

# ARMY FLYER

SERVING THE U.S. ARMY AVIATION CENTER OF EXCELLENCE AND THE FORT RUCKER COMMUNITY SINCE 1956

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PHOTO BY ALEJANDRO PENA

An Alaska Army National Guard UH-60L Black Hawk lands to pick up Air Force special warfare Airmen during small unit training at Joint Base Elmendorf-Richardson, Alaska, in November. Conducted under physical and mental stress, small unit training reinforces fundamental combat skills and fosters team cohesion.

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# USAACE welcomes new Aviation Branch command sergeant major

By Kelly Morris  
*USAACE Public Affairs*

The U.S. Army Aviation Center of Excellence bid farewell to its outgoing Aviation Branch command sergeant major, and welcomed its new leader during a change of responsibility ceremony on Howze Field Nov. 20.

Command Sgt. Maj. James D. Wilson, incoming CSM of the Aviation Branch accepted responsibility from outgoing Command Sgt. Maj. Brian N. Hauke during the ceremonial passing of the Aviation Branch colors as officiated by Maj. Gen. David J. Francis, USAACE and Fort Rucker commanding general.

During the ceremony, Hauke and wife Maj. Christi A. Hauke also were officially retired from the Army.

Francis welcomed those attending in person and joining via social media live stream.

"What a fantastic day to celebrate the careers of a great noncommissioned officer and great officer, and bring in the new team here at Fort Rucker," Francis said.

Francis welcomed Wilson, his wife, Lisa, and their family to Fort Rucker and the Wiregrass.

"We are excited to unleash your passion for Soldiers, your experience in leader development and training, as we prepare the aviation branch to face the threats of the future," he said.

"You bring unique experience, combat experience, and a skill set that is exactly what we need in the branch right now, and I have no doubt that you are up to the task. Jodie and I truly look forward to serving with you, Lisa and your family," he said.

Wilson comes to Fort Rucker from his most recent assignment as U.S. Army Special Operations Aviation Command (Airborne) CSM, Fort Bragg, N.C.

He thanked those attending the ceremony.

"I know there's no place I'd rather be, and I assume you all feel the same way," Wilson said.

Wilson thanked Francis for the "incredible opportunity" to serve as the Aviation Branch command sergeant major, and explained his job interview with Francis largely focused on family.

"That tells you a lot about a person. He knows when you get to this level you probably know how to soldier. What he wanted to know is what kind of person you are," Wilson said. "Sir, I appreciate this opportunity greatly."

"Lisa and I are both humbled and excited to be part of this great team, surrounded by all these great Americans here at the Army Aviation Center of Excellence. And we look forward to meeting and working with all the families, civilians and Soldiers here at Fort Rucker, and at all of the out stations," he said.

Wilson thanked the Hauke couple for a smooth transition, and for their years of service.

"The nation owes you both a debt of gratitude," Wilson said.

A theme throughout the ceremony was the importance of family to Soldiers and the Army, as Francis noted the strong show of support from home for the two leaders.

Francis recognized a special Hauke family member in attendance: Hauke's grandfather, William Hauke, a member of the Greatest Generation who flew B-29 bomber aircraft in World War II.

During his time in service, William overflew the surrender ceremony conducted on the USS Missouri in Tokyo Bay in September of 1945, which officially brought an end to World War II, the bloodiest conflict in U.S. history.

"As a bomber pilot he always critiqued the navigation skills of the fighter pilots of the day in P-51 Mustangs," Francis said, as he recounted some of William's stories of exploits.

In fact, the Hauke family lineup at the cer-



PHOTO BY KELLY MORRIS

**Command Sgt. Maj. James D. Wilson, incoming Command Sergeant Major of the Aviation Branch accepts responsibility from outgoing Command Sgt. Maj. Brian N. Hauke during the ceremonial passing of the Aviation Branch Colors, as officiated by Maj. Gen. David J. Francis, USAACE and Fort Rucker commanding general on Howze Field Nov. 20.**

emony included four generations of military service.

"There are five generations of Haukes sitting with us here today. Four of those generations either having served, or currently serving in uniform. It's an incredible legacy of service," Francis said.

Francis explained the USAACE develops leaders and drives change, and Hauke set the bar high in both areas.

Hauke was the driving force behind a holistic redesign of Aviation Maintenance Advanced Leader Course, resulting in a relevant course of instruction for aviation maintenance sergeants impacting all three Army components.

"As we shift our focus from counterinsurgency to large-scale combat operations, that change in leader development is very timely and absolutely necessary for our branch," Francis said.

Francis commended the Haukes for "keeping the most important asset we have in our Army together -- a family," he said.

He thanked Maj. Christi Hauke for her work, her mentorship at Fort Rucker as a senior spouse and for building lasting partnerships

across the local community in support of the Fort Rucker mission, Soldiers, and families.

"Thank you for your service, your dedication to our branch, to each other and this extraordinary country and her citizens. Thank you for taking care of Army Aviation Soldiers and their families in such an exceptional fashion," Francis said.

Hauke thanked Francis for the opportunity to serve as the branch CSM.

"It's been the highlight of my career to serve our branch. Thank you for allowing me the freedom on the battlefield and to act in the best interest of our aviation Soldiers and the branch," Hauke said.

He thanked leaders and Soldiers he has been able to "fly, fix and fight" with during his career, and his family for their support and for the legacy of service begun by his World War II veteran aviator and grandfather in attendance.

"To my grandfather -- the Greatest Generation, what can be said? You and grandma were always there and we are proud of the legacy you started and the legacy you will leave. We can all only hope to be 100 years young someday. Thank you," Hauke said.



# Fort Rucker welcomes new garrison command sergeant major

By Jim Hughes  
*Fort Rucker Public Affairs*

Fort Rucker welcomed its new garrison command sergeant major to the home of Army Aviation during a change of responsibility ceremony Nov. 30 in the U.S. Army Aviation Museum.

Command Sgt. Maj. Raymond P. Quitugua assumed responsibility from Command Sgt. Maj. Jasper C. Johnson as the garrison colors changed hands from Johnson to Col. Whitney B. Gardner, Fort Rucker garrison commander, to Quitugua.

Gardner, presiding over the ceremony, told the limited in-person audience and those attending virtually that even though he is not permitted to pick the garrison command sergeant major, he could not have personally made a better selection.

"Based on his spectacular reputation, his resume and what we've seen so far, Command Sergeant Major Quitugua is the right leader for this position," he said. "Welcome to the team – you'll have your work cut out for you. Some say it is a steep learning curve, I will say it is a fantastic leadership challenge. Our garrison mission is so broad and so diverse you will never know what is coming at you, but you will also never have an opportunity like this to celebrate such incredible individual talent and experience.

"You and I could never do this by ourselves, and thankfully we don't have to," the colonel added. "You are joining a team of determined, dedicated, talented and experienced professionals. Quitugua family, you are going to love the people, the mission, the Wiregrass community and everything this area offers."

Quitugua thanked Gardner for welcoming him to Fort Rucker, and expressed his and his family's excitement about his new



PHOTOS BY JIM HUGHES

assignment and their new home.

"Only arriving a few days ago, my family and I can already see what a hidden gem this installation is," the new command sergeant major said. "Our reception and integration have been first class, and we are extremely happy to be joining this amazing team.

"Colonel Gardner, Mrs. Gardner and the garrison team, I look forward to working with you in our always No. 1 priority – taking care of people," Quitugua added. "I know that together we will continue to increase the collective success of both Fort Rucker as well as the initiatives of the U.S. Army Aviation Center of Excellence.

"Finally, I have to absolutely and unequivocally thank my family for their unwavering support," he said. "The only way to be successful in these highly demanding positions is with the unconditional support of your loved ones, and my family has always been behind me 100%. Thank you for enabling in our household the conditions for me to always be successful, knowing that I am doing what I love."

He added that he is at Fort Rucker to serve "the exemplary Soldiers, leaders and

family members of this amazing community. I may be new to the community, but I am not new to taking care of people.

"To the parents of a young Soldier newly stationed here, thank you for entrusting your son or daughter to us because, as a parent myself, I understand what keeps you up at night. I always strive to lead with the mindset that in my endeavor to produce better Soldiers, they will in turn also become better husbands, wives, brothers and sisters. Just know that I come to work every day striving to treat your loved ones the way I want others to treat mine."

The ceremony also served as a retirement ceremony for Johnson, who is finishing up 30-plus years in the Army.

Gardner said he was honored to serve alongside him.

"(Johnson) has been the ideal garrison command sergeant major, especially through so many periods of crisis," the colonel said. "If you know him, you know that he is a steady hand – a great scout, a wonderful listener and an inspiring sounding board and confidant. Above all, he is one who builds people up – he builds trust between people and he builds trust between organizations.

"You've been a phenomenal battle buddy, adviser and friend," Gardner added. "On behalf of the entire garrison staff to whom you've committed your best, your best in time and talent, I offer heartfelt appreciation, admiration and gratitude. We wish you the best in life and hope you enjoy your well-deserved retirement."

Johnson intends to do just that, although he was noncommittal on how exactly he was going to do it.

The retired command sergeant major said 30 years ago he was asked what he was going to do when he grew up.

"I did not have an answer – I did not



**Command Sgt. Maj. Raymond P. Quitugua accepts the Fort Rucker garrison colors from Col. Whitney B. Gardner, garrison commander, as he assumes responsibility as the garrison command sergeant major during a ceremony Nov. 30 in the U.S. Army Aviation Museum.**

know, so I joined the Army and I decided that I would stay until I figured out what I wanted to do when I grew up. I'm still here," he said. "Albert Einstein said that the monotony of solitude and a quiet life stimulates the creative mind, and Steven Spielberg prefers to spend time getting lost in movies. So, the way I see it, I have two options. I can wait until my creative mind kicks in, or I can watch more (movies on streaming services)."

But he was certain that his time in the Army was something to be treasured.

"It was definitely a gift to have served with all of you – you will be missed, but you will not be forgotten," he said. "To Team USAACE, thank you for your service to our nation, thanks for all of your contributions for seeing to flights to and from objectives, for MedEvac services and support, and, of course, for close air support.

"To the Installation Management Command team, I thank the command and thank garrison Fort Rucker, and thank all tenant units and organizations, for your service to people, to Soldiers, to families and to the civilians of the post community – it has been an honor to have served with all of you."

# Fort Rucker residents have opportunity to make voices heard during DOD housing satisfaction survey

By Jim Hughes and Defense.gov  
*Fort Rucker Public Affairs*

WASHINGTON – W. Jordan Gillis, assistant secretary of defense for sustainment and the Defense Department's chief housing officer, is inviting Fort Rucker and all DOD housing residents to participate in the department's annual housing satisfaction survey, which is scheduled to begin this month.

Each year, DOD, working through the military departments, surveys current residents of government-owned, government-leased, or privatized family housing and current residents of privatized unaccompanied housing. The goal is to obtain feedback regarding their living experience, Gillis said.

Survey participation is voluntary, and Gillis encourages residents to share their views about their current housing, resident services and community amenities. "Resident feedback is important to help the department improve the quality of housing and customer care available to residents."

The survey offers Fort Rucker residents an opportunity to let DOD and local leadership know what the post is doing well for residents and where it needs to improve, according to Col. Whitney B. Gardner, Fort Rucker garrison commander.

"Fort Rucker leadership and its housing partner, Corvias, are dedicated to providing Soldiers and families a quality living environment on post," he said. "With all of the improvements and renovations we've been working on in the past few years, we feel we're doing really well here, but we are never satisfied – we want to do even better."

Gardner added that he is impressed with the housing team's efforts at Fort Rucker after a "rough" year in 2020 that featured the COVID-19 pandemic, a record-setting hurricane season and other storms that complicated not only ongoing renovations, but also brought about new repair needs.

"Hurricane Sally and the other storms caused a significant amount of damage to our homes on Fort Rucker, and the pandemic created all kinds of challenges with supply lines and how work was accomplished," he said. "Corvias did a great job, though, in their planning and execution to keep the renovations in Munson Heights and Allen Heights going, and getting needed repairs done in a timely manner on homes damaged during the storms."

"I'm extremely proud of our team at Fort Rucker – they did an amazing job this year," Gardner added. "Corvias has shown time and time again that they excel at taking care of their customers now, and also solving future problems with investments now."

He also praised residents for taking responsibility for their homes by placing work orders on time and holding workers accountable for the work they do. "It's made a big difference – everyone should feel very proud of their community and their neighbors."

Even after a great year during challenging times, Gardner wants 2021 to be even more successful.

"We need to hear from our residents," the colonel added. "This survey offers a golden opportunity for our residents to tell us where



PHOTO BY VAN DANFORD

**Elizabeth Gericke, Corvias program office administrator, and Command Sgt. Maj. Raymond P. Quitugua, Fort Rucker garrison command sergeant major.**

we're measuring up and where we need to focus more attention in on-post housing. I highly encourage all residents to take part in the survey and give us feedback – positive or negative. We want our on-post housing to be places Soldiers and family members are proud to call home."

A link to the survey\* will be sent via email to each household by one of the two third-party consulting firms administering the feedback collection, tabulation and analysis on the department's behalf. Only one person per address will receive the invitation email. All respondent information will be kept confidential. It will not be linked to the overall feedback results shared with DOD or the results that DOD shares with privatized housing companies or other stakeholders.

The survey results will help inform plans for near-term and future improvements to

housing, resident services and community amenities. Gillis emphasized the importance of getting the perspectives of service members and families so the department can provide them with a better quality of life through improved housing and community services.

Each military service will announce the specific date in December when its survey will launch; each survey will remain open for responses for at least 45 days.

Fort Rucker residents of DOD government-owned, government-leased or privatized housing should call housing at 334-255-9230 if they have questions, need technical support, or if their household does not receive an email containing a survey link by Dec. 18.

\* Survey's OMB Control Number: 0704-0553; OMB Exp. Date: 03/31/2022

# Fort Rucker barracks residents get new, easy way to submit work orders Jan. 1

By Jim Hughes  
*Fort Rucker Public Affairs*

Soldiers living in Fort Rucker barracks will start 2021 with a new way to submit work orders to fix issues with their Army homes via the Army Maintenance Application at [armymaintenance.com](https://armymaintenance.com).

The new program goes Army-wide for Army-managed family housing, lodging and barracks Jan. 1, but at Fort Rucker, only the barracks are managed by the Army as contract partners manage lodging and family housing on post, according to Wanda Ragan, systems engineer with the Directorate of Public Works.

While the vast majority of Soldiers living in Fort Rucker barracks, both permanent party and those living on post while training, will have to wait until next year to take advantage of ArMA, DPW and its maintenance operations contract partners began running a pilot program on the system Dec. 1 in three barracks facilities, Bldgs. 4913, 6815 and 8351, according to Ragan.

"The pilot is going well," she said, adding that while DPW officials haven't received any feedback from Soldiers on the program as of yet, reports from Fort Campbell, Kentucky, that has been running the pilot for a longer period, have been positive. "We're using the pilot program to mainly get our people in DPW and the contractors trained up on the new system, so we're ready when it goes live."

That workload will increase tenfold starting Jan. 1, she added, once all 30-plus barracks are included in the program.

"We've had some challenges with the new system, but we're training together and learning together – we're getting there," Ragan said. "DPW and our contract partners are committed to making the best possible use of this new

system to keep our Soldiers well taken care of in their Army homes."

Soldiers will be able to use the system to get work orders placed for non-emergency repairs to their barracks homes, such as broken outlets, cracked windows, malfunctioning toilets, etc. Right now, those orders are placed over the phone, she said.

Advantages of the program include Soldiers being able to submit and alter service requests 24 hours a day, seven days a week on personal computers or smartphones, the ability to upload photos to help maintenance staff understand the issues being reported, check on the status of requests, ask questions about requests and take part in automated customer satisfaction surveys, Ragan added.

After the test period is evaluated and the new process is eventually launched worldwide, residents will be able to visit the website and provide a personal, .mil or .civ email address; the location, including building number, of the residence; and unit and phone number. Spouses will be able to use the website with a personal email address after the sponsor validates it, according to Installation Management Command officials.

Users will be able to create a household in the account management section of the website, so all members of a residence can see open maintenance requests, officials added. The person who creates the account and establishes a residence will be required to identify a head of household. The head of household may be a member of the military or spouse.

The account can follow the Soldier or family, as well, Ragan said, adding that Soldiers who go from living in the barracks at Fort Rucker

to Army-managed family housing in, say, Germany, they would just need to update their new information into the new system to use ArMA.

Specific maintenance request categories will exist for common repairs such as plumbing, electrical, HVAC, broken glass and more, but if a dedicated catalog item does not exist for a specific maintenance request, residents will be able to use the general interior or exterior request item, officials said.

A list of all of open maintenance requests will be available at the bottom of the home page of the application for easy reference, according to IMCOM officials.

Users will be able to click the case number to view details about a particular open maintenance request. The site will also feature an activity text box to provide comments or inquiries back to DPW. Any comments or questions from DPW clerks will be visible just below the input text box.

ArMA doesn't replace the old way of doing things, it just provides another avenue for people to get work done on their homes, Ragan said.



**IS SOMETHING BROKEN?**

Do you need DPW/maintenance help in your barracks?

Scan the code below with your smartphone camera to open the Army Maintenance Application (ArMA) and submit a case.



**ARMYMAINTENANCE.COM**

ARMY GRAPHIC

"There is no requirement to create an account," she said. "The idea behind it is to give people a new, convenient way to submit maintenance requests. The new system is easy to use – I think people will really like it."

Come Jan. 1, people who experience difficulties or have questions about the new system can send an email to [support@armymaintenance.com](mailto:support@armymaintenance.com).



# IMPROVED SHOPPING EXPERIENCE

## Qdoba, Starbucks, improvements on the way at Fort Rucker AAFES

By Jim Hughes

*Fort Rucker Public Affairs*



**A design implementation graphic of what is planned for the Starbucks facility in the food court.**

COURTESY PHOTO ILLUSTRATION

A project bringing big improvements to the Army and Air Force Exchange Service shopping experience at Fort Rucker are under way in the building housing the main store, the food court, the Four Seasons and other vendors.

The highlights of the improvements include adding a Qdoba Mexican Eats restaurant, a Starbucks, more shopping room in the Four Seasons and a customer bathroom in the main store, according to Brenda Hyland, Maxwell/Fort Rucker/Gunter Exchange general manager.

Other improvements include new polished concrete flooring, replacing the current tiled flooring, improved lighting and other infrastructure improvements, including an overhaul of the heating, ventilation and air conditioning system, she said, adding that work on the project began Nov. 18.

"This project will give the entire facility an upgraded look and make some significant improvements to the AAFES shopping experience at Fort Rucker," Hyland said. "Qdoba is what they term a fast-casual Mexican restaurant. They have a lot of healthy food options, as well.

They've really taken off at every other installation where they're operating."

Qdoba is expected to start operations in the food court around the end of May, while Starbucks is expected to be operating the end of June, she added.

Fort Rucker's is one of the few AAFES improvement projects to be executed across the military this year, according to Johnathon D. Cole, Directorate of Public Works, and Col. Whitney B. Gardner, Fort Rucker garrison commander, is happy the local team was able to pull it off.

"It's great that we're getting to do this," he said. "We're really excited to see these plans come to fruition – it's long overdue. We have a great team here, and these improvements will help us make Fort Rucker an even better place for our Soldiers and families to call home."

But to get to that improved shopping experience, customers will have to deal with some service disruptions here and there, including the barber shop now operating out of a trailer located on the Four Seasons side of the building, Hyland said.

"We expect the barber shop to be operating out of the trailer until late January," she said. "Also, with the face covering and social distancing directives still in place, the shop can only handle two people at a time, so people should take that into account."

People can line up outside for service, according to the general manager, who added that the barber shop in the Express Mini-Mall across from Military Clothing Sales is still open for business.

While the barber shop is the only service disrupted at this time, there may be some further disruptions with food court businesses in the future while improvements are made to the infrastructure to better accommodate the additional load the new Qdoba and Starbucks will bring, Hyland said.

She said she doesn't expect any other disruptions to services in the building, although customers may run into some crowding in the stores while things are moved around to get the new flooring installed.

"Please bear with us – sometimes construction schedules might vary a little," Hyland said.

"We ask for people's patience and understanding as we get these improvements made – we're going to do everything we can to ensure we disrupt people's shopping experience as little as possible."

Making all of these improvements in the midst of the COVID-19 pandemic is a challenge, she said, but added that hasn't dampened the spirits of the AAFES staff at Fort Rucker.

"I'm excited about it – I really am," she said. "Getting everything started is always a little crazy. Our employees are doing really well – they're troopers and they're excited, too. We're all eagerly anticipating having an improved facility. It's a pretty nice store right now, but when this is all done, it will be even better. Our team does a really good job of keeping it maintained, cleaned and merchandised – they're really doing an awesome job."

Hyland added that people should check out the Fort Rucker Exchange Facebook page, <https://www.facebook.com/RuckerExchange/>, for special events, such as its current ugly sweater and tree decorating competitions, for chances to have fun and win gift cards.

# Commissary puts product purchase limits on cleaning supplies

By Jim Hughes

*Fort Rucker Public Affairs*

While the commissary has not experienced a shortage of traditional holiday food items, the Defense Commissary Agency directed stores to place purchase limitations on cleaning products Nov. 20 in anticipation of possible shortages.

Customers are limited to buying two packages of the following products: paper towels, toilet paper, napkins, facial tissue, paper plates, household cleaners and disinfectants, sanitizers and dish soap, according to Marisol Hennessey, Fort Rucker Commissary Store director, who added that the limitations will stay in place until further guidance is provided or the direction has been rescinded.

DECA officials said commissaries are well stocked, but they want them to be better stocked.

While some shortages do exist, related to COVID-impacted supply chains, DECA officials said they are working diligently with suppliers to remedy those shortages, utilizing all of the tools and capabilities available to them to ensure military patrons have shelves full of what they need over the holidays.

DECA leadership continues to work very closely with its industry partners to ensure that the military resale system is getting as much of the available products as possible, and continues working with suppliers on one-time buy and alternate items to help supplement regularly stocked items that may

not be available, according to officials.

With regards to the forecast of products, DECA and its third-party distributors work closely with the suppliers on the availability of products. Suppliers have indicated that the military channel will continue to receive its fair share of the items based on availability and past consumption, officials said.

Thus far, DECA has been receiving the key items for patrons' holiday meals, officials said, adding that spices continue to be on allocation from the supplier and it has been a challenge for the commissaries to acquire enough product to meet demand.

One customer happy with the local commissary's efforts is Col. Whitney B. Gardner, Fort Rucker garrison commander.

"I think the management and the employees over there are top notch – they go above and beyond to serve the customers," he said. "They've been working through some challenging circumstances of late, including supply distribution challenges and even some mechanical faults that shut down some of their coolers recently.

"I've been impressed with how patient our patrons are at the commissary, and very impressed with how open management's been by providing messages and updates," Gardner added. "You can tell they really care about their customers -- they take feedback and they make changes. They listen."

Hennessey asked for continued under-



DECA GRAPHIC

standing and patience with the restrictions being enacted, or with shortages that may arise while they work with suppliers to remedy the supply flow to the store.

"My team and I have been very dedicated to the mission of ensuring our customers' needs are provided for," she said. "Many employees have been willing to go above and beyond, including working outside the scope of their normal duties or days off to support

one another and our customers.

"Our staff has remained positive and pleasant from the very beginning, despite going through the same problems and stresses as everyone else is going through," Hennessey added. "We all need to remind ourselves to treat each other with respect and empathy to get through these tough times together."

We are here to help. To find out more about EAP, call 255-7678.



# BALANCING ACT

## Tips for keeping your work, life, family time together

By Nancy B. Jankoski

*Fort Rucker Employee Assistance Program Coordinator*

No matter who you are or what you do, we each get the same 24 hours a day.

Each person's to-do list will look different, but we all have the challenge of trying to balance life in a way that works well for us. It is not always easy.

Our quality of life and our stress levels are effected by how well we balance all areas of life.

Are you satisfied with the quantity and quality of the time you spend between work, self-care, and your family? If you answered "no," then you are not alone.

Achieving a healthy balance between all the areas of your life is an ongoing juggling act between needs, desires and responsibilities. Any one of these elements may change at any time and get us off balance.

In 2007, my husband and I had been making special plans to celebrate our 20th anniversary. Then I received news that my mother was being hospitalized, and would need to have major surgery and a long period of recovery. For the next three months, as I gave her round-the-clock-care, every aspect of my life had to be rearranged to meet her needs.

Still, my husband and I were both comfortable with the choices we made, even the choice to cancel our anniversary trip. What we valued the most was being taken care

of, and our priorities had shifted. We realized that we could take that trip later, or do something different when things returned to normal.

The key to successfully juggling life's demands is to step back, take a look at how things are going and ask yourself a few questions.

\* Do you actually do the things you want to do for yourself or with your family? Are you satisfied at work?

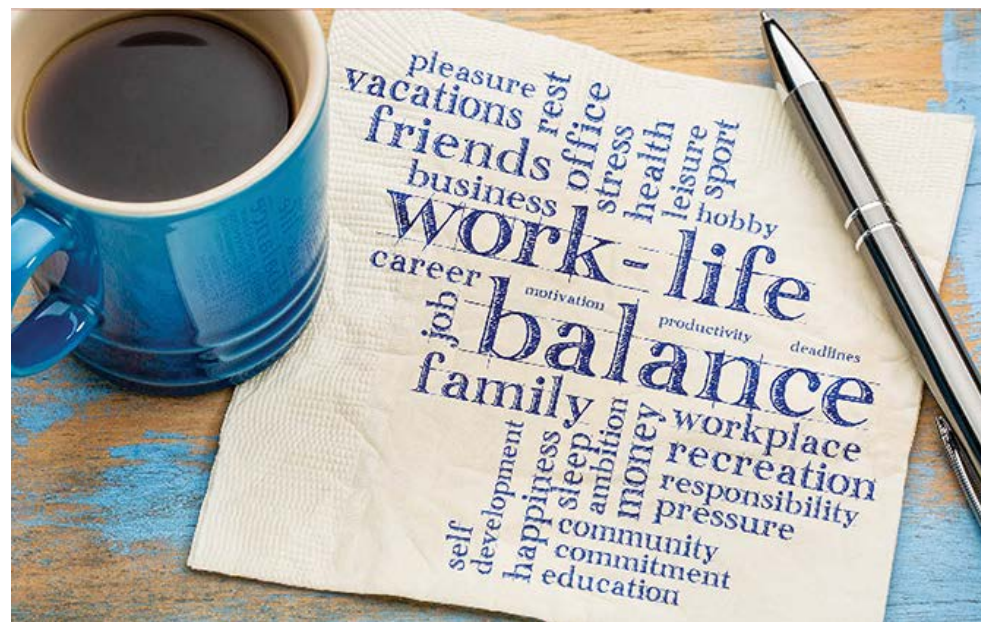
\* When you are with your family, are you really there, or are you mentally thinking about work?

\* What do you really value? Are there people or things that you value that are not getting the right amount of attention? If not, what can you do to provide for those you value?

\* If life is out of balance now, is this a temporary condition? What can you do or when can you redistribute your time to give priority to the people or things that matter the most?

One way you can start making positive changes to help you balance your life is give yourself a few minutes to reflect and then write down your goals.

Next, look at your schedule. Is it well balanced? Do you need to make adjustments? Be on the lookout for distractions and com-



COURTESY GRAPHIC

mit to taking action rather than procrastinating. The old saying that "a journey of a 1,000 miles begins with a single step," contains tremendous truth.

Your life might only be temporarily out of balance, but you might be able to make simple adjustments to put you back in balance. You could be way off balance, and it may take quite a while to find a satisfying life again. Either way, you can only finish what you actually start. So, begin. Look for ways to organize your work and life better. Say "no," when necessary. Let go and allow others to help, and do a reality check on your situation. What can you realistically do to get your life into a healthy balance?

One of the tools I use frequently when working with clients is to ask them a few

questions using the acrostic I GROW.

As we talk, I ask, "What are the issues you are facing right now? What are your goals for a successful outcome? What is the reality of your current situation? What are the possible options for you? Which of the options available are the best options to try?"

Using this simple I GROW technique is often a helpful tool to assist people to put life back in balance.

Call the EAP office at 255-7678 if you need to talk over ways to help you balance your work, your family and your life. The EAP office can help find resources that you might otherwise not be aware of in the community, and help identifying goals and potential courses of action.

# Wind tunnel tests will help design future Army tiltrotor aircraft

By U.S. Army DEVCOM Army Research Laboratory

*Public Affairs*

NORFOLK, Va. – After more than three years in development, a team of U.S. Army researchers and industry partners completed the construction of a testbed that will help to inform the design of future Army rotorcraft.

The team plans to test the TiltRotor Aeroelastic Stability Testbed in a massive wind tunnel at the NASA Langley Research Center to gauge the effectiveness of modern tiltrotor stability models.

“This research effort is to gain confidence in Future Vertical Lift vehicles that are aimed at a tiltrotor configuration,” said Andrew Kreshock, an Army aerospace engineer at the U.S. Army Combat Capabilities Development Command, now known as DEVCOM, Army Research Laboratory. “Since future vehicles are being developed without wind tunnel testing, this puts more pressure for accurate stability predictions.”

Tiltrotors offer enormous potential for the Army in terms of speed and vertical lift capability. Unlike most aircraft, they can hover in the air like a helicopter or fly forward at great speeds like an airplane depending on the orientation of their rotors.

The ability to transition between the two modes allows tiltrotors to capitalize on the advantages of both rotorcraft and fixed-wing aircraft depending on the situation.

“Currently, the max speed of conventional helicopters is around 160 to 180 knots,” Kreshock said. “Tiltrotors can achieve 300 knots. We’re looking at almost doubling the speed of our current fleet and thus increasing our range by almost twice as much in the same flight time.”

But despite its versatility, tiltrotors face severe stability issues due to the placement of

incredibly heavy engines with large rotors on the end of the wings.

The interaction between the propellers and the wings can generate a dangerous phenomenon known as whirl flutter, where strong aerodynamic forces cause the airframe structure to shake violently and even fail.

As a result, tiltrotors are difficult to construct properly, and researchers continue to validate tools necessary to predict how different tiltrotor configurations will fare against whirl flutter.

According to Kreshock, TRAST serves to help researchers develop state-of-the-art analysis software that open the possibilities for new tiltrotor designs.

“Helicopters have gone through many generations from when they were first built to now, but the only tiltrotor in production is the V-22 Osprey,” Kreshock said. “And the tools developed for predicting stability in the V-22 were made in the 1960s and 1970s. Because we have better computers now, we can model as many degrees of freedom as we need compared to the tools from decades ago.”

In order to predict whirl flutter behavior in TRAST, Kreshock and his team employed different analysis codes for different parts of the tiltrotor structure.

They used a structural code called NASA Structure Analysis, or NASTRAN, to model the aerodynamics of the wing and two different programs—the Comprehensive Analytical Model of Rotorcraft Aerodynamics, or CAMRAD, and the Rotorcraft Comprehensive Analysis System, RCAS—to model the rotorcraft.



NASA PHOTO BY HARLEN CAPEN

**The TiltRotor Aeroelastic Stability Testbed, located at the NASA Langley Transonic Dynamic Tunnel, enables researchers to study the behavior of whirl flutter experienced by tiltrotors.**

Through the combination of these three programs, the team isolated the aerodynamic behavior of individual aircraft components and then used this information to estimate the stability boundaries of the TRAST model.

Once the researchers test the TRAST model in the wind tunnel, they can compare how well the predictions generated by the analysis codes match the actual behavior of TRAST in the face of extreme whirl flutter.

“We want to measure the stability boundary without actually breaking the model,” Kreshock said. “It’s tricky because as you start getting closer to the stability boundary, you can watch the model vibrate and become more unstable. As we watch this model shake from the window, we have to make sure to keep one finger on the switch to shut down the wind tunnel before the model actually breaks.”

According to Kreshock, present tiltro-

tors like the V-22 Osprey handle the issue of whirl flutter through reinforced airframes and thick airfoils, which severely increase the weight of the aircraft.

He believes that TRAST may help the Army explore new design possibilities for tiltrotors that resolve the whirl flutter problem in different ways, such as wing extensions.

“Compared to civilian aircraft, the Army always pushes their aircraft to the limit,” Kreshock said. “In order to meet this demand, we need to improve the stability predictions so that we not only have more efficient aircraft but also be able to test new technology in the future.”

The team published its paper, Pretest Flutter Predictions of the Upcoming Aeroelastic Tiltrotor Wind Tunnel Test, in the Vertical Flight Society 76th Annual Forum Proceedings.



# TRADOC delivers new doctrine to equip unit leaders

By U.S. Army DEVCOM Army Research Laboratory

*Public Affairs*

Training and Doctrine Command's Combined Arms Center kicked off the new decade prioritizing equipping the Army's troop-level formations with new doctrine as the Army continues to modernize its formations and the way it fights.

It's a surge effort to equip unit leaders across warfighting disciplines with the tactics, techniques and procedures to help them lead Soldiers and build lethal, cohesive teams.

The roll-out began in 2019 with an overhaul of all of the Army's foundational Army Doctrine Publications such as ADP 3-90 (Offense and Defense), ADP 2-0 (Intelligence), ADP 3-19 (Fires), and ADP 4-0 (Sustainment).

The publishing blitz continued through 2020 and is set to carry into 2021 with more publications developed from the outgrowth of its doctrine overhaul. It aims to deliver specific and tailored guidance for the different warfighting disciplines with new Field Manuals, Army Technique Publications, Training Circulars and handbooks.

The Army even updated its doctrine about doctrine, publishing APD 1-01, Doctrine Primer, July, 2019. It says, "doctrine provides a coherent vision of warfare, and provides a common and standardized set of principles, tactics, techniques, procedures, and terms and symbols for the Army."

"These revisions [to doctrine] make publications relevant to near-term operational environments and ensure Army doctrine is balanced to support Army forces conducting operations across the competition continuum and the range of military operations."

After establishing its doctrinal foundation with its new ADPs and FMs, TRADOC turned its attention to publishing even more doctrine

publications offering practical guidance such as ATPs for Soldiers and leaders operating at the lowest tactical levels.

"ATPs provide Soldiers with ways or methods to accomplish or complete a mission, task, or function."

The Army's most fundamental warfighting elements are squads, platoons, companies and battalions. TRADOC aimed much of its focus center mass at platoons to make the most difference.

Many senior leaders see mastery of fundamentals as essential to success on the battlefield. Platoon level publications help junior leaders train their Soldiers to gain that mastery.

Soldiers are considered members of a profession whose common language is doctrine. Leaders and Soldiers in a platoon are tied to together by that common language and framework. That's why their knowledge of it is deemed so critical.

"The Army has expectations that when you show up to your first job, you have a certain baseline of knowledge. A large part of that comes from doctrine," said Col. Richard Creed, director Combined Arms Doctrine Directorate.

"Your Soldiers and NCOs expect you to understand what your role and responsibilities, what the doctrine says for the kind of organization you're a part of."

"It gives you a common point of departure. When you have a common baseline of knowledge, you can start at a higher level of learning. It allows you to communicate easier with those above and below you."

In 2020, TRADOC published numerous ATPs to arm its leaders and units with the latest insight on a myriad and training and operations. Examples include, ATPs covering Infantry Small-Unit Mountain and Cold



Weather Operations, Techniques for Multiple Launch Rocket System and High Mobility Artillery Rocket System Operations, and Materiel Management-Supply-Field Services Operations.

Training Circulars were also published to guide certification and qualification training for Field Artillery and Air Defense Artillery Soldiers and units.

"You need to know which doctrine applies to you. Some of it is branch specific and some job specific," said Creed.

There are also several publications set to publish beginning in 2021. Medical platoons can expect, ATP 4-02.4 Medical Platoon, Aviation platoons – ATP 3-04.23, Engineer and Air Defense Artillery platoons a new handbook for their operations. Later in the year, units performing Electronic Warfare, Chemical-Bio-Nuclear-Radio-Explosives, and Military Police operations will see updated doctrine, as well.

TRADOC's doctrine push shows no sign of slowing. It stands to be an ongoing process of learning, modernizing, and revising its doctrine to keep Soldiers and leaders equipped with much needed guides to inform their training and support their operations. Commandants at the Army's Centers of Excellence that represent the Army's diverse warfighting disciplines are

leading efforts to update publications within their purview.

"We revise doctrine continuously and we capture lessons learned. We take lessons learned about operations going on all over the world and we update and revise doctrine to account for those lessons," said Creed.

Lt. Gen. James Rainey, CAC's commanding general,

took it a step further, saying he wanted feedback from junior leaders using the publications. He said he wants to know if leaders and units have what they need and to provide feedback if anything is missing from the Army's doctrine catalogue.

TRADOC also reinforced its emphasis on strengthening Soldiers' tactical and technical expertise with the development of a web-tool, called Army 21 -- a web-based multimedia interactive learning tool that allows Soldiers to learn about their unit's formations and their doctrine (CAC login required).

"Army 21 addresses what we see as a knowledge gap for our junior leaders," said Col. Chris Keller, director of Center for Army Lessons Learned. "Soldiers must understand how the Army mans, equips and fights."

"It delivers a one-stop resource to quickly learn and understand current Army organization and about the unique capabilities of our Brigade Combat Teams across the force."

You can access the tool at <https://atn.army.mil/getmedia/449fc-b0e-3b11-404f-b012-f5c85b429fd0/a21.html> (CAC login required)

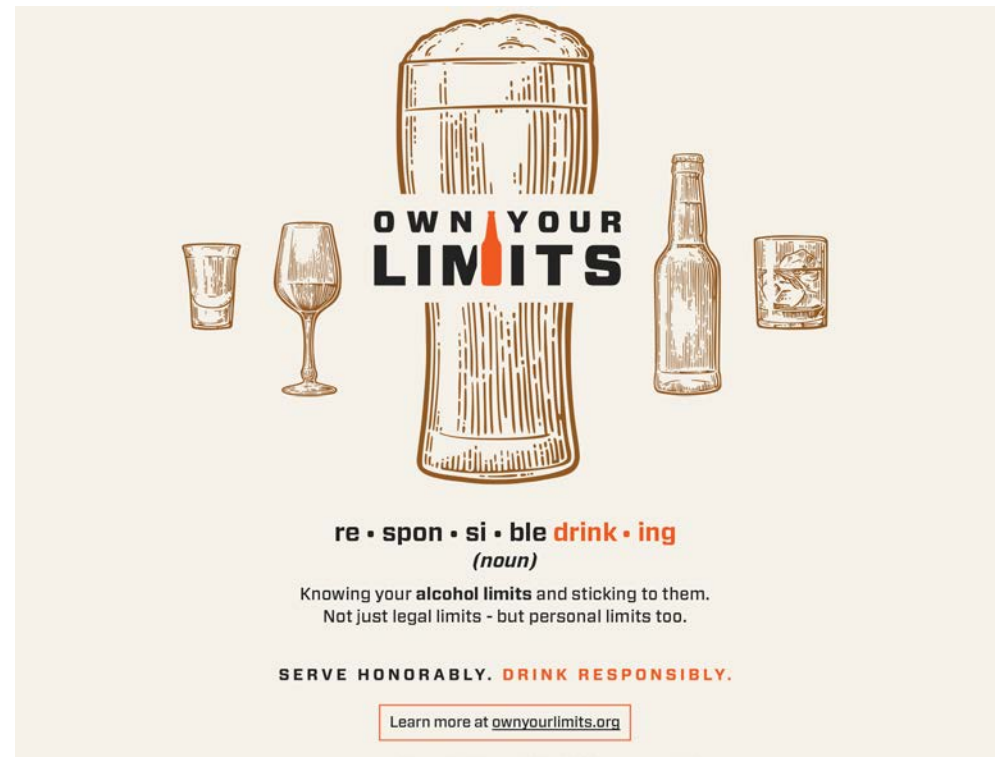
There's also a video tutorial of Army 21 at <https://vimeo.com/466581429>.

Faulkner and Newton gates will be

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December 19 – January 3

They will resume normal operating hours Monday, Jan. 4.



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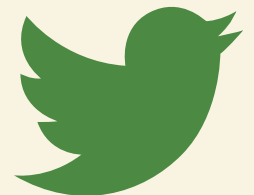
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