers and civilians, all with wide aviation experience, the civilians mostly from industry. I spent nearly every day in the field with the testing troops and aircraft.

In the process of our experimentation with aircraft and soldiers, we got very good at what we were doing, and eventually put on a demonstration for all the Service Secretaries and for the Joint Chiefs of Staff, all down from Washington. The demo showed, among other things (including operations in jungle) a direct frontal assault on a dug-in, fortified (with foxholes, wire, and mines) enemy position. It started with a very short (three quick volleys) three battalion artillery preparation, then a wave of low-flying Mohawks dropping 1,100 pound bombs with 10-second delay fuses, which bombs galloped up and over the objective, scattering trees about, and down the other side, where they exploded with enormous bangs. We told the audience they blew up enemy CPs and mortars on the reverse slope.

Happily for the briefer – which I was – Air Force fighters couldn't fly under the 200 foot ceiling we had that day (it made for a perfect point for us. Our aircraft had no trouble.)

Into the smoke and dust of our artillery fire on the objective, about 20 Hueys (which had just scared the pants off the spectators by coming in very low—and very suddenly—over their heads) put down the riflemen of two infantry companies in a direct assault—not in front of the enemy, but directly on his top.

I announced to the audience that had seen this extremely noisy spectacle of movement, fire and violence that from the time the first artillery salvo fell on the objective until the last helo had discharged its load of infantrymen onto that objective was considerably less than one minute –that, in contrast to the extended time measured in hours, it would have taken conventional infantry to cover that fire-swept, heavily mined ground in a conventional attack.

Mr. McNamara, the Secretary of Defense, asked how much it cost to put that infantry force on the objective. I told him I'd figure it out, but I never did. It was explained that this little show was not presented as a new normal method of assault, except in special situations, for we'd soon run out of aircraft. It merely demonstrated the possibilities – brilliantly.

Well, all this plus much other work and investigation over two hectic months allowed us to write a report in the last month. The report, with all

its annexes and enclosures (one copy of which would fill a foot locker) gave mountains of test conclusion, proven and unproven opinion, data, argument, and rationale, including outside opinion from almost all the senior officers in the Army. It also set forth our recommendations for the activation of several new types of combat aviation units and aviation logistic support units, and for extensive procurement of aircraft, at the cost of billions. We also showed the impact of our recommendations on the rest of the Army.

The Army did a lot of things we recommended but never procured enough aircraft and other gear to form the number of new aviation-heavy combat and logistic units we recommended. Did we on the Board go too far? Well, what with the collapse of the Soviet Union, the strength we recommended never became necessary, no more than all the tank divisions and aircraft carriers and bombers our government bought. Had a war occurred in Europe against the giant USSR, on the other hand, the extreme mobility, flexibility, and firepower of our proposed aviation-heavy Army could have been a decisive factor in the defense of Europe against the Soviet onslaught.

The Board's final report had an initial section for the quick perusal of executive types; it recommended the activation of many more aviation combat and combat support units than we approved, but it did so on the basis that we alone of the NATO nations could afford a multi-division powerful force supported by large quantities of low-flying combat aircraft, many very heavily armed. The Cold War having ended by the collapse of Communism, it is fortunate that our recommendations were not fully implemented. But if the USSR had not collapsed and have instead attacked in an attempt to overrun Europe, and thereby ultimately dominate the world, our recommended airmobile divisions and brigades might have ensured our victory at a far earlier date than otherwise.

And, of course, a great many Board recommendations were implemented, its philosophy and combat methods adopted. I should say as the one individual in an enormous board, that it was a major step in the modernization of the new Army.

BLUE BOOK DIRECTORY

ARMY AVIATION MAGAZINE

AUGUST / SEPTEMBER ISSUE



2021 Blue Book Issue

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AAAA Chapter Affairs

By LTC (Ret.) Jan Drabczuk

I appreciate the support from COL E.J. Irvin, the Iron Mike Chapter President for authoring and sharing this information to our membership.

The Iron Mike Chapter



Left photo: Last formation of TF Pegasus in Afghanistan, Bagram Airfield, 2021.

Much like its stoic namesake, the Iron Mike Chapter of the Army Aviation Association of America stands firmly committed to its mission – even during a global pandemic.

Located at Fort Bragg, North Carolina, the Iron Mike Chapter supports a large and diverse Army Aviation community consisting of the 82nd Combat Aviation Brigade; the U.S. Army Special Operations Aviation Command; U.S. Army Special Operations Command Flight Detachment; the North Carolina National Guard; as well as components of the US Army Forces Command and the 18th Airborne Corps. With more than 200 active members, the chapter has maintained its strength and magnified its mission across the years.

Chapter Activities

Like what is occurring in other AAAA Chapters and across the nation, the Iron Mike Chapter has had to adapt over the past couple of years to varying Covid-19 guidelines and develop creative solutions to maintaining connections with members, while also providing opportunities for mentoring, networking, and socializing. Planning open-air activities has been an essential part of all event planning. An Army Aviation Family Fun Day held in the 82nd CAB's hangar, and two community-wide golf tournaments were perfect solutions to maintaining the chapter's mission to provide opportunities to support Army Aviation

service members and their families. As a result of these events, the chapter was able to offer two scholarships to local chapter family members.

Chapter Leadership

Taking a leadership position in any organization is always a significant responsibility, but it becomes even more so during times of crisis. This chapter witnessed a large turnover in its board right before the onset of the global pandemic, but this leadership team found strength and determination in their joint mission to serve the Army Aviation community. Taking the helm as chapter president was COL E.J. Irvin. Joining him in piloting the course for the chapter are Senior VP, LTC Ryan Moore; Secretary, Ms. Ann Nollett; Treasurer, Mr. Charles Roberts; VP of Scholarships, MAJ Shaun Collins; VP of Awards, CPT Julia Frassetto; VP of Programs, COL (Ret.) David Jernigan; VP of Enrollment, CW5 (Ret.) Mark Meyer; VP of Marketing and Development, Mrs. Kerry Irvin.

Chapter and Member Recognition

Excellence has always been a staple with the Iron Mike Chapter and those it represents. In 2020, five Army Avia-

tion Association of America National Awards were presented to individuals and units from the areas represented by the Iron Mike Chapter. These were the Battalion Level Unit of the Year; Safety Officer of the Year; UAS Unit of the Year; UAS Operator of the Year; and Crew Chief of the Year.

With a core chapter leadership team in place and excellence in its scope, the Iron Mike Chapter has set its sights on continuing progress in the areas of Mentoring, Networking, Recognition, and Support. High on its list of priorities is gaining greater representation and participation with junior Aviation branch service members, and actively seeking liaisons from each of the Aviation units on Fort Bragg. Chapter directors and members plan to attend the AAAA Aviation Summit in Nashville and look forward to networking with other chapter members to share ideas and best practices.

Support

The Iron Mike Chapter is one of our cornerstone chapters supporting our chapter membership in the Fort Bragg area. Looking forward to supporting them with more activities and programs in 2022. Feel free to contact me if you need help for your Chapter, Executive Board support, would like your chapter featured in the AAAA magazine or to obtain clarification of National procedures.

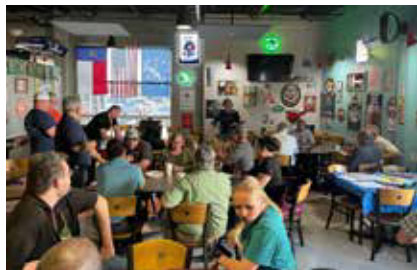
*LTC (Ret.) Jan S. Drabczuk
AAAA VP for Chapter Affairs
jan.drabczuk@quad-a.org.*



AAAA News

Chapter News

Corpus Christi Chapter Spring Social



CHAPTER COURTESY PHOTO

The Corpus Christi Chapter held a quarterly Spring social on March 30, 2022, at B&J's Pizza in Corpus Christi, TX. More than 40 were in attendance including 6 new members that joined at the social.

Morning Calm Chapter Golf Tourney



CHAPTER COURTESY PHOTO

The Morning Calm Chapter held a Golf Tournament at the River Bend Golf Course for chapter members from 2nd Combat Aviation Brigade, 3rd Military Intelligence Battalion and local Korean partners. Of the 125 participants, members received discounted entry fees to increase awareness of AAAA. An article for the event was published in the Camp Humphreys, 2ID magazine, "The Indian Head."

Washington Potomac Chapter SOQ



CHAPTER COURTESY PHOTO

SPC Nathanael Lee, Company A, 12th Aviation Battalion, was recognized as the Chapter's First Quarter FY22 Soldier of the Quarter during the chapter's spring golf tournament

on May 6, 2022 at the Woodlawn Golf Course, Fort Belvoir, VA. Also recognized but not present, were SSG Andrew Greenfield, U.S. Army Priority Air Transport, Second Quarter FY22 NCO of the Quarter; SPC Dylan Formby, Company A, 12th Aviation Battalion, First Quarter FY22 NCO of the Quarter; and SPC Zadik Collierlagos, 911th Technical Rescue, 12th Aviation Battalion. Presenting SPC Lee with his award were (left to right) CSM Alex Collins, 12th Avn. Bn. CSM; CW5 Scott Nalley, Command Chief Warrant Officer, The Army Aviation Brigade (TAAB); Lee; CSM Greg Galassi, TAAB CSM, COL Win Adkins, TAAB Cdr., and chapter president, COL (Ret.) Ron Lukow.

Order of St. Michael and Our Lady of Loreto Inductees

Aviation Center Chapter



CHAPTER COURTESY PHOTO

On the March 19, 2022, during the Friends of Army Aviation (FOAA) Family and Hangar Dedication in the name of BG David J. Allen, **LTC (Ret.) John E. "Doc" Holladay**, President of the Friends of Army Aviation, was inducted into the Silver Honorable Order of Saint Michael by MG (Ret.) Lou Hennies. FOAA educates and shares the legacy of the UH-1 to this day outside the gates of Fort Rucker and flies graduating students with their family and friends every other week on Graduation Day.



CHAPTER PHOTO BY LTC JOSHUA SEIBS

LTC Jerrod Adams is inducted into the Bronze Honorable Order of St. Michael by 164th Theater Aviation Operations Group

commander and command sergeant major, COL Jason Cook (left), and CSM Michael W. Narvid, respectively, during an April 7, 2022 ceremony at Fort Rucker, AL. Adams was recognized for his 20 years of service to Army Aviation culminating with his most recent assignment as the 164 TAOG executive officer.



Mr. Vic Estes (center), biomedical technology chief, U.S. Army Aeromedical Research Laboratory, is inducted into the Bronze Honorable Order of St. Michael by chapter VP Awards and deputy chief, Medical Evacuation Concepts & Capabilities Division (MECCD), LTC Audrey Boenker on May 23, 2022 for his long career in support of Army Aviation as a MEDEVAC pilot, research pilot, and current work critical to the science and technology efforts specifically for rotary wing aviation. Pictured with Estes, all from USAARL are (l to r) Mr. Jason Gerstner, Flight Systems Branch Chief; Boenker; Estes; Mr. Chris Sullivan, Future Vertical Lift Program Integrator; and Dr. Mike Wilson, Research Psychologist.



CHAPTER PHOTO BY SAM BAKER

CPT Robert J. Ferriano, the U.S. Army Aviation Center of Excellence Secretary of the General Staff (SGS) was inducted into the Bronze Honorable Order of Saint Michael by the USAACE and Fort Rucker Commanding General, MG David J Francis, during a May 25, 2022 awards ceremony in USAACE Headquarters on Fort Rucker.

OSMs continued on next page



Order of St. Michael and Our Lady of Loreto Inductees *Continued*



CHAPTER COURTESY PHOTO

CPT Rita Failes is inducted as a Knight of the Honorable Order of St. Michael on May 24, 2022 during a Headquarters and Headquarters Company, 110th Aviation Brigade luncheon at Ft. Rucker, AL by Brigade Executive Officer, MAJ Gregory Sterley. Failes was recognized for her support of Army Aviation for the past four years as the brigade S-1/adjutant.



CHAPTER COURTESY PHOTO

The Fort Rucker and USAACE Garrison Command Sergeant Major, **CSM Raymond P. Quitugua Jr.**, was inducted as a Knight of the Honorable Order of Saint Michael by the Fort Rucker and USAACE Commanding General, MG David J Francis, during the Fort Rucker Garrison change of Responsibility at the U.S. Army Aviation Museum on May 25, 2022.

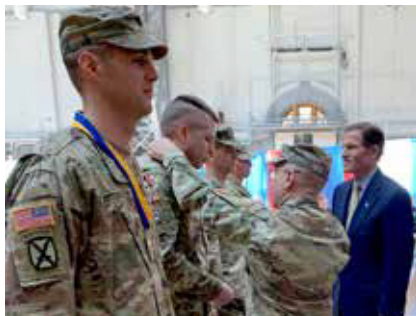


CHAPTER COURTESY PHOTO

Mrs. Destiny Larson, spouse of CPT Benjamin L. Larson, commander of Headquarters Company, 110th Aviation Brigade, is inducted into the Honorable Order of Our Lady of Loreto during the company change of command ceremony on May 26, 2022, by brigade commander, COL Michael Johnson. Mrs. Larson was recognized for her direct and indirect support to a number of Soldier Family Readiness Groups and the various communities during garrison and deployment operations throughout her husband's 10 year career.

mander, COL Michael Johnson. Mrs. Larson was recognized for her direct and indirect support to a number of Soldier Family Readiness Groups and the various communities during garrison and deployment operations throughout her husband's 10 year career.

Connecticut Chapter



CHAPTER PHOTO BY SGT TIMOTHY KOSTER

During an April 30, 2022 Welcome Home ceremony for the 1st Battalion, 169th Aviation Regiment at the William A. O'Neill Armory in Hartford, CT Adjutant General MG Fran Evon and U.S. Senator Richard Blumenthal, inducted the following individuals of the battalion into the Bronze Honorable Order of St. Michael: (l to r) **LTC Sean Cattanch, commander; CSM John Martin, command sergeant major; 1SG Steven Leach, HHC First Sergeant; and MAJ Christopher Gibb, S-3.** All were recognized for their accomplishments before, during and following a KFOR 10 month peace-keeping deployment to Kosovo.

Corpus Christi Chapter



CHAPTER COURTESY PHOTO

Mr. Tyler G. Yeathermon was inducted into the Bronze Honorable Order of St. Michael during the chapter quarterly Spring social on March 30, 2022, at B&J's Pizza in Corpus Christi, TX. Yeathermon, the Pre-Shop Analysis Branch Chief for Corpus Christi Army Depot, was recognized for his dedicated support to Army Aviation and to AAAA as the current chapter president.

Morning Calm Chapter

CSM Shawn F. Carns (top photo next column) is inducted as a Knight of the Honorable Order of St. Michael by COL Aaron Martin and CSM Jerramy Wood, commander



CHAPTER COURTESY PHOTO

and command sergeant major, respectively of 2nd Combat Aviation Brigade at Camp Humphreys, Republic of Korea. Carns, the current 2nd Infantry ROK-U.S. Combined Division Command Sergeant Major, was recognized for his steadfast support of Army Aviation on the occasion of his impending relinquishing of responsibility; he will serve as the next command sergeant major of I Corps at Joint Base Lewis McChord, WA.

Mount Rainier Chapter



CHAPTER PHOTO BY CW4 CARL HERMANSON

CW5 Paul Dulfer is inducted into the Bronze Honorable Order of St. Michael, by COL Andrew Graham, commander of the 160th Special Operations Aviation Regiment (Airborne), during a March 31, 2022 ceremony at Fort Campbell, KY. Dulfer was recognized for his more than 20 years of Army Aviation Service to include AH-64 maintainer to senior warrant officer and regimental flight lead, culminating with his current duties as command chief warrant officer for 4th Battalion, 160th SOAR(A).

Thunder Mountain Chapter



CHAPTER COURTESY PHOTO

SSG Rebecca S. Fidelli, a Gray Eagle instructor pilot with 2nd Battalion, 13th Aviation Regiment at Ft. Huachuca, Arizona, is inducted into the Bronze Honorable Order of St. Michael by battalion commander, LTC Jacob E. Roper, and chapter president, CW5 (Ret.) Luis Zamudio. Fidelli was recognized for her ac-



complishments as an instructor at the Army's primary unmanned aircraft systems school.

Tennessee Valley Chapter



CHAPTER PHOTO BY DAVID HIXTON

COL Gregory S. Fortier is inducted into the Silver Honorable Order of St. Michael by AAAA National President, MG (Ret.) Tim Crosby on March 31, 2022 at the Huntsville Botanical Garden, Huntsville, Alabama. Fortier was recognized for his dedicated service to Army Aviation throughout his career culminating as the inaugural PEO Aviation Project Manager for the Future Attack Reconnaissance Aircraft.



CHAPTER PHOTO BY SGM RANDY WISE

COL Matthew L. Isaacson is inducted into the Silver Honorable Order of St. Michael by MG Walter Rugen, Director of the Future Vertical Lift Cross-Functional Team, and CSM (Ret.) Tod Glidewell, chapter VP, Veterans Affairs, during a ceremony on April 11, 2022 at Redstone Arsenal, Alabama. Isaacson was recognized for 26 years of support to Army Aviation culminating as the Chief of Staff for the Aviation and Missile Command Logistics Center and FVL CFT G-3.



AAAF FILE PHOTO

COL (Ret.) Greg Stewart was inducted into the Silver Honorable Order of St. Michael by GEN (Ret.) Dick Cody at his display during the 2022 AAAA Army Aviation Mission Solutions

Summit at the Gaylord Opryland Hotel, Monday, 4 April. Stewart was recognized for his vast contributions to Army Special Operations Aviation (ARSOA) over 28 years of combined active duty military and defense contractor service.



CHAPTER PHOTO BY PAUL STEVENSON

COL Brian E. Watson was inducted as a Knight of the Honorable Order of St. Michael on April 13, 2022 at The Nook in Huntsville, Alabama by PEO Aviation Chief of Staff, Mr. Rodney Davis. Watson was recognized for his career-long support of Army Aviation and specifically for serving as the Acquisition Systems Manager for PEO Aviation during the development and acquisition of several new platforms. His wife, Miranda Watson, was also inducted into the Honorable Order of Our Lady of Loreto for her dedicated support of Army Aviation throughout her husband's career.

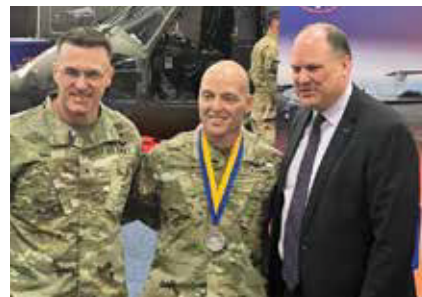


CHAPTER PHOTO BY KRISTEN SHELTON

MAJ Jimmyvan Cogles Guerrero (far right), assistant product manager of the UH-60V Product Office, is inducted into the Bronze Honorable Order of St. Michael by COL Calvin Lane (left), Project Manager, Utility Helicopters, during a May 23, 2022 ceremony at Redstone Arsenal, AL. Cogles-Guerrero was recognized for his more than two decades of service to Army Aviation and most recently to the Utility Helicopters Project Management Office. During the same ceremony, his wife, Ariane M. Cogles Guerrero (second from left), was inducted into the Honorable Order of Our Lady of Loreto for her dedicated support to Army Aviation throughout her husband's career with her mother, Anneliese Heider next to her.

Washington Potomac Chapter

COL John W. Dzieciolowski (top photo next column) was inducted into the Silver Honorable Order of St. Michael by BG David L. Hall (left), Assistant to the Director



CHAPTER PHOTO BY MICHAEL ZANERS

of the Army National Guard for Aviation, and chapter president, COL (Ret.) Ron Lukow, on April 4, 2022, during the AAAA Summit in Nashville, TN. Dzieciolowski was recognized for his immeasurable impact on Army aviation, its Soldiers, and their families throughout his military career to include his current assignment as the Deputy Commandant-ARNG at the Army Aviation Center of Excellence, FT Rucker, AL.

Yellowhammer Chapter



CHAPTER PHOTO BY MRS. MONICA SMITH

COL Zachary E. Maner, State Army Aviation Officer for Alabama, is inducted into the Silver Honorable Order of St. Michael by LTC Chad M. Tillman, commander of Army Aviation Support Facility #3, Mobile, Alabama, on May 5, 2022. Maner was recognized for 33 years of service to Army Aviation out of a more than 37 year career.



CHAPTER PHOTO BY MRS. MONICA SMITH

CW5 Anthony "Tony" Mills is inducted into the Silver Honorable Order of St. Michael by Alabama State Army Aviation Officer, COL Zachary E. Maner, at the Army Aviation Support Facility #3, Mobile, Alabama, on May 6, 2022. Mills was recognized for 37 years of Army Aviation service culminating as the State Army Aviation Standardization Pilot.



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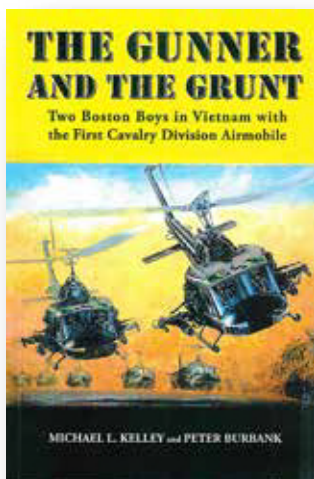
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AAAA Mount Rainier Chapter
AAAA North Star Chapter
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Book Review ▶



The Gunner and the Grunt – Two Boston Boys In Vietnam with the First Cavalry Division Airmobile

By Michael L. Kelley and Peter Burbank

Reviewed by Peter Tattersall

I was brought up in a home where my father was a pilot in WWI. One of my brothers was a navigator on a B-24 in WWII and the other brother was a grunt in Korea. You could say we are a military family. For myself, I joined the Army in 1968 and chose Army Aviation.

This book reminds me of my days in training at Fort Benning, Georgia and Fort Eustis, Virginia. It gives you the smell of the rifle range, the first time throwing a live grenade and the constant push-ups to cross a street.

It reminded me of the flight coming into Camron Bay and hoping that I would get stationed there with the mountains, beaches on the South China Sea and the nurses. No such luck. Next stop An Khe and First Cavalry Division Charm School. This book brought back all those memories.

Furthermore, the book brought back many memories like the smell of JP-4 when the Lycoming engines would crank up; how important it was not to be the last ship into the fuel point at night; no food at the mess hall; and the excitement of flying at tree top level as fast as you could go, to name a few.

Your tour of duty, if like mine, was the most challenging time of my life and has been my strength throughout my life knowing that when I was in a tough situation, I could get through it because I had been in tougher times and places with the Cavalry.

The reader will get a genuine feel for what it truly was like to be in the fight with Army Aviation during the Vietnam war.

The book may be purchased by contacting the author at michaelkelley67@yahoo.com.

Peter Tattersall first served with the First Air Cavalry Division in Vietnam from March 1969 to March 1970 with Headquarters and Headquarters Company, 227th Assault Helicopter Battalion in Phuoc Vinh and subsequently with Company A, 15th Transportation Company and Company B, 228th Assault Support Helicopter Battalion as NCOIC of the engine shop both at Bear Cat. Upon his return to the United States, he was assigned to Company M, 4th Aircraft Maintenance Battalion at Hunter Army Airfield, Savannah, Georgia where he served as an Aircraft Technical Inspector until he separated from service on an early out to attend college. He started his own CPA firm with his brother (also an infantry combat veteran) in central Florida which he ran until 2020 when he sold it and is currently semi-retired practicing as Tattersall Group, PA.

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AAAA Membership Update By CW4 Becki Chambers

The Membership Corner

Many of our members are Department of the Army Civilians (DACs). Allow me to introduce you to one. Ann Nollett is currently a Department of the Army Civilian, serving as Deputy Chief of Staff-USAG and Director of Human Resources at Fort Bragg, NC

Ann was raised in Duluth Minnesota, by single mother (Elizabeth) and two older sisters. When she was a teenager, her mom remarried a wonderful man (Marcus) who became a true father figure for her.

Ann joined the Army prior to graduating high school in 1983. After graduation, she began her Army career in the Medical Corps and later transitioned to the Adjutant General Corps in 1988. She served as a Senior HR Manager at all levels of command from Garrison to Corps, at various locations around the world. After sustaining a severe medical injury, Ann concluded her active-duty service in 1997.

Following her Army career, Ann's passion to serve led her to explore options in Government Civil Service where she could continue to care for Soldiers. She applied for several positions before she was selected for a Personnel Specialist position with the Air Force at McChord AFB, Washington. Ann started her civil service career as a GS-4 progressively receiving promotions to the grade of GS-14.

Ann arrived at Fort Bragg in August 2020, after serving as the Chief of Military Personnel at Fort Rucker, Alabama since 2016. While assigned to Ft. Rucker, she was responsible for providing installation-wide military personnel functions supporting 155,000 personnel in three components across a four-state area for USAACE, IMCOM, TRADOC, FORSCOM, USASOC, NGB, USARC, and the CRC. Ann

was previously assigned to U.S. Army Human Resources Command (HRC) from 2008-2016 in Officer Personnel Management Directorate, Alexandria, VA, and Ft. Knox, KY. While at HRC, she served in two positions: Chief, Officer Transitions Branch and Aviation Branch as the Accessions and Assignments Manager managing over 25,000 future Aviators. Her previous assignments also include, HQDA G-1 Intern, Workforce Development Program Manager, Rock Island Arsenal, IL 2005-2008, and Military Personnel Superintendent, McChord AFB, WA 1997-2005.

Ann became involved with AAAA while assigned to the Aviation Branch at HRC. In 2013, Aviation Branch participated in the AAAA Summit in Nashville, TN where she supported the team throughout the Summit. Ann says that is where she saw a bigger part of the Aviation community. She started as a chapter member; upon moving to Ft. Rucker, she continued to support AAAA by being voted to the Executive Board as the VP-Programs. Ann currently serves as Secretary of the Executive Board with the Iron Mike Chapter.

I asked Ann two very important questions, and here are her responses:

1. *Why did you become involved with AAAA?* "It was ingrained in me as a young Soldier that to be an effective leader and advocate for our Soldiers, we need to understand what they "do," I still believe that to be true today. I've had the opportunity to get inside every airframe and simulator



U.S. ARMY PHOTO

from the Apache to a Kiowa; being an active member of AAAA has helped me better understand how an Aviator must navigate their professional career path whether they are fresh out of college, reverting to Warrant Officer, or transitioning out of services. As a mentor, coach, and trainer to Soldiers and Civilians, I believe it is my responsibility to understand the Aviation Community to the best of my ability so I can properly care for and advise them on managing career expectations."

2. *Why is important to belong to a professional organization like AAAA?* It is an organization that helps build strong professional networks and level of comraderie that transcends inside and outside the military community. It is a network that crosses over into industry as well as civic contributions. We must demonstrate that it takes passion and time to do a little extra to build our future Aviation Leaders."

*CW4 Becki Chambers
AAAA Vice President for Membership*



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AAAA Family Forum By Judy Konitzer

We learned about two organizations supporting our military spouses during the Professional Session for spouses at our AAAA Summit in Nashville this year, and I am delighted to share them with you. I hope that highlighting the new Army directive affecting parents will be helpful too.

A Trilogy of Updates

Operation Deploy Your Dress (ODYD) cofounders Renee Chapman, Melissa Riley, Yvonne Coombes, and Ronya Rendon discovered their husband's units at Fort Bliss, Texas all had upcoming military balls.

Attending balls and banquets are wonderful camaraderie events but can become expensive when buying formal attire along with paying for childcare. Swapping dresses for these events seemed like a good idea and morphed into asking local civilian ladies who had purchased dresses for special events and not wearing them again to donate them to military spouses. The idea gained media attention and nationwide donations poured in which resulted in the Garrison Commander providing space in an empty building on post for them. This volunteer 501C3 organization has expanded to 13 shops at military installations in the US and Germany and has to date "deployed" almost 18,000 dresses. All ID card holders are eligible to receive one dress and accessory once yearly at no cost. To request or donate go to Operationdeployyourdress.org

Military Spouse Chamber of Commerce (MSCC) is a voice for all partners of Active Duty, National Guard, Reserves, Veterans, Spouse Caregivers, Dual Military Spouses, and Gold Star Spouses if they are considering starting a



PHOTO BY EILEEN JOHNSON

business endeavor, are a business owner, freelancer, self-employed, or entrepreneur. Active-duty spouse co-founder Jamie Chapman's mission is to reduce military spouse unemployment

and underemployment by ensuring spouses have the tools and resources they need and advocates for them on Capitol Hill, and in communities across the United States. I was

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impressed by the number of resources available, and help afforded when I enrolled at milsponsechamber.org.

At the AAAA Summit, Maria McConville talked about discrepancies in how spouses organize, register, and license their businesses and how important it is for all to “run a business with clarity and compliant competence” so is helping the organization to establish a “ToolKit” to do just that.

Army Secretary Christine Wormuth announced a new major directive in **Supporting Parents Across the Force** which reiterated, updated, and established 12 policies at once. The drive to update these began with suggestions from a Facebook page, *The Army Mom Life*. SSG Nicole Edge, a prominent voice, acknowledged a miscarriage and subsequent pregnancy derailed her career because of the service’s previous handling of these.

GEN James McConville, Army Chief of Staff, hopes the new policies will help ensure “our best and brightest people don’t have to choose between

service and family.”

Some changes include allowing military parents 12 weeks of leave for new children; establishing clear miscarriage leave guidance with increases based on the fetus gestational age at the time of loss, and convalescent leave for Soldiers whose spouses experience a loss; duty station stabilization for fertility treatment; and paid parental leave for Reserve component Soldiers. Other policies apply to troops who become parents through adoption or surrogacy.

Reserve component troops can accept temporary active-duty tours, and pregnant Soldiers will be able to attend officer professional military education courses that previously required negative pregnancy tests.

Other tweaks include updates to extend the exemption from height and weight requirements from six months to a year for pregnant and postpartum Soldiers, fitness testing rules, pregnancy uniform regulations, deployment and training deferments,

lactation policies, and clarification of Family Care Plans.

Soldiers will not be required to utilize the Family Care Plan for short-term, unforeseen childcare requirements or routine military duties occurring outside of normal duty hours. “Commanders should provide 3 weeks’ notice” for things like staff duty shifts and to “provide at least 6 weeks notification, in writing” before forcing troops to activate care plans for anything short of a deployment or “military operation,” while “routine temporary assignments, military schools or multi-day field exercises are specified as needing six weeks’ notice.”

Secretary Wormuth ordered the creation of an online leader “toolkit” to organize all relevant parenthood, pregnancy, and postpartum resources because educating leaders will make or break the program.

Judy Konitzer is the family forum editor for ARMY AVIATION; questions and suggestions can be directed to her at judy@quad-a.org.

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No Chapter
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AAAA Salutes the Following Departed...

CW4 David D. Bramel, Sr. Ret. – Deceased 5/14/22
 Mr. Thomas W. Light – Deceased 4/22/2022 Life member
 LTC Malcolm S. Schryer, Ret. – Deceased 10/21/2020 Life member



Award Nominations Are Open NOW!

Recognize Our Soldiers !!!

Recognize outstanding Soldiers through our AAAA Awards program! *Check out the Awards section on quad-a.org*



AAAA Functional Awards

Suspense: August 1

- Logistics Technician of the Year Award
 - Logistics Unit of the Year Award
- Materiel Readiness Award for a Contribution by a Small Business or Organization
- Materiel Readiness Award for a Contribution by an Individual Member of Industry
 - Materiel Readiness Award for a Contribution by a Major Contractor
- Materiel Readiness Award for a Contribution by an Industry Team, Group, or Special Unit
 - UAS Soldier of the Year ■ UAS Operation Technican of the Year
 - UAS Unit of the Year ■ Fixed Wing Unit of the Year
 - Logistics Technician of the Year

Suspense: September 1

- Air/Sea Rescue ■ ATC Controller of the Year ■ ATC Technician of the Year ■ ATC Manager of the Year
 - ATC Facility of the Year ■ ATC Unit of the Year
- DUSTOFF Medic of the Year ■ Medicine Award ■ Trainer of the Year

Send in Your Nominations Today! Nomination forms for all of the AAAA Awards are available on our website: quad-a.org. Any questions? Call (203) 268-2450.



AAAA Legislative Report

By LTC Patrick “Josh” Baker, Retired
AAAA Representative to the Military Coalition (TMC)
josh.baker@quad-a.org

Thank You, Kevin

It's an honor to assume the flight controls from Kevin Cochie following his five year contribution to the Legislative update. Kevin eloquently simplified what matters to our branch within the complex legislative process. Kevin's articles were relevant and easy to understand at all levels. For that we thank Kevin and his family for their selfless service and wish them the best moving forward.

The Prevailing Wind

Army Aviation senior leaders and associated staff were especially busy the past 30 days. Preparation for Defense Committee Posture Hearings (both Armed Services and Appropriations Committees) coupled with numerous budget briefings to professional staff members (PSMs) demanded a unified and synchronous effort. MG Rugen, MG Francis, MG Royar, BG McCurry, BG Barrie, BG Gill and Mr. Downer's collective voice during this critical time highlights what is best about Aviation Branch. The mighty “six pack plus one” unified message prevents confliction and confusion on the Hill. Their engagements “on the record” in hearings or through countless individual meetings not only educate the Hill but also propagate our key initiatives. Hearings and budget briefings (aka DASC Parades) are the vehicles used by PSMs and Members to shape the final resourcing and legal permissions for Army Aviation. Aviation historically excels during these engagements.

This is a critical time for both Army Aviation and industry. While Aviation leadership is engaging the Hill, the lobbying arm of industry is doing the same. Industry engages friendly Hill offices in the hopes of funding increases or language insertions beneficial to their programs during mark up. In a perfect world, Army and industry's desires align. Naturally, that is not always the case. When they don't, it can cause turbulence on the Hill during markup season. What is to be determined is the

“prevailing wind” from the marks (puts and takes) and bill language that will affect Aviation priorities. We will know if critical Aviation programs will have a head or tail wind as committee reports are released. The prevailing wind will be a resultant vector of national security requirements, industry desires, and parochial pressures. That being said, there is one significant “in flight adjustment” in the past year of significant interest to the Hill – Future Attack Reconnaissance Aircraft's (FARA) schedule slip.

Aviation senior leaders continue their tremendous job educating the Hill on why FARA is Army Aviation's number one priority. Events in Ukraine further embolden the Army's modernization strategy and the Future Vertical Lift (FVL) ecosystem's overmatch relevance. However, committee staff are actively working to understand FARA's schedule slip beyond the delay of the Improved Turbine Engine Program (ITEP) integration. The FARA \$288M funding request reduction between FY 23 and FY 24 requires a clear and coherent message from the Aviation enterprise that our senior leaders are readily delivering. Committee staff are historically intimate with programs and understand the natural turbulence of complex development efforts. FARA may experience a slight head wind by both committees, but its strategic importance should continue to resonate. The Future Long-Range Assault Aircraft (FLRAA) may experience a tail wind in FY 23 through “adds” or beneficial language. FLRAA's ties to the Alabama, Texas, Connecticut, and Arizona delegations alone should keep resourcing protected. The FLRAA down-select in FY 22 should help protect program funding in the FY23 budget request. However, the ultimate outcome of the down select is expected to receive mixed reviews from Members whose states and districts will be impacted.

The good news is that the National Defense Appropriations Act (NDAA) and

Defense Appropriations Bill are moving forward. The House and Senate Armed Services Committees (HASC/SASC), and House Appropriations Committee-Defense (HAC-D) all plan to mark up their bills in mid-to late-June. The Senate Appropriations Committee-Defense (SAC-D) has not announced a markup schedule yet. It's likely that Members are motivated to complete their markups of the Defense bills prior to the summer recess due to the pending midterm elections. Russia's recent aggression in Ukraine is a global “wind check” on the need for a modernized Army. This is not lost on the Hill. However, historical precedence in critical election years could delay passage of the Defense bills. It's a safe bet to expect a continuing resolution to start off FY23. What remains to be seen is if Congress will be able to complete FY23 Appropriations bills before the end of the calendar year in order to “clear the decks” for a new, incoming Congress in January 2023.

The Ukraine Factor

The Biden administration recently requested \$33 billion in emergency supplemental funding to support efforts in Ukraine. What is to be determined is how that may impact the Defense budget in the long run. The need for an offset may be a reality down the road that could hit Aviation's bottom line. In the meantime, industry is answering active Requests for Information (RFI) on potential technologies for Ukraine. This is important to the Aviation branch. Defense Committee staff are following operations in Ukraine closely and as such are learning how incredibly impactful UAS can be in contested air space with a near-peer competitor. This could bode well for Army UAS programs. Moreover, the Hill is once again witnessing Army Aviation's global relevance through the rapid deployment and positioning of units in the region. With that, we continue to thank our Army Aviation Soldiers, NCOs and officers!



Industry News

Announcements Related to Army Aviation Matters

Editor's note: Companies can send their Army Aviation related news releases and information to editor@quad-a.org.

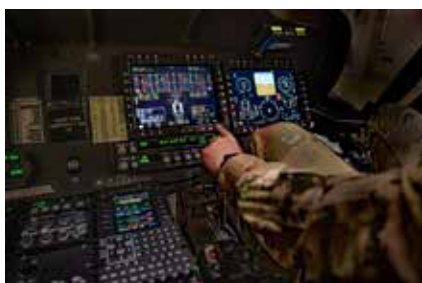
Airbus Awarded Lakota Support Contract



U.S. ARMY PHOTO BY CPT ALVIN THOMAS

Airbus U.S. Space & Defense Inc., Arlington, VA has signed a follow-on Contractor Logistics Support (CLS) contract with the U.S. Army to provide spare parts, material, and engineering support for the Army's entire UH-72A and UH-72B Lakota fleet of 482 utility and training helicopters. The contract includes a six-month base of \$14,273,735 and 4.5 option years, with a potential total value of more than \$1.5 Billion. Airbus will provide support across 67 Lakota sites in the U.S. and overseas. This includes National Guard bases in 43 states, and Fort Rucker, AL, where the UH-72A performs the Army's Initial Entry Rotary Wing mission (IERW). Work will be performed in Grand Prairie, TX, with an estimated completion date of Dec. 31, 2026.

Army Awards AWR to OpenLift for UH-60V



NORTHROP GRUMMAN COURTESY PHOTO

The UH-60V Black Hawk helicopter, enabled by the Northrop Grumman Corporation-developed OpenLift architecture, has been granted an Instrument Flight Rules (IFR) Airworthiness Release by the Systems Readiness Directorate, U.S. Army Aviation and Missile Center. This will allow pilots to fly the UH-60V under all meteorological conditions.

The UH-60V with OpenLift upgrades current UH-60L aircraft, replacing the legacy cockpit with a fully open, digital and integrated avionics package. The pilot-vehicle interface is nearly identical to that of the UH-60M, enabling common training and operational employment. OpenLift allows the flight-critical systems to be separated safely from the mission software and enables the use of third-party applications. It has been flight demonstrated on the AH-64E Apache and can be extended to other aircraft of the Enduring Fleet, as well as to the planned aircraft of Future Vertical Lift. It is currently exportable for Black Hawk and other platforms.

Colbert Takes Over Boeing Defense



BOEING PHOTO

Ted Colbert took over as chief executive of Boeing Defense, Space and Security on April 1, 2022. Formerly the head of Boeing Global Services, he now heads the company's \$26 billion defense unit taking over from Leanne Caret who will serve as executive vice president and senior adviser to Boeing CEO Dave Calhoun until she retires later this year. Stephanie Pope, who is chief financial officer at Boeing Commercial Airplanes, will be the new head of Boeing Global Services.

DiSTI New Logo



The DiSTI Corporation unveiled a new corporate logo, reflecting its software expertise and its defined strategy focused on the global future of simulation and training. According to CEO John Hayward in a press release, DiSTI's new look and feel represent the brand's commitment to innovation and the company's role and purpose of developing innovative software solutions for training and production across a wide range of markets.

Contracts – (From various sources. An "*" by a company name indicates a small business contract / "***" indicates a woman-owned small business)

Dyncorp International LLC, Fort Worth, TX, was awarded a \$29,351,477 modification to contract W58RGZ-19ZC-0025 for aviation maintenance services; work will be performed in Fort Worth, with an estimated completion date of Nov. 28, 2022.

Northrop Grumman Mission Systems, Rolling Meadows, IL, has been awarded an estimated \$122,916,781 modification to a five-year base firm-fixed-price, indefinite-quantity contract (SPRBL1-22-D-0008) with no option periods adding spare parts for the AN/APR-39C(v)1 system; work will be performed in Rolling Meadows, with a March 30, 2027 estimated completion date.

Pegasus Support Services LLC, Woodstock, GA, was awarded a \$14,365,168 modification to contract W9124M-22-F-0015 to fund the operation and maintenance contract for Fort Stewart and Hunter Army Airfield; work will be performed at Fort Stewart, GA, with an estimated completion date of Oct. 31, 2022.

Torch Technologies Inc., Huntsville, AL, was awarded an \$18,267,998 modification to contract W31P4Q-21-F-0052 to provide various types of simulation support to the Systems Simulation Software and Integration Directorate; work will be performed in Huntsville, AL, with an estimated completion date of Oct. 31, 2022.

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People On The Move

Changes of Command/Responsibility/Activations

5-17 CAV Activated in ROK

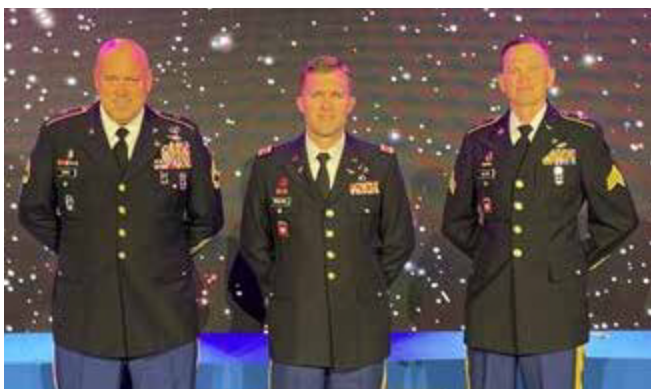


U.S. ARMY PHOTO BY FRANK SPATT

The 5th Squadron, 17th Cavalry Regiment, 2nd Combat Aviation Brigade was activated in a ceremony on Camp Humphreys, Republic of Korea on May 17, 2022. The new squadron consists of roughly 500 soldiers and 24 AH-64E Apaches, the latest version of the Army's attack helicopter. The 5-17th air cavalry squadron also includes RQ-7B Shadows, unmanned aircraft systems that provide reconnaissance and surveillance assistance to aviation brigades. The squadron will permanently replace the aviation units previously deployed to South Korea for nine-month tours.

Awards

1-230th AHB Crew Honored for MEDEVAC in the Smokies



TN MILITARY DEPARTMENT SUBMITTED PHOTO

Four members of the Tennessee National Guard were honored for a lifesaving medical evacuation in the Smokies during a ceremony May 4, 2022 in Nashville. The members of the 1-230th Assault Helicopter Battalion responded last June after a 17-year-old girl was attacked by a bear while camping in the Great Smoky Mountains National Park. The girl was seriously injured, and park rangers called the guard to airlift her to a nearby hospital, according to a news release. The four-man crew out of Louisville consisted of CPT Philip Webster (center), CW3 Andrew Redley (not pictured), SFC Tracy Banta (left) and SGT Timothy Allen. They received the Star of Life award from the Children's Emergency Care Alliance of Tennessee.

.... AAAA Members

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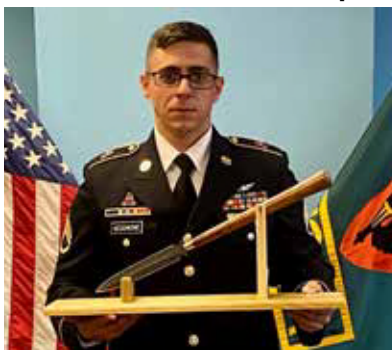
NCOA-Rucker SGL Leadership Award Winner



U.S. ARMY PHOTO BY SFC JORDAN ARNOLD

SSG John Cotto Feshold, U.S. Army Aviation Center of Excellence Noncommissioned Officer Academy-Fort Rucker small group leader of the year, stands with his wife, Ashlie, and Command Sgt. Maj. Jose Perez, NCOA-Rucker commandant, at Fort Rucker, AL, April 27, 2022. Feshold hopes to one day earn his private pilot's license, obtain a master's degree in airfield management, and achieve the rank of command sergeant major.

NCOA-Rucker SLC Leadership Award Winner



U.S. ARMY COURTESY PHOTO

SSG Matthew J. Vecchione was presented the United States Army Aviation Center of Excellence and Fort Rucker CSM David L. Spears Non-Commissioned Officer Academy Leadership Award for 15Q Senior Leaders Course #22-003 during the class graduation on April 27, 2022 at Ft. Rucker, AL.

People On The Move

Flight School Graduates

AAAA provides standard aviator wings to all graduates and sterling silver aviator wings to the distinguished graduates of each flight class ... another example of AAAA's **SUPPORT** for the U.S. Army Aviation Soldier and Family.



AAAA congratulates the following officers graduating from Flight School XXI at the U.S. Army Aviation Center of Excellence, Fort Rucker, AL.

44 Officers May 5, 2022 Class 22-013

Commissioned Officers

1LT Forden, Christopher W. * - DG
1LT Marbury, Emily J. - HG
1LT Whiteside, Cameron J. * - HG
1LT Buckner, Gregory D.
2LT Crenshaw, Nicholas C.
1LT Duffy, Brigit A. *
1LT Dupuis, Kevin J. *
1LT Durian, Braden H. *
2LT Hall, Todd J.
1LT Johnston, Kathryn I.
1LT Mathioudakis, Robert G.
CPT Narciss, Elvor J.
1LT Thomas, Justin G.
1LT Tyson, Brandon
1LT Vanderwerken, Jordan P.
1LT Vincent, Darryl J.

Warrant Officers

W01 Beecher, Daniel L. - DG
W01 Bell, Trevor A. - HG
W01 Hilts, Brian A. - HG
W01 Miszler, Cody T. - HG
W01 Vines, Alexander M. - HG
CW3 Barco, Raymond V.
W01 Bottinelli, Chandler L.
W01 Campas, Ariel A.
W01 Cooper, Ricky R.
W01 Finnegan, Liam M.
W01 Green, Michael J.
W01 Hager, Nicholas L. *
W01 Hayden, Thomas W.
W01 Henderson, David A.
W01 Horn, Aaron D.
W01 Levesque, Stephen G. *
W01 Leyda, Christopher L.
W01 McEvoy, William P.
W01 Mellan, Alexander F.
W01 Monroe, Gabriel J. *
W01 Nelson, Damien J.
W01 Robles-Castillo, Hector
W01 Shepherd, Nolan E.
W01 Stroup, Daniel J. *
W01 Talley, Gregory A.
W01 Wayment, Stewart D.
W01 West, Kelson J.
W01 Zitkovich, Keegun J.

60 Officers May 19, 2022 Class 22-014

Commissioned Officers

2LT Kamrowski, Ryan L. - DG
CPT Cico, Lorenzo - HG
CPT Kiser, John T. - HG
1LT Petrella, Benjamin J. * - HG
2LT Saloga, Jack E. - HG



FSXXI Class 22-013



FSXXI Class 22-014

2LT Black, Michael C.
2LT Christman, Ariel J.
2LT Cook, Caleb B.
2LT Effinger, Ethan F.
2LT Gilgenast, Eric A.
2LT Girard, Joseph T.
2LT Goschinski, Isabella M.
2LT Hanafin, Thomas R.
2LT Jasiewicz, Lianna Y. *
2LT Jumper, Jadakiss T.
2LT Kysor, Samuel M.
CPT Lough, Andrew W.
1LT Nunez, Marcial
2LT Oleksiak, Joseph W.
2LT Richey, Connor M.
2LT Seggelin, Heather K.
2LT Sherburne, Matthew M.
1LT Shores, Layton P.
2LT Swain, Hasan N.
1LT Taylor, Grayson L.

2LT Willingham, Jacob B.

Warrant Officers

W01 Yi, John -DG
W01 Beveridge, Jacob S. - HG
CW2 Martin, Caitlin E. - HG
W01 Owens, Stuart B. - HG
W01 Ruzicka, James R. - HG
W01 Sanders, Archie, IV - HG
W01 Anderbery, Jesse W.
W01 Angeleo, Peter H.
W01 Beville, Jeremiah W.
W01 Bouillon, Douglas J.
W01 Burkhalter, Daniel M.
W01 Clark, Joseph F.
W01 Dewey, Anthony M.
W01 Doyle, Jeremiah B.
W01 Echeverry, David A.
W01 Forsberg, Noah M.
W01 Garcia, Eddy R.
W01 Hansz, Jesse D.

W01 Hightower, Devon A. *
W01 Keyes, Austin L.
W01 Klingbeil, Benjamin R.
W01 McKie, Daniel L.
W01 Morris, Hali B.
W01 Newman, Jeremy B.
W01 Parker, Daniel J.
W01 Pelekai, Clyde K., III
W01 Quackenbush, Jeffrey A.
W01 Rose, Daniel A.
W01 Roth, Thomas B.
W01 Rowley, John T., II
W01 Smeltzer, Cody G.
W01 Strait, Daniel L.
W01 Szweczyk, Sebastian L.
W01 Trafter, Shaun M.

-DG: Distinguished Graduate

-HG: Honor Graduate

* = AAAA Member

ALL PHOTOS: U.S. ARMY PHOTO, FORT RUCKER PUBLIC AFFAIRS



AAAA

People On The Move

ADVANCED INDIVIDUAL TRAINING (AIT) GRADUATIONS

AAAA congratulates the following Army graduates of the indicated Advanced Individual Training (AIT) courses at the 128th Aviation Brigade, Joint Base Langley-Eustis, VA and the U.S. Army Aviation Center of Excellence, Ft. Rucker, AL.

AH-64 Attack Helicopter Repairer (15R)

Class 009-22
PV2 Tara Marie Garbacik - DG
PFC Tyler Joseph Lunsford * - DG
CW2 Hamad M H B Al Sulaiti
PV2 Lauren Elizabeth Arel
PV2 Christopher Ayala
PFC Eric Manuel Carelajazmin
PV2 Jose C Garces
PFC Miguel Antonio Guerrero
PFC Sang Tan Le
SPC Milton Ortegaguzhny
PFC Gregory Thomas Rempfer
PV2 Joshua Daniel Ruedinger
Class 010-22
PV2 Dakota Tristan Smith * - DG
SPC Taw Nay Moo
CPL Robert Jacob Nicoletti
PV2 Alexander James Riser
PV2 Clinton Wayne Tamplen
PV2 Bryce Oreilly Woodcock
SGT Cole Bradley Young
Class 011-22
SPC Mikejasper Paguirigan * - DG
PV2 Nathaniel Ray Alcantar
PV2 Jakobe Amir Barkley
SPC Devin Devenski Good
PFC Emmanuel Guzmandejesus
PFC Dalton Thomas Maesch
PV2 Jason Chance Mandy
PV1 Don Taylor Wildmon

Class 012-22
PFC Jacob Connor Seibert * - DG
SPC David J Craig
PV1 Irvinjoel Valenzuel Magpayo
SGT Anthony Francis Montefusco
PV2 Cody Lynn Reeder
PV1 Bryanna Jade Robinson
PV2 Bryce Robert Schoepflin
PV1 Micah Aiden Thomas
PV1 Shaina Annmichael Trotter
PFC Michael Christopher Vitela
Class 013-22
SPC Ayoub Talal * - DG
SSG Mohammed A M H Abushareeda
PFC Jose Angel Delossantos
PV1 Ethan Santiago Haruch
SSG Noah Errol Johnson *
PFC Samantha Lynn Land

CH-47 Medium Helicopter Repairer (15U)

Class 008-22
PV2 Dylan Lee Nickell * - DG
PFC Nicolas Corey Berry
PV2 Tyler Shae Demery
SPC Christopher Ale Elizarraras
PFC Clayton Andrew Fally
PV2 Tyler Michael Farley
SPC Maria Kim
PV2 Katherine Eleanor McGaugh
PV2 Taylor Aristine McMahon
PV2 Richard Ernest Oxereok
PV2 Matthew Howarddean Springs
PFC Edi Stojanovic
Class 009-22
PV2 William Dean Bailey, III * - DG
PV2 Oz Dwight Allmon
PFC Nathan Landon Bear
PV2 Andrew Edward Cameron
PV2 Brayden James Cherveny

PV2 Eli Tobias Francis, Jr
PV2 Jordan N Gilbert
PV2 Alexander Paul Halton
PV2 James Zamudio Hernandez
PFC Reed Kellen Kaeding
PV2 Yi Yung
Class 010-22
PV2 Perez Jorge Saravia * - DG
SPC Ashton Garrett Armstrong
SPC Cameron Stephen Hammer
PFC Reece Alexander Kulani
SPC Zachary Joseph Manning
PV2 Jose Angel Marinramirez
PFC Trung Hoang Nguyen
SGT Daniel Del Perea
PV2 Stephen Jeremiahda Sirotzki
SPC Christopher Camden Troupe
SPC Tyler John Washock
Class 011-22
PV2 Axel Thekkiniath Shaji * - DG
SGT Andrew Logan Alexander
PV2 Jonathan Maciel Chavez
PV2 Ryan Patrick Kelley
PFC Logan Dennis Matic
PFC Jake Alexander McGill
PFC Manasseh Paatey
PFC Dustin Carl Velin
PFC Trevor Lee Yackle
PFC Michael Jaki Zomphier

UH-60 Helicopter Repairer (15T)

Class 020-22
PFC Brandon Robert Parker * - DG
PV2 Marvin Borja Andres
PV2 Colton Paul Frenza
SPC Chelsea Dawn Hillyard
PFC Treston Michael Masters
SPC Christopher Robert Matheson
PV2 Jose Luis Ramos
PV2 Eli Henry Redmon
SSG Indrit Shehi
PV2 Justin Noel Taylor
PVT Timothy Caleb Thompson
Class 021-22
PFC Christian Tyler James * - DG
PFC Jacob Aaron Belmonte
PFC William Bradford Blucker
PFC Tanner Cole Butcher
PFC Thomas Andrew Chadwell
PV2 Andrew Slaton Daniel
PV2 Hunter Allan Hill
PFC Henry Augustus Ikena
PFC Jonathan Winston Jenkins
SPC Nicholas Patrick Kennedy
CPL Alexander Bishop Rodriguez
PV2 Lucas Clayton Wilcox
PFC Hunter Elijah Wolf
Class 022-22
PFC Jessica Lee Carpenter * - DG
PFC Matej Bujnak
SPC Lucas Christopher Coyne
PV2 Taymus Liam Fee
PV2 Maranda Kaye Garriott
PFC Brienne Kathryn Hicks
PV2 Hayden Grant Hoskinson
PV2 Nuonnettra Karin Kanzaki
PFC Nicolas James Kwasny
PFC Pantaleon S Madero, III
PV2 Colby James Martin
SPC Jonathan Matthew Matter
Class 023-22
PFC Matthew Garrett Pattillo * - DG
PFC Jeremy Richard Bakke, Jr
SPC Christopher Trino Becerra
PV2 Anselmo Aaron Joseph Cox
PFC Micah Jacob Dehoyos
PFC Jansen Daniel Dobbs
PFC Alexander Damian Morales
PFC Dylan Adam Munoz
SPC Nathan Alexander Pacheco
PFC Cody Lane Ramsey
Class 024-22
PV2 Zachary Scott Sterling * - DG
PV2 Sean Thomas McSweeney
PFC Raheel Mubarak Mirza
PFC Joseph Daniel Morgan
SPC Efrain Munozburgos
PFC James Michael Nordman, Jr
PFC Arturo Ochoa, III
PFC Omar Daniel Perez
PFC Jacob Aiden Roam
SGT Ruben Rodriguez Jr
SPC Ludwig A Volquezrommieu
PFC Bryant C. Ward
Class 025-22
PFC Alexander Bradley Achorn * - DG
PFC Devan Curtissewell Ahmuty
PV2 Rigoberto Andrade-Campillo
PFC Tyler Edward Busby
PFC Grant Aidan Collins
1LT Ertion Kodra
PFC Thomas Edward Reed, IV
PV2 Oscar Mauricio Reyes-Bravo
PFC Hunter Isiah Rudd
PFC Benjamin Horst Stoops
PV2 Juan Ignacio Targa-Sanchez
PFC Alex Ramirez Valdez
Class 026-22
AB Jason Ross Allen
AB Kyle Timothy Burdick
AB Shaphan Tyler Cuevas
A1C Isaiah Edward Davis
AMN Nathaniel Lirrado Garces
A1C William Oberthorn
AMN Ricky Shi
AB Michael Lewis Thompson II
AMN Elise Margaret Twyman
AMN Lane Travis Wilson
Class 027-22
PFC Hunter Allen Odonnell - DG
PV2 Haley Elizabeth Appleget
PFC Jacob Glenn Bretthorst
PV2 Jacob Timothy Bryant
PV2 Darren Lee Byrd
PV2 Kennedy Joseph Byrd
PFC Thomas Christian Cameron
PV2 Trinity Allusion Cox
PV2 Yana Kardash
PVT Brennon Andrewray Pabalas
PFC Vladimir Perezamparo
SSG Marlon Tito Quilisadio
PV2 Brandon Recinos
Class 029-22
PFC Blaze Michael Stiles * - DG
SGT Kirkham Deanhenderson Bryce
SPC Jerad Robert Eskridge
SGT Blake Steven Kearl
SPC Dakota Allan Kerr




JULY

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People On The Move

(AIT) GRADUATIONS Continued

SGT Padraic Michael Moore
SGT Donald Edward Parkhurst
SGT Derrick Dean Pili
SGT Kenny Rico
PFC Noe Enrique Rochaamaya
PV2 Andrew Michael Rushing
PFC Spencer Michaelcha Sullivan

Aircraft Powerplant Repairer (15B)

Class 005-22
PV2 Manuel Salvador Garciapaz - DG
PV2 Steven Austin Allen
PV2 Carlosantonio Diazvillatoro
PV2 Benjamin Scott Ferguson
PVT Anthony Jordandevine Flamer
PFC Matthew Joseph Hall
PFC Devin Michael Hansen
2LT Krist Hasanbega
PV2 David Thomas Keffer, Jr
PFC James David Lane
PVT Elijah Daniel Lauver
PV2 Markece Dasea Lelandspencer
Class 006-22
PV2 Briston Boone Schreiber * - DG
SPC David Michael Lindsey
PV2 Marcus Newton Murano
PV2 Micheal Anthonie Murphy
PFC Ajaderry Denard Pope
PV2 Ryan Derick Quigley
PFC Kyle Joseph Sacco
PFC Kolton Lee Werner

Aircraft Powertrain Repairer (15D)

Class 002-22
PV2 Koffi D. Kondro * - DG
PV2 Ethan James Baker
PV2 Miguel Manuel Benitez, III
PV2 Oleh Blahyi
PFC Fabrice Damas
PV2 Nathaniel Kyle Eckert
PV2 Andrew Joseph Garcia
PFC Kaden Lee Hagel
SPC Bradley Chase Kearns
PV2 Riley Hunter Kraemer
PV2 Robert Andrew Peltzer
PFC Jonathan Wesley Peternel
PFC Erik Thomas Reese
PV2 Anthony Amador Saucedo

Aircraft Electrician (15F)

Class 002-22
PV2 Alan David Flores* - DG
PVT Darin Jason Cox
PV2 Brandon Michael Gibson
SPC Bryan Michael Marsden
PVT Antonio Geo Mulgrave
PFC Yusuf Shittu
Class 003-22
PV2 Joel Lamont Bond, II - DG
SPC Lucas Stephano Gambino
PFC Zachary Graves Howe
PFC Gideon Jethro Lawson
SGT Nathan Cole Stephens
PVT Logan Gene Tichenor

Aircraft Structural Repairer(15G)

Class 004-22
PV2 Reese Edward Tayloe * - DG
PV2 Matilyn Wildflower Wille- DG
PFC Karen Daniela Benitezcelly
PFC Caedmon Adrielfarris Dorn
PFC Marques Anthony Flot
PFC Skyler Allen Harvey
PFC Madison Ann Hedger
SPC Alexander Richard Lamothe
PV2 Edward Manzano II
PV2 Byron Anthony Metcalf, III
SSG Jonathon Wheeler Millard
SPC Jorge Lu Monreal Villalobos
PV2 Elizabeth Mary Nicolai
PFC Raphael Matias Pascual
SPC Kevin Joel Penate Pacheco
PV2 Gavin Virgil Williams

Aircraft Hydraulics Repairer (15H)

Class 005-22
PFC Collin Patrick Hegarty * - DG
PV2 Isaiah James German
PV2 Blake Austin Holsinger
SPC William Thomas Kidder
PFC Aurangzeb Fahim Mazumdar
PFC Raul Ramos
PV2 Seann Michael Smith
PV2 Kuwayne Anthony Watler

Avionic Repairer (15N)

Class 001-22
PFC Emma Lee Respress * - DG
PV2 Chyanne Veleria Caldwell
PFC David Keith Dumas
PV2 Manuel Izquierdo
PFC Claudia Melanie Martinez
PFC Samuel Stone Neeley
PFC Isabella Peaches Williams
Class 002-22
PFC Yansel Blazquez * - DG
PV2 Aaron Maliik McAllister
PFC James Devon McGaughey
SPC Richard William Polidoro
PV2 Timothy Allen Walker
SPC Adam Colby Waters
SPC Junior Patricio Yupamoraes

AH-64 Armament/Electrical/Avionic Systems Repairer (15Y)

Class 001-22
PV2 Malik Owen Agus * - DG
PFC Michael Samuel Allen
PV2 Austin Nathaniel Beck
PFC Kasey Alexander Collins
PFC Jace Landon Cutrermccarthy
PFC Lonnie Harrison Elliott
PFC Freddy Alexander Estrada
PV2 Gabriel Dillon Fritz
PV2 Jaelon Darnae Jones
PV1 Bryan Nathaniel Lowe
PV2 Ethan Hiroshi Lundberg
PFC Stanley Jerome Sims, Jr
Class 002-22
SPC Austin William Clark

SPC David Brian Cook, Jr
CPL Bryce Felizardobauti Devoss
PFC Brian Joseph Hutchinson, II
PV2 Xander Mikhail Nemethposs
PV2 Nathaniel William Pidgeon
PFC Elijah Alexander Ramos
PFC Tobias Matthew Rankin
PV2 Joel Estevain Rodriguez
PFC Phillip Isa Stanleyhendrix
SPC David Elijah Whittington
Class 003-22
SPC Matthew Hubbard * - DG
PFC Brock Baumer
SPC Mario Cano
PV2 Aidan Dauenhauer
PV2 Ethan Halford
SPC Joeseph Longden
PV2 Miguel Luna
PV2 Jamie Paffenroth
PV2 Jaziel Ramirez
PV1 Eli Thurston
2LT Awad Thabit Al Yafei

Unmanned Aircraft Systems (UAS) Graduations

UAS REPAIRER

AAAA congratulates the following Army graduates of the Unmanned Aircraft Systems Repairer Course, MOS 15E, at Fort Huachuca, AZ.

Shadow UAS Repairer Course

7 Graduates, 13 April 2022
PFC Christian Do Parado -HG
SGT Kelvin Ortiz-Gomez
SPC Matthew Green
PV2 Colby Crawford
PV2 Cameron Jackman-Gordon
PV2 Camron Johnson
PVT Isaiah Watkins

Grey Eagle UAS Repairer Course

9 Graduates, 30 March 2022
PV2 Andrew Carter -HG
SPC Erin Natividad
PFC Aaron Watts
PV2 Edward Galvan
PV2 Levi Kelderhouse
PV2 Tate Labarge
PV2 Kyle Lowder
PV2 Daniel Ruehmer

PV2 Jacob Sullivan

UAS Operator

AAAA congratulates the following Army graduates of the Unmanned Aircraft Systems Operator Course, MOS 15W, at Fort Huachuca, AZ.

Shadow UAS Operator Course

11 Graduates, 24 March 2022
SGT Kyle Gehrke -HG
PV2 Madison Mcvay
SGT Demetrius Ford
SGT Neptune Ho
SGT Anthony Tudorancea
PFC Jose Castelan
PFC Christian Greer
PFC Aaron Kim
PV2 Diana Cucho
PV2 Brice Gilpin
PV2 Robert Maxwell
10 Graduates, 13 April 2022
SPC Dawson Gray -HG
PFC Michael Alberta
PFC Christian Baxter
PFC Dawson Toms
PFC Lela Vaughn
PV2 Tyvon Carr
PV2 Johnell Gamble
PV2 Blayton Horton
PV2 Madison Mirabito
Pvt Vernon Strickland

Grey Eagle UAS Operator Course

14 Graduates, 23 March 2022
PV2 Dwight Echevarria -HG
SPC Ronald Ramsey
PFC Mason Horton
PFC Christian Keough
PFC Vrajm Patel
PV2 Mary Blodget
PV2 Dylan Bohinski
PV2 Cory Brown
PV2 Clayton Daniels
PV2 Marc Depesa
PV2 Alicia Maddox
PV2 Timothy Rogers
PV2 Hunter Speiss
PV2 Matthew Villa

DG - Distinguished Graduate
HG - Honor Graduate
* = AAAA Member

UPCOMING EVENTS

JULY 2022

1 Submission Deadline – ASE, AMSO, Luce Avionics Awards
21 Blue Book Updates Submission Deadline
25-31 EAA AirVenture, Oshkosh, WI

AUGUST 2022

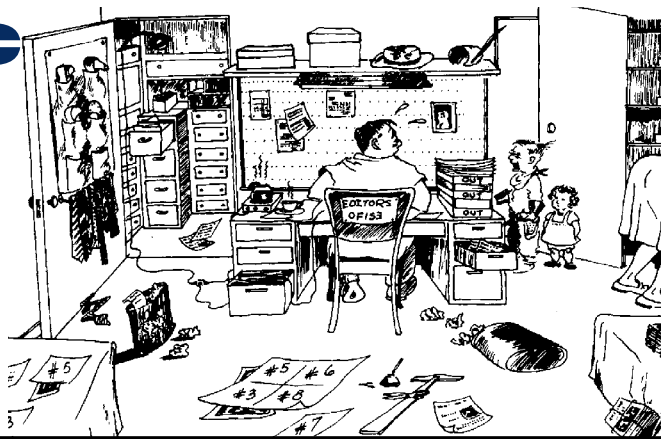
1 Award Submission Deadline – Logistics Support Technician and Unit of the Year; Materiel Readiness Awards; Fixed Wing Unit of the Year; UAS Soldier, Technician and Unit of the Year
26-28 NGAUS 144th General Conference, Columbus, OH

Art's Attic

By Mark Albertson



Art's Attic is a look back each issue at 25 and 50 years ago to see what was going on in ARMY AVIATION Magazine. Contributing editor Mark Albertson has selected a few key items from each decade's issues. Art Kesten is our founder and first publisher from 1953 to 1987. He is also the founder of the AAAA in 1957 and served as its Executive Vice President. The cartoon, right, was created back in 1953 by LT Joe Gayhart, a friend of Art's and an Army Aviator, showing the chaos of his apartment-office in New York City where it all began.



25 Years Ago June 30, 1997

The First Class

The first class of the U.S. Army AH-64D Apache Longbow aviators has completed its flight training program. The student pilots began their training March 3. The group is the first of 20 classes of more than 200 Army Apache Longbow aviators, 60 instructor pilots and 30

maintenance test pilots who will be trained in Mesa, Arizona, at the McDonnell Douglas Helicopter Systems facility over the next two years. The first graduating class of pilots will form half of the cadre of U.S. Army personnel assigned to the A/1-14th at Mesa under the command of Major Pat Garman.

Apblett-Gobel Memorial Scholarship

Mr. Joseph Ruggiero (left), Monmouth Chapter Vice President of Scholarships, presents a \$5,000 check to AAAA Acting Executive Director, Mr. William Harris, during the Monmouth Chapter's Executive Meeting. The check is to initiate the perpetual scholarship of \$1,000, to be named the Apblett-Gobel Memorial Scholarship. The scholarship is named in honor of two National Guardsmen who lost their lives training at Fort Drum. Captain William R. Apblett III and CWO Robert Gobel were Vietnam veterans and active ARNG members at the time of their deaths.



Visit to Fort Campbell

Former AAAA Secretary-Treasurer, now Senior Vice President, Major General Carl H. McNair, Jr. (Ret.) (center) recently visited Fort Campbell. He is flanked by Lieutenant David Bresser (left), Platoon Leader, 5th BN/101st Avn. Bde. and CW2 John R. Hernandez posing next to their new UH-60L.

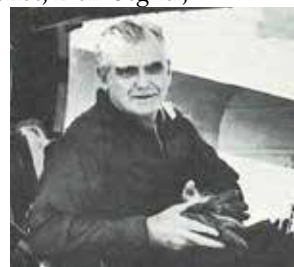


50 Years Ago June 30, 1972

No. 1 Army Aviator

The Army's No. 1 Army Aviator, General William C. Westmoreland, Chief of Staff, recently flew the AH-56A attack helicopter at Yuma Proving Grounds, Arizona. During his 40 minute flight with Lockheed test pilot, Don Segner, General Westmoreland flew

the Cheyenne at a speed of 205 knots, landed four times, flew at sage brush heights, and did pop-up maneuvers, high speed dives and climbs, and maximum "G" turns and acceleration-deceleration operations. In short, he gave the craft a workout.



In Support of ARVN



While flying in support of Republic of Vietnam troops in the An Loc area during the period 1, April 1972 through 11 May 1972, U.S. Army helicopters of the 3rd

Brigade, 1st Cavalry Division (Airmobile) destroyed or damaged the following enemy equipment: 4 PT-76 Tanks; 6 T-54 tanks; 19 trucks destroyed; 2 .51 cal. machine guns destroyed; 1 .23 mm guns destroyed; 1 .37 mm guns destroyed; 2 .60 mm mortars destroyed; 2 .82 mm mortars destroyed; 4 B-40 rocket launchers destroyed; and 1 .75 mm recoilless rifles destroyed.

Look Up

You have to twist your head to read the message placed on the bus-size cargo pod of the Kansas-ARNG's 137th Aviation Company CH-54. The "subtle" approach of using a Skycrane as a medium for recruiting is duly noted here. This photo first appeared in the GUARDSMAN, courtesy of SSG Bob Bellinder.





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.

The deadline for nominations for the 2023 induction is July 1, 2022

Contact the AAAA National Office for details and nomination forms at (203) 268-2450 or visit www.quad-a.org

Army Aviation Hall of Fame

Chief Warrant Officer Five Karl H. Maier

*Army Aviation Hall of Fame 2015 Induction -
Nashville, TN*



CW5 Karl Maier enlisted in the United States Army in December 1975. He completed Warrant Officer Candidate School and received his Aviator wings in 1984. In July 1987 he successfully assessed to the 160th Special Operations Aviation Group (Airborne).

His impact over the last 26 years on Special Operations Aviation has been immeasurable. He has served the 160th in every capacity from platoon instructor pilot to Regimental Warrant Officer.

His involvement in every combat operation since 1987 places him at the pinnacle of Special Operations experience. His pioneering of Night Vision Goggle, (NVG), flight techniques and procedures, which he developed and proved through various combat operations over a period of more than two decades, helped revolutionized the effectiveness of Army Aviation on the battlefield.

In 1993, during his deployment to Somalia as the primary planner and flight lead for the Special Operations Task Force Ranger during Operation Gothic Serpent, he was awarded the Silver Star for leading the recovery operations of personnel injured after an MH-60 was shot down. Navigating the MH-6 'little bird' Star 41, he searched for and found one of the two Black Hawks minutes after it had been shot down. His co-pilot noticed a fallen soldier propped against a wall severely bleeding from the stomach. Although landing in a big intersection near the wounded soldier would have been far easier, he eased the bird up the street between two stone houses and set it down on a slope. As he used his aircraft to shield the wounded, he engaged the numerically superior advancing enemy with his MP5 expending hundreds of rounds through his door opening while his copilot extracted two critically wounded soldiers from the ground force. As the consummate and quiet professional, Karl successfully resisted telling his story to anybody who would ask, for over 20 years.

He participated in numerous operations, including Operations Just Cause, Desert Storm, Gothic Serpent (Somalia), Uphold Democracy, Joint Endeavor, Enduring Freedom (OEF), and Iraqi Freedom (OIF). Since 2003, he deployed more than 20 times to OIF and OEF, providing unsurpassed experience and leadership in pursuit of the strategic objectives of the United States.

In April 2006, he was assigned duties as the first Regiment Chief Warrant Officer, guiding and mentoring the Regiment's 300+ Warrant Officers and providing support directly to the Regimental Commander. His performance as a Night Stalker Flight Lead and consummate trainer throughout the Regiment mark him as the epitome of a Special Operations Aviation Officer. Up until his retirement ceremony, he was the longest-tenured Night Stalker in the 160th SOAR (A). He had been in the unit since 1987, with a majority of his time serving in the same company. Karl was a part of pretty much everything you've read in any book about the 160th.

CW5 Maier's impact on the 160th SOAR(A) extends far beyond his personal achievements. He has been a mentor and advisor to multiple generations of Aviators, Commanders, and enlisted Soldiers. Karl Maier has helped to develop many of the NVG Tactics Techniques and Procedures, (TTPs), and Aircrew Training Manual, (ATM) tasks which define modern Army Aviation. His legacy will continue for many years to come, as the Night Stalkers who he has mentored over the past 26 years continue to uphold the high standards to which he has trained them. It is impossible to overstate the significance of his 38 years of active service to Army Aviation, the United States Army, and the Nation.

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