

SPRING 1971

Sky Soldier

FIRST IN VIETNAM



THE AIRBORNE GRUNT



Sky Soldier

2970
SPRING 1971



CONTENTS

- 5 KEEP YOUR COOL
- 10 HOW YA GONNA ACT?
- 12 NOW YOU'RE THE MAN!
- 18 ANCIENT NOMADS
- 20 THE WEED OF DREAMS
- 22 PERSPECTIVE
- 30 FINIS
- 32 NORTHERN BINH DINH PROVINCE
- 34 "HELLO, I LOVE YOU! OVER."
- 37 THE COLONY
- 39 TONTO
- 42 YOU BET YOUR LIFE!
- 50 FIRST IN, LAST OUT
- 56 "HEY, GI, YOU GOT MPC?"



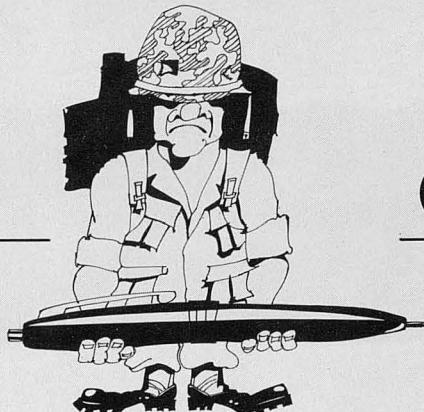
THE COVERS:

Front: The Sky Soldier faces combat day and night. Photo by Joe D. Neal.

Back: A Boonie Rat walking with a USO Tour girl—Karen Mize—as she leaves. Photo by Mike Rogers.

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airborne notes

The DRUG AMNESTY HOUSE recently opened on LZ English. Potential candidates for the SKYHOUSE should be referred by Unit Commanders, Battalion Surgeons, and Chaplains to the Brigade Surgeon's Office. A candidate should be well motivated and have rehabilitation potential for future military service. Any user of opiates, barbituates, and amphetamines with the above qualifications should be considered for referral. Presently the SKYHOUSE can accommodate ten live-in volunteers and work with a maximum of 15 inpatients. Additional information will be disseminated through drug information teams soon.

AT LEAST SIX STATES—Connecticut, Illinois, Louisiana, Massachusetts, Delaware and Pennsylvania—provide bonuses to servicemen who have served on active duty during the Vietnam conflict or in the Vietnam theater. In several of these states, an additional bonus of up to \$1,000 is paid to survivors of soldiers who die as a result of combat in Vietnam. Residents of these states should contact their legal assistance officer for further information or assistance in applying for their bonus. If you were a legal resident of Delaware for at least one year before entering the service, you may be eligible for the Delaware Vietnam Conflict Bonus. The state will pay up to \$225 for those who served stateside and \$300 for those who did an overseas tour.

If You've Been Offered A Foreign Decoration official permission must be obtained from The Adjutant General's Office (TAGO) in order to keep it. The Constitution prohibits all US citizens from accepting any present, emolument, office, or title of any kind from a foreign government without the consent of Congress. However, a 1965 regulation by TAGO authorized soldiers to wear Vietnamese decorations without TAGO approval.

The need to conduct More Detailed Searches of abandoned enemy foxholes and bunkers is indicated by reports from Vietnam. Probing the sides of VC foxholes is a must. Partitions made of wood covered with reeds and mud have been used to conceal caches of enemy weapons, ammunition, documents, and tunnel entrances. Sharpened bamboo stakes or metal rods from 105mm ammunition boxes make excellent expendable probes for US units to use.

Paragraph 4 of OPERATION ORDER format is no longer called "Administration and Logistics." It's now known as "Service Support" and contains necessary subparagraphs, such as "Supply" and "Service." Details are in FM 101-5.

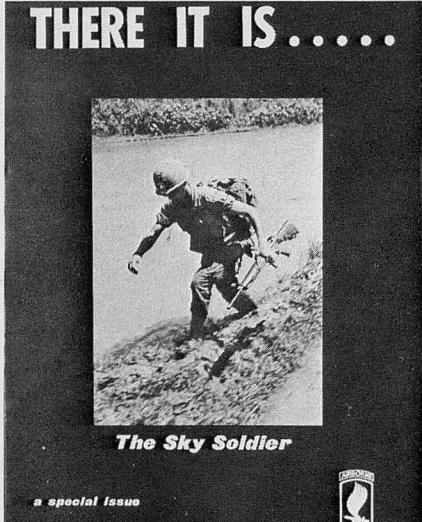
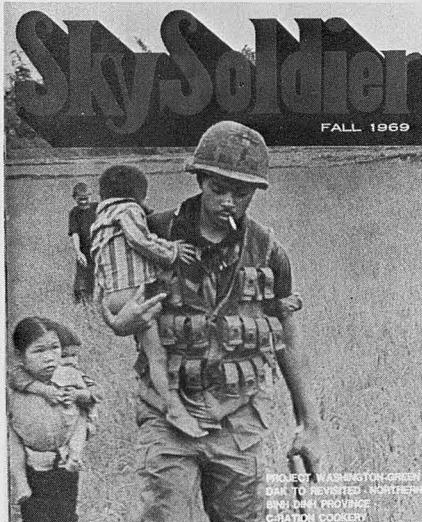
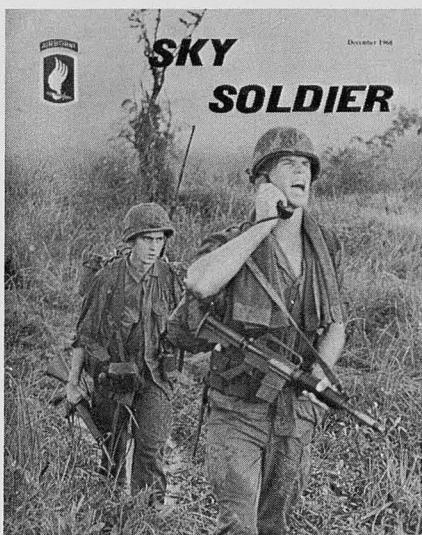
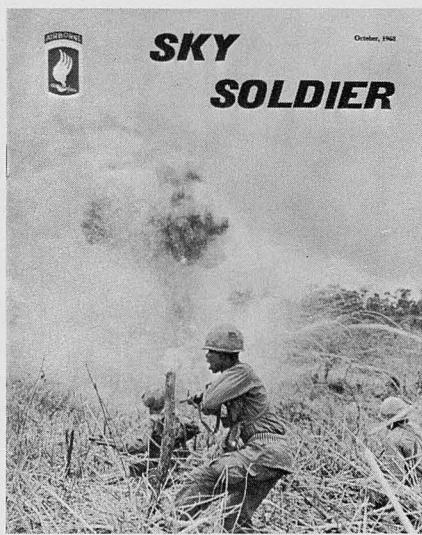
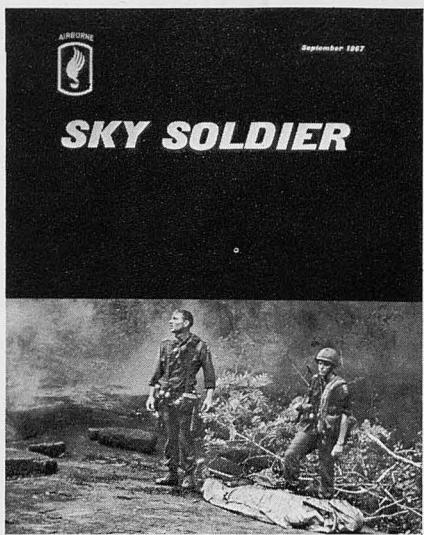
Afro Hair Style Training For Army Air Force Exchange Service barbers and beauticians called successful. Under the watchful eye of Willie Lee Morrow, noted Afro hair stylist, more than 60 per cent of defense installation hair-care specialists worldwide now know the fundamentals of cutting and styling the hair of their black customers. Morrow's hair-care workshop, a 4-hour block of instruction, was held in Europe, Japan, Hawaii, and on 15 Army posts in CONUS.

Misunderstanding among enlisted personnel regarding possibilities of having less-than-honorable discharges changed to honorable following separation appears to be commandwide. Rumors are circulating that it is easy to have a discharge changed if—

- (1) A member of Congress intercedes;
- (2) A fee of \$500 is paid, or
- (3) One waits six months at which time unfavorable discharges will automatically be changed to honorable.

These are gross misunderstandings and are not supported by facts. It is rare that the character of a less-than-honorable discharge is changed to honorable. Appeals allowed for 15 years from the time of separation are considered only when there is evidence of fraud or improper procedure or as a result of a policy change. For example, of the 1,688 appeals processed in 1969 by the Army Discharge Board, only 79 were changed to honorable and 114 to general discharges. During that same period 20,000 discharges of less-than-honorable character and another 15,000 bad conduct discharges and undesirable discharges were given to separating servicemen.

CHEAP FARES. Soldiers can now fly from Los Angeles or New York to Europe at very low rates through the United Service Club, a non-profit organization. Rates are as low as \$69 for the New York to Frankfurt flights. Further information is available from the club at Box 4087, McChord AFB, Wash. 98438.



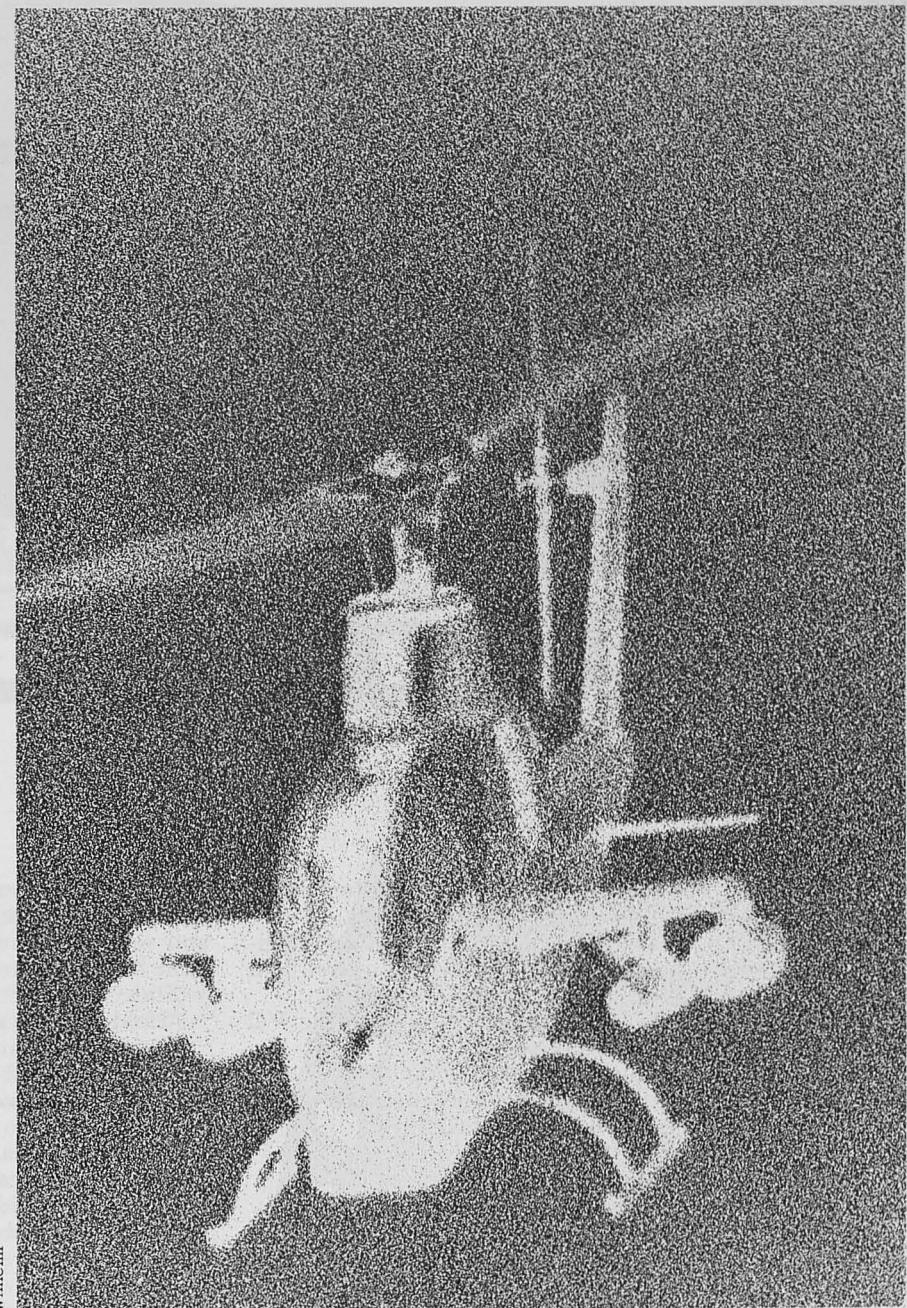
EDITOR'S NOTE:

The 173d Airborne Brigade was the first combat unit to arrive in Vietnam and it will be among the last to leave. Five years have passed and we're well into the sixth year.

Thousands of 35mm slides, reams of paper, tons of newsprint, thousands of pictures and newsclippings have gone by the wayside during the reporting of this conflict and the 173d. In the finest tradition the 173d has consistently had the most difficult jobs in Vietnam and has consistently done the outstanding in no other fashion than "All the way."

In retrospect several of the past and dusty covers of SKY SOLDIER magazine are brought to print once again. They were found in an old grey filing cabinet and it was the consensus that the dust should be removed, covers printed, and special thanks voiced to the Airborne Infantrymen—the Sky Soldiers—the fellas in the boonies who have done so well in the most difficult and dangerous of jobs.

Bob Wilhelm
Editor



KEEP YOUR COOL

Story by BOB WILHELM

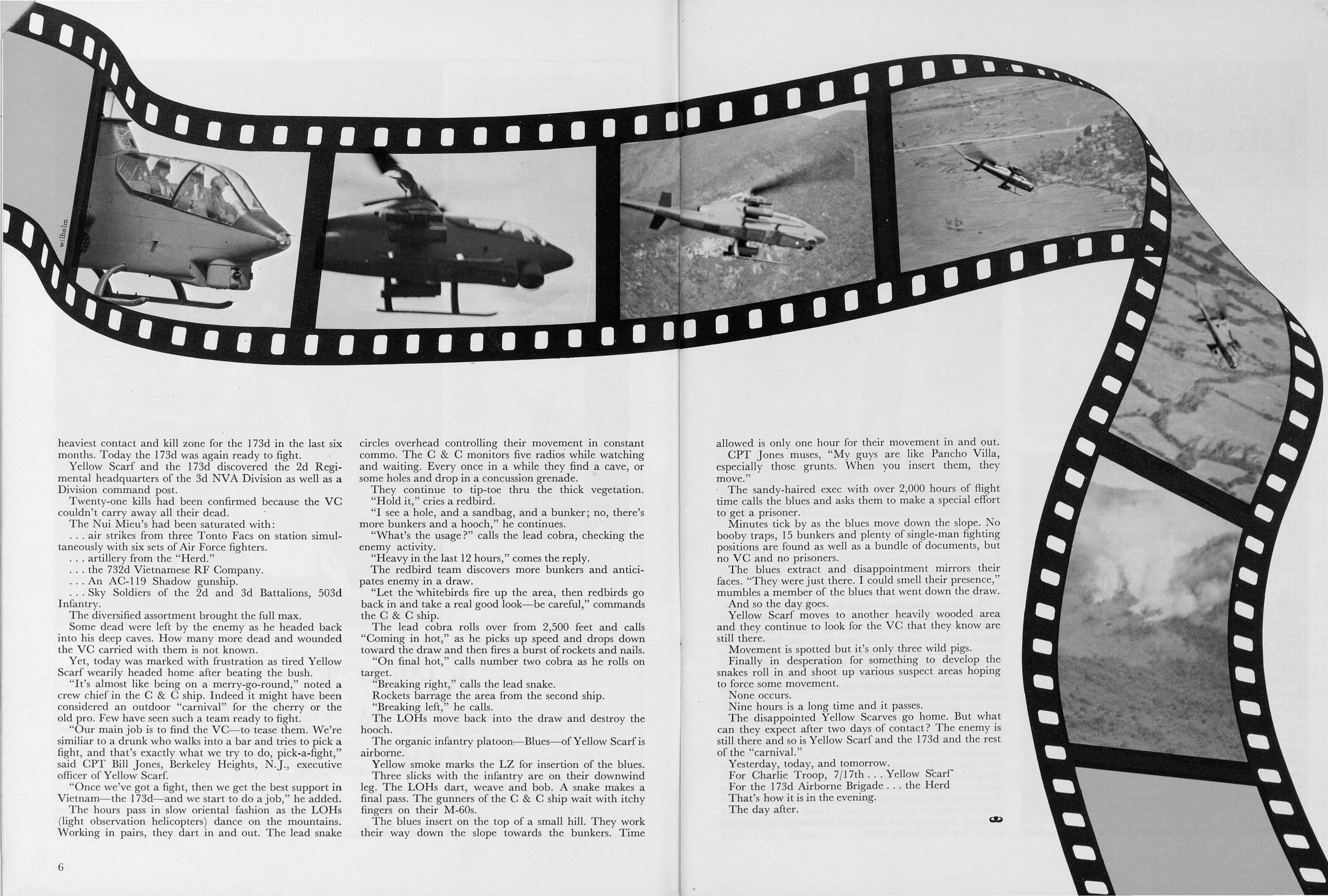
“Keep your cool,” reads the small black and white label inside 489, the command and control ship (C & C) of Charlie Troop, better known as Yellow Scarf.

This was the day after.

It was a long, hard, tense, and frustrating 24 hours for the Air Cav Troop and the 173d Airborne Brigade. Almost nine hours of sitting in the same seat watching, waiting, flying and flying some more. The only time on the ground was to refuel or rearm.

Nine hours of tempting and teasing “Sir Charles” trying to pick a fight with him in the Nui Mieu Mountains. Nine long hours of flying in left-handed orbits watching the LOHs bob, weave, dart, and dodge in among the trees and rocks that pitted the Nui Mieu Mountains.

The previous two days in this same area yielded the



heaviest contact and kill zone for the 173d in the last six months. Today the 173d was again ready to fight.

Yellow Scarf and the 173d discovered the 2d Regimental headquarters of the 3d NVA Division as well as a Division command post.

Twenty-one kills had been confirmed because the VC couldn't carry away all their dead.

The Nui Mieu's had been saturated with:

... air strikes from three Tonto Facs on station simultaneously with six sets of Air Force fighters.

... artillery from the "Herd."

... the 732d Vietnamese RF Company.

... An AC-119 Shadow gunship.

... Sky Soldiers of the 2d and 3d Battalions, 503d Infantry.

The diversified assortment brought the full max.

Some dead were left by the enemy as he headed back into his deep caves. How many more dead and wounded the VC carried with them is not known.

Yet, today was marked with frustration as tired Yellow Scarf wearily headed home after beating the bush.

"It's almost like being on a merry-go-round," noted a crew chief in the C & C ship. Indeed it might have been considered an outdoor "carnival" for the cherry or the old pro. Few have seen such a team ready to fight.

"Our main job is to find the VC—to tease them. We're similiar to a drunk who walks into a bar and tries to pick a fight, and that's exactly what we try to do, pick-a-fight," said CPT Bill Jones, Berkeley Heights, N.J., executive officer of Yellow Scarf.

"Once we've got a fight, then we get the best support in Vietnam—the 173d—and we start to do a job," he added.

The hours pass in slow oriental fashion as the LOHs (light observation helicopters) dance on the mountains. Working in pairs, they dart in and out. The lead snake

circles overhead controlling their movement in constant commo. The C & C monitors five radios while watching and waiting. Every once in a while they find a cave, or some holes and drop in a concussion grenade.

They continue to tip-toe thru the thick vegetation. "Hold it," cries a redbird.

"I see a hole, and a sandbag, and a bunker; no, there's more bunkers and a hooch," he continues.

"What's the usage?" calls the lead cobra, checking the enemy activity.

"Heavy in the last 12 hours," comes the reply.

The redbird team discovers more bunkers and anticipates enemy in a draw.

"Let the whitebirds fire up the area, then redbirds go back in and take a real good look—be careful," commands the C & C ship.

The lead cobra rolls over from 2,500 feet and calls "Coming in hot," as he picks up speed and drops down toward the draw and then fires a burst of rockets and nails.

"On final hot," calls number two cobra as he rolls on target.

"Breaking right," calls the lead snake.

Rockets barrage the area from the second ship.

"Breaking left," he calls.

The LOHs move back into the draw and destroy the hooch.

The organic infantry platoon—Blues—of Yellow Scarf is airborne.

Yellow smoke marks the LZ for insertion of the blues.

Three slicks with the infantry are on their downwind leg. The LOHs dart, weave and bob. A snake makes a final pass. The gunners of the C & C ship wait with itchy fingers on their M-60s.

The blues insert on the top of a small hill. They work their way down the slope towards the bunkers. Time

allowed is only one hour for their movement in and out.

CPT Jones muses, "My guys are like Pancho Villa, especially those grunts. When you insert them, they move."

The sandy-haired exec with over 2,000 hours of flight time calls the blues and asks them to make a special effort to get a prisoner.

Minutes tick by as the blues move down the slope. No booby traps, 15 bunkers and plenty of single-man fighting positions are found as well as a bundle of documents, but no VC and no prisoners.

The blues extract and disappointment mirrors their faces. "They were just there. I could smell their presence," mumbles a member of the blues that went down the draw.

And so the day goes.

Yellow Scarf moves to another heavily wooded area and they continue to look for the VC that they know are still there.

Movement is spotted but it's only three wild pigs.

Finally in desperation for something to develop the snakes roll in and shoot up various suspect areas hoping to force some movement.

None occurs.

Nine hours is a long time and it passes.

The disappointed Yellow Scarves go home. But what can they expect after two days of contact? The enemy is still there and so is Yellow Scarf and the 173d and the rest of the "carnival."

Yesterday, today, and tomorrow.
For Charlie Troop, 7/17th . . . Yellow Scarf
For the 173d Airborne Brigade . . . the Herd
That's how it is in the evening.
The day after.

Life and Death of Lien Duong

Story by ROLAND FLEMING

Looking down from his perch on the mountain, Lien Duong noted the activities of morning life in the An Lao hamlet nestled far below in the valley. People began to move from their homes toward their fields of rice where they would spend the rest of the day harvesting. The second crop of the season was ripe, and the people wanted an early start. Every stalk of rice was needed for the yearly food supply.

Once Duong had been one of the shadowy figures standing in watery rice paddies bending over the thousands of green stalks, cutting and bundling and then carrying the bundles to the elders for threshing. The process of harvesting, drying, curing and storing this nourishment was a vast communal project—one involving the entire hamlet. During those exciting days of youth, when life seemed so mysterious, he had scanned the beckoning mountains, saying to himself, "One day I will explore their wilderness." Duong fondly remembered those dreams of adventure and excitement. He had many dreams then; now, he had a new dream.

As he sat on the outcrop of rocks, he wondered what his family would think "when they learn I am a prominent member of the vanguard responsible for unifying our country? Tonight, they will know." Then Duong lapsed into reminiscence: "That day, many years ago, was the beginning of life for me. It was a tearful one for my parents and friends, but how were they to know the black-clad men carrying rifles and grenades were to be trusted? How could I have convinced my parents that those men from the north, who fought the invaders from across the seas, would keep their promises to look after me and care for me? My parents were dutifully hesitant, but they conceded to my pleading after lengthy discussion. I remember Mother's weeping and Father's weary expression as they stood in the doorway bidding me farewell.

"The excitement of that night sustained me through several weeks of walking to the north. Other boys who journeyed with me under like circumstances were also enthralled by the trip. Their companionship suppressed the loneliness of the first separation from home. Our arrival in Hanoi was a day I shall never forget. I had not known such a place existed. It was a dream world with so many houses and people, with paved streets and markets the size of my whole hamlet. We young comrades were shown the city for several days and then taken to the military camp outside the city. For two years we applied ourselves to military training and academic schooling. During those years I developed love and patriotism for the "beloved north" and I was taught loyalty and duty to the "party." A determination to fight for the liberation of the south and to free our compatriots from the yoke of misery imposed by foreigners motivated me to become a leader among my classmates. The school cadre considered me as the best political officer they had ever taught, which



Rice harvesting in the An Lao Valley.

destined me to become one of the stalwarts for our cause. Well-trained and knowledgeable about the sophisticated art of propagandizing, I volunteered for the long journey south.

The most precious thing for a man is his life, because one has only one life. One must live in such a way that one does not have to regret the wasted years and months, that one does not have to be ashamed of a pitiful past, that one is able to say before passing away: My whole life, my whole strength have been devoted to the most elevated and the most beautiful cause—the struggle for the liberation of mankind...

"We suffered casualties during the years in the south. We won victories. We tasted defeat. However, our victories bled the allied armies. Our leaders told us of the great number of deaths we inflicted upon the aggressors. The imperialist armies claimed otherwise, but their statistics were truly false propaganda designed to deceive. Our disciplinary rule, 'Do not take the liberty of listening to enemy broadcasts or of reading their newspapers or documents; do not spread false rumors, ensured we did not trouble ourselves with falsehoods. Those of us who have survived may attribute our good fortune to the practice of the ten disciplinary rules.

"The establishment of popular bases among the population was effective. The majority of the people responded favorably to our armed propaganda. Many awakened to the glory of fighting for liberation. Some did not. Some refused to provide food, information and sanctuary for us. It is disgusting to note that some hamlets were traitorous. The scoundrels preferred to condone the invaders."

These thoughts crossed Duong's mind during the restful morning of 25 August 1968. The significance of this moment was his return to the mountains overlooking his boyhood home. His unit was presently recuperating from its latest battle. Its next mission, as yet, was unknown. Regrettably, Duong's home was one of the hamlets that had refused to meet the rice quota levied by the liberation army. It was friendly to the enemy, and it was uncooperative to the people's protectorate.

"Why," Duong wondered, "has my home deceived us? I must go tonight to admonish and propagandize. Perhaps my family will be able to answer for their scandalous deeds."

Late that night, Duong and one squad of his faithful made their way down the mountain. They reached the flats and proceeded toward the nearest treeline. Duong knew the risks involved in penetrating hostile territory. Enemy patrols and ambushes were ever-present threats. But war did have its inherent dangers. "How else can the enemy be defeated? You must go to the people to obtain their support, destroying puppet soldiers who interfere."

The closer Duong came to the hamlet, the angrier he became. "My people must change their insidious attitudes! They cannot continue their negligent ways!" The point man was but a few steps from the trees. All was quiet. Soon Duong would be inside his boyhood home. Suddenly, flares pierced the blackness of night; silhouettes stood outlined on the barren dikes; machinegun bursts fired by allied soldiers broke the stillness, and grenades exploded. Just as quickly, all was quiet.

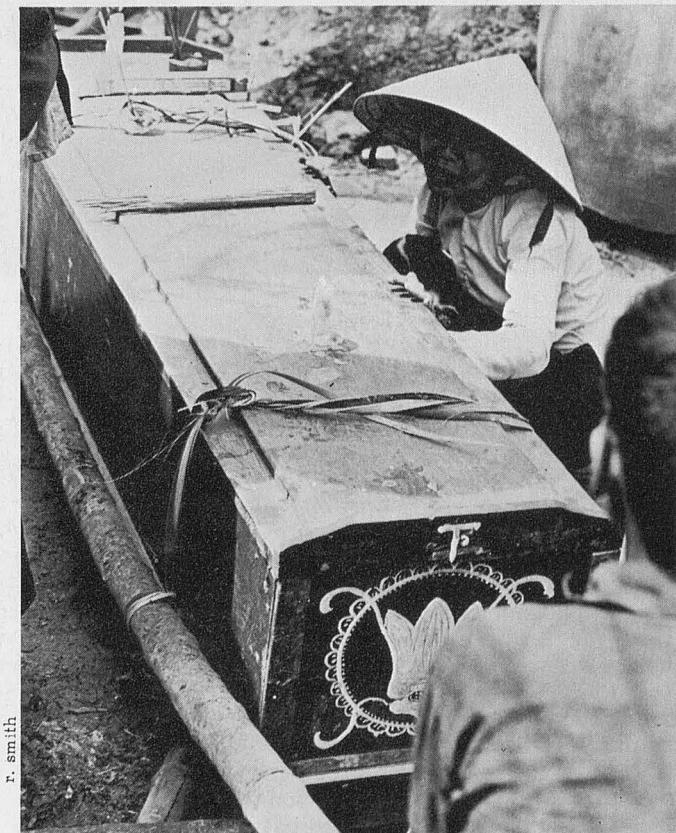
Lien Duong lay dead, his face turned upward to the starlit sky, his body half across the dike, half submerged in the rice paddy. An expression of bewilderment frozen on his face revealed his last thoughts during life—"Why must I die when so much is yet to be accomplished? This cannot be possible! My dream is not completed."

Several days later, in reprisal for their cooperation with allied forces, the people and village of An Lao were destroyed by the Viet Cong. Duong's replacement congratulated the unit on its "valor, discipline and dedication" in destroying the traitors of An Lao. "Such people must be punished for their evil deeds. Those captured may now contribute their backs to transport our supplies."

Had he lived, Lien Duong would have been ordered to assassinate his family and friends. Perhaps death has been kind to Lien Duong.



I volunteered for the long journey south.



Perhaps death has been kind to Lien Duong

Words tell more about the man who uses them than the people he's referring to.

HOW YA GONNA ACT?

“Gook” and “dink”, like “nigger” and “honky” are ugly words. They tell more about the man who uses them than the people he’s referring to. And they have no place in the vocabulary of any soldier assigned in Vietnam.

No regulation, no order, no directive can erase this mentality, but maybe a little common sense can.

First of all, the people you call “dink” are people who have been at war some 20 years, struggling for survival, watching their homes and farms disappear, seeing educational opportunities dissipate, wondering what the future holds for them. In other words, they’re going through a hell of a lot more than you can ever expect in your one-year tour.

So, maybe they get on your nerves once in a while. The honda rider who brushes too close to you; the cyclo driver who short-changes you; the bar girl who clips you; the mamasan who’s always bugging you to buy her something; the kid who blackmails you into paying him to watch the car or jeep at the PX. Your contacts are with but a tiny minority of the Vietnamese and there’s a reason for their

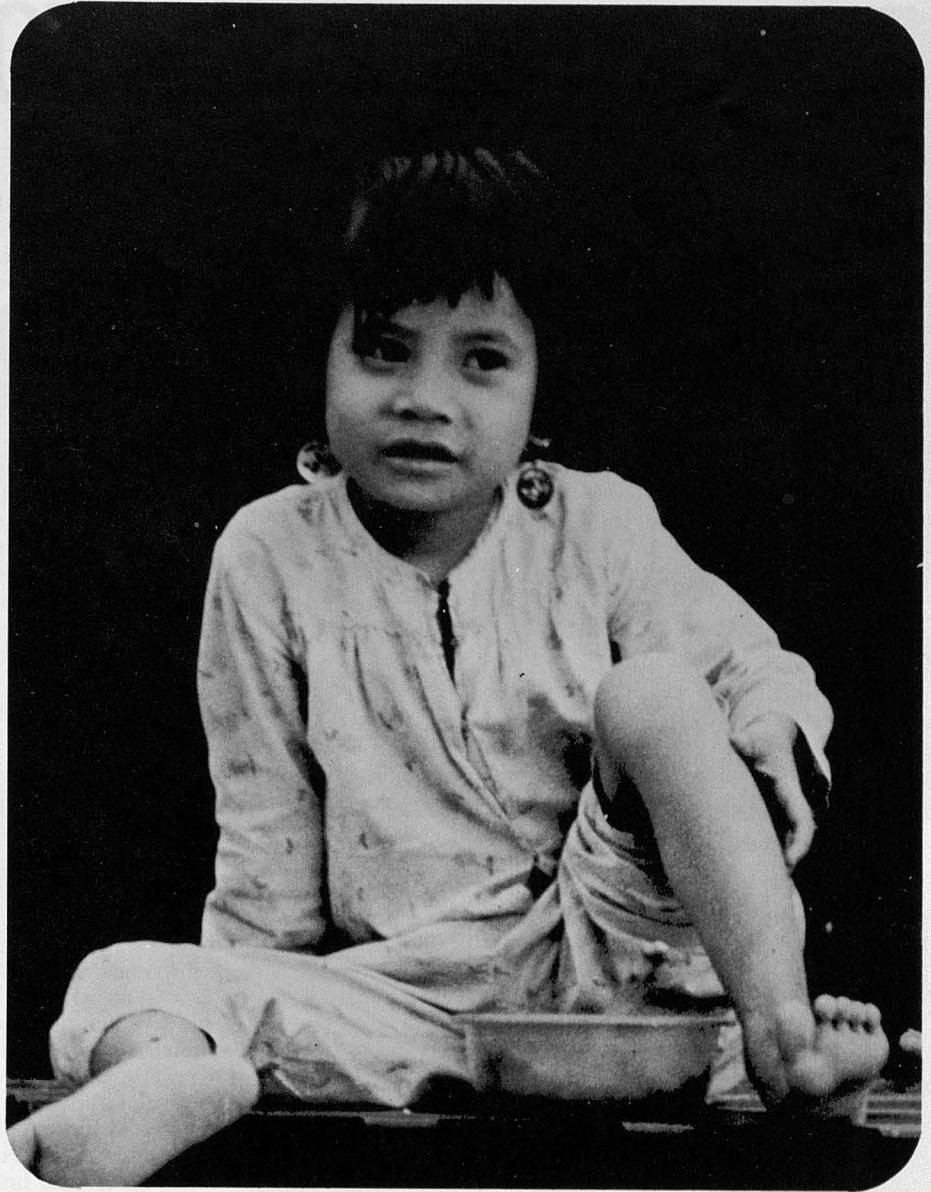


behavior. That reason has something to do with our presence. But that’s another story.

The great majority of Vietnamese are people you never see or talk to, but they’re watching you closely and they are keenly alert and sensitive to your attitudes toward them and their country. Give them respect and understanding and you might do more good than you would if you shot up an enemy patrol.

Another thing—the man who resorts to a generalization like “dink” is telling the world that he’s a pretty low intelligence type. You can’t take a race of people—especially one with thousands of years of history and traditions—and generalize about them in a word. It’s a lazy and dangerous way to avoid finding the real words to describe individuals. Worst of all, when you start using a derogatory word to describe a whole race of people, you no longer think of them as individual human beings. And that respect for the human being is what our country is all about. Don’t ever forget it.

America’s commitment to this struggle has been a



People; no two are alike nor do any two think the same, To an American the understanding of a Vietnamese person comes long and hard if at all. The language barrier can be broken easily enough but the intricacies of the Asian mind never cease to amaze our practical American intellects. One prime example is the length an Asian will go to to avoid losing face; something Americans see only as a reality of right or wrong. One must also remember that these people have been born, raised and live amidst the brutality of war. There are no practical answers, no distinct right or wrongs here; but there is much food for thought.

costly one, both in money and in lives. The impact of this effort may not be known for many years and it will continue long after we have gone. The good will, humanitarianism and simple understanding we show today can have a great effect on our future relations in this part of the world.

Every time you alienate one individual, whether it's a woman, an ARVN soldier or a Vietnamese government official—you add a debit to our ledger. Communicate with a Vietnamese in his language, smile at him, respect and understand him, and help him when necessary, and you put us on the plus side of the ledger.

When it's all over and the books are audited, we'll know whether we've won or lost this war. You can do your part now to affect this outcome.

The answer is not just in good works, like handing out candy to kids, buying cigarettes for mamasan or passing out Tet donations. These often do more to boost your own ego than to help the Vietnamese. And too often they create demands and desires you can't follow through on. A much better and more lasting contribution is respect for the

individual Vietnamese and understanding of his situation. He'll sense it right away—whether you're antagonistic or friendly. Just for the hell of it, try smiling at the local people more often and greeting them with a "chau bá," or "chau ông" or "chau cô." Don't expect results every time, but you'll be surprised how their attitudes will change.

A warning is appropriate: because of our past practices and generalizations about us on the Vietnamese side, some people might take advantage of your friendliness and ask for something from the PX. A polite refusal with a smile will be understood. And you'll be respected for it.

But the most immediate contribution to our cause would be to erase from your vocabulary forever the words "gook" and "nigger" and "dink" and any other words that stem from ignorance and bigotry. It's not asking for much from you, but it can mean one hell of a lot to your country and its future.



NOW YOU'RE THE MAN!



Story by BOYD HARRIS

When you get right down to it, an Infantry company commander is the leader of nine rifle squads plus supporting weapons. His battalion CO might have 27, 36 or 45 rifle squads, depending on how the battalion is organized. Multiply by three or four to find out what a one-star separate airborne brigade commander has.

Oversimplified? Sure. But it tries to make the point that all of us are completely dependent on the ability of that young Sergeant E-5 who's running his rifle squad. All too often in Vietnam, one fire team has gotten into trouble with the enemy, causing the balance of the squad to be committed, then the platoon, company, and eventually an entire battalion can get tied up trying to extricate one fire team.

I can see that you're nodding your head in agreement. It might be worth our while to review those duties which we assign our squad leaders and arrive at a better understanding of the vital responsibility which we entrust to these young NCOs.

The job of squad leader is one of the most difficult yet rewarding jobs in the Army. It is undoubtedly one of the most important postions in a rifle company. Brilliant tactics, planning and preparation for a mission accom-

plish nothing if the squad leader doesn't successfully lead and supervise his men. In the final analysis, the success of any mission depends on the squad leader's ability to insure that each man in the squad understands his part in the overall plan and carries it out correctly. Only in this manner will the company succeed.

At rifle squad level, leadership becomes as fundamental as you can get. A squad leader will find that with some men he will merely need to suggest and the job will get done. With other men, a firmer position will be required.

Persuasive leadership, in which respect for subordinates is shown, is preferable to authoritarian leadership whenever possible. Men will do a better job when they respect their leaders, but this technique doesn't work for all soldiers. In such cases, squad leaders have no choice except to use their authority and apply discipline when necessary. The leader shouldn't back down and he can't afford to worry about not being liked by some of his men. We can't please everyone. A successful squad leader will be respected, and even liked by some of his men, if he knows his job, performs it well, and uses power and authority with wisdom and restraint.

Knowing the men—their personalities, homes, back-

grounds, and individual quirks—is one mark of a good squad leader. He knows what makes them tick and what he must do to insure that each man pitches in to help accomplish the mission.

You've heard it many times before that the mission of the command and the welfare of the men go hand-in-hand. The most successful mission is accomplished with no casualties and with maximum possible consideration for the troops.

Preparation for any mission should originate with a good, simple plan, one which will provide for any unexpected contingencies or situations that may arise during the mission. How should the squad react if hit from the right, left or front? Constant practice to anticipate these situations is required, in which each man is trained to know his part in the various drills.

Mission preparation by the squad leader includes a check to insure that every man has his proper equipment and ammunition. The claymores, grenades or M16 magazines not taken or lost might be the difference between success or failure when contact is made.

Most rifle companies in Vietnam have a written or verbal SOP which covers tactical operations. A sample SOP which spells out responsibilities for small unit leaders at squad and platoon level might go something like this:

■ Service Support

All service support matters will be handled by the field first sergeant and platoon sergeants. Platoon sergeants should request supplies as far in advance as possible and will submit daily supply lists by 1700 hours.

Platoon leaders, platoon sergeants and squad leaders are responsible for insuring that each man is properly supplied and equipped at all times.

All sensitive and serial-numbered items of equipment will be hand receipted from the company commander to platoon leaders, who will in turn receipt them to squad leaders and the men actually carrying or using the equipment.

Broken or unserviceable items of equipment will be turned-in to the field first sergeant so that a replacement item can be obtained from the battalion S4.

Before moving out from any laager site, squad leaders will insure that no equipment has been left behind. What is left behind will probably be fired at us by the enemy. Each squad leader must insure that all cans and trash have been buried and that all foxholes are filled prior to moving out. The enemy likes to use empty C-ration cans as boobytraps and doesn't mind firing at us from our vacated foxholes.

Every man's weapon and equipment must be inspected daily by his squad leader. Exterior metal portions of the weapon will be oiled each morning and evening to prevent rust. If a man's weapon jams in combat because he failed to clean it, the leader of that squad failed in his responsibility to save men's lives by requiring them to do their jobs.

Squad leaders must insure that each takes care of himself. Men must bathe, shave and care for their feet at every opportunity. Sometimes it's necessary to physically inspect a man's feet to make sure that he's taking care of them. Inspect as often as required. During the monsoon season or in swampy areas, foot inspections are critical if the unit is going to avoid cases of immersion foot. Whenever possible the men should air out their feet, dry and powder them, and put on clean socks.

When a man goes back to base camp for R & R, rotation, etc., make sure that critical items such as starlight scopes, claymores and demo kits are assigned to other men and remain in the field where they are needed.

■ Security



Communication during a fire fight highlights good leadership.

Teamwork is vital for survival.



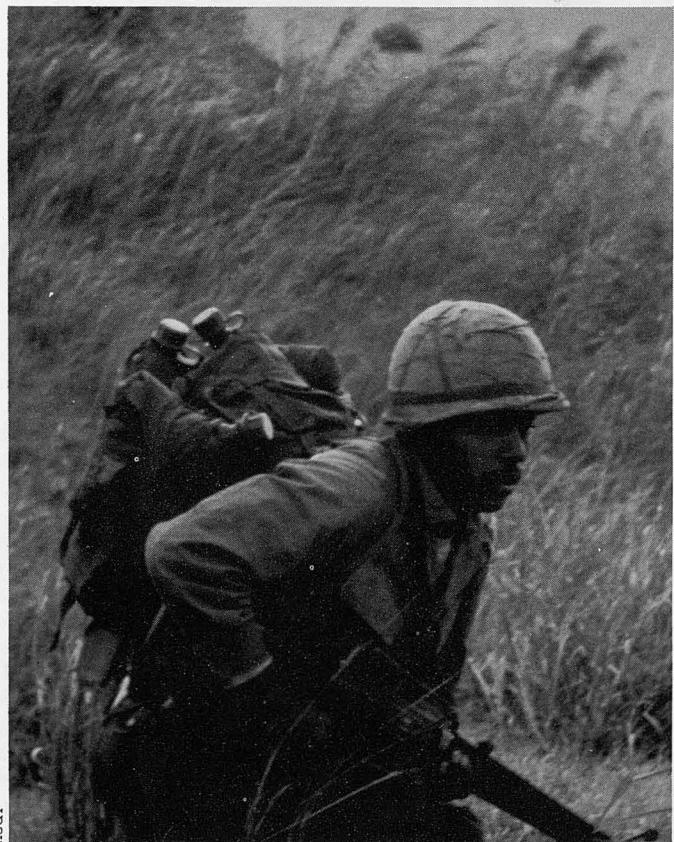
neal/ Faulkner



neal/faulkner

Frontal assault is sometimes the only way out.

The point man keeps the squad leader on his toes.



It is a proven fact that most casualties in Vietnam are caused by an inexcusable lack of security. The following rules must be strictly adhered to and will be enforced at all times by platoon leaders and squad leaders:

Keep dispersed at all times. When forming up and preparing to move, keep a minimum of five to 10 meters between men. On the move, check men constantly to insure that they are alert, dispersed and in proper formation.

At no time will an element move without point, flank and rear security. Each platoon and squad is responsible for its own security. The platoon wedge and squad diamond formations have proven to be the best all-around formations for security and flexibility in average terrain.

Open areas will not be entered by the main body of a platoon until all hedgerows are checked for possible ambushes. Many times in Vietnam platoons have taken large numbers of needless casualties because they've failed to check woodlines and hedgerows before entering open areas. That's where "Charlie" is hiding—in those woods and hedgerows—waiting for you to move across the exposed areas. Whenever possible, avoid those open areas.

Before a platoon or squad crosses a stream, a two-man team will be sent 20–50 meters to each side of the main body to secure the flanks. Frontal security will be provided by another two-man team moving across the stream individually to check out the far side up to about 50 meters inland from the water. Only after flank and frontal security are in place will the main body cross. The first four men from the main body to cross will split into two-man teams and provide flank security on the far side of the stream.

Avoid crossing open areas at night. If an open spot must be crossed, each platoon will post wide flank and point

security. When appropriate, at least two men will be sent across the open area and into the far treeline to make sure that it's safe. If all is clear, the team will signal the platoon leader using a luminous compass.

■ *Laagers*

A laager position is a secure forward operating area where the unit takes up a temporary defense to resupply, reorganize and prepare for the next mission.

Moving to a laager site, the lead platoon will halt 100-200 meters from the designated location and the platoon leader will send one or two squads forward to recon the laager area. The company commander may accompany the recon element if the area is considered clear. The recon party will check for booby-traps, signs of enemy activity, enemy avenues of approach, and overall suitability as a laager site.

The company commander selects a laager CP location and shows the platoon leaders the approximate locations of the defensive perimeter. After this, the remainder of the company moves forward.

When moving into a laager position, each man should know by the clock system his assigned position. One OP per platoon and defensive positions on the perimeter should be established immediately.

In day laager positions there will be a minimum of one three-man OP per platoon, located about 150-200 meters outside the perimeter. These OPs should use all available cover, concealment and camouflage. Men in OPs should be fully dressed and prepared to fight at all times or to move aggressively against a sniper who fires at the perimeter.

All other day laager positions will consist of two men. One man will be fully alert, on guard, dressed and ready to fight. The other should be cleaning his weapon, eating, bathing, or maintaining equipment. Reading, writing letters or playing cards while on guard is prohibited. Past experience indicates that the enemy likes to attack day laager positions in the early evening while our soldiers are relaxed, bunched up and off-guard. Failure to observe proper security results in unnecessary casualties.

In night laager positions, Three-man foxholes are the general rule, with one man fully alert at all times, except when a 100 per cent alert is sounded.

As each platoon occupies its assigned portion of the perimeter, the platoon leader physically checks to insure that his flanks are linked up with adjacent platoons and that his men are in proper position. He then reports to the company commander, who will check the entire perimeter for proper security, making adjustments where necessary.

Priority of work for the men is:

Setting up a guard schedule so that one man in each foxhole is fully alert, dressed and ready to fight at all times.

Digging in.

Cleaning weapons.

Eating.

Bathing, powdering feet, personal hygiene.

The above procedures must be followed if a successful laager is to be conducted.

■ *Planning for Operations*

Planning for a mission must be detailed and as thorough as time permits. Whenever possible, precise planning and rehearsals should be accomplished. Plans should be prepared for every possible situation that may arise. Every aspect of the five paragraph operation order should be covered by platoon and squad leaders, who should keep an outline of the standard order format in their notebooks.

Platoon and squad leaders are responsible for insuring that each man completely understands the mission and his part in the operation. Each man should memorize the mission, route to be used, enemy situation, actions at danger areas, and immediate action for all possible contingencies.

The chances for success are much greater when each man thoroughly understands the plan and his role in it. Each man is a vital part of his squad, platoon and company and must be kept informed at all times. The formula for success in military operations is a simple plan, well-rehearsed and violently executed.

The squad leader must continually think ahead to forecast the needs of his men with respect to the mission. Is there a plan for dustoffs at night? Are flashlights, trip flares and C-4 explosive on hand? Have provisions been made for linking up with friendly personnel at night, using flashing lights or firing shots? Are firing stakes available to mark sectors of fire for night positions? Does everyone in the night defensive position know where the OPs are, as well as positions to the left and right? Are the men well dug in? Does every man know the approximate location of friendlies from other platoons, companies or even adjacent battalions?

■ *Training in the Field*

Training individuals to fight effectively as members of squads, platoons and companies is a continuous problem. Leaders at every level of the chain command must also be

Prisoners, suspects, and civilian detainees are important sources of information.



macwilliams



teachers. Platoon and squad leaders should use free time in day laagers to train their men in map reading, navigation, ambush and patrolling techniques, immediate action drills, and techniques for searching hedgerows and bunkers.

The constant turnover of personnel makes training a particularly critical item. All leaders are responsible for the training of their men and the rapid integration of replacements into the fighting team.

■ *Handling of POWs*

Prisoners, suspects and civilian detainees will not be mistreated. The minimum amount of force necessary to restrain them will be used. POWs are a valuable source of information and civilians, treated with respect, can also furnish timely intelligence about enemy movement through their area. Civilians must not be abused; our mission is to defeat the VC and NVA, not the innocent civilian population.

■ *Airmobile Operations*

In the pickup zone, each platoon leader is responsible for breaking his platoon into helicopter loads and insuring that each man is accounted for. Five to 10 meters dispersion between helicopter loads will be maintained until the aircraft is preparing to touch down.

The platoon on the last lift is responsible for providing all-around security for the pickup zone (PZ). The last lift will always consist of a full load so that an understrength force isn't engaged by the enemy while waiting to be picked up.

The PZ control officer will be the platoon leader or platoon sergeant of the last platoon to be lifted out. He will be responsible for all air-ground coordination during the operation, to include:

- Putting a radio on air-ground frequency 30 minutes before pickup time.
- Popping smoke and guiding lift ships to the PZ.
- Insuring that the PZ is secure at all times.
- Insuring that helicopter loads are properly organized and in the right locations.

The most critical phase of the airmobile operation is dismounting from the choppers at the LZ and securing it. All platoons will have preplanned security positions on the LZ, using the clock system. Upon arrival at the LZ, personnel will dismount from the helicopters, run approximately 10 meters looking for cover, and hit the ground in firing positions as the aircraft depart.

If the LZ is cold platoons will move on the double—properly dispersed—to their section of the LZ perimeter.

If the LZ is hot squad and platoon leaders will make an estimate of the situation and react accordingly, keeping in mind that the helicopters must be protected and platoons must be maneuvered off the LZ to covered positions.

Once all lifts have arrived at the LZ, reorganization must be fast and efficient. Every man should know from the operations order his place in the platoon formation and on what azimuth the unit is to move.

■ *Night Operations*

The American soldier has an inborn reluctance to fight at night, which is a normal fear that must be overcome. The night is as great a friend to us as it is to the enemy, and we should use the hours of darkness.

The enemy uses the night to resupply, reorganize and prepare to attack. American units which operate at night up set him and throw him off guard. Successful night operations by US units have repeatedly demonstrated the advantages of surprise achieved by night operations. This is because the VC and NVA normally don't attack



Night is the best time to ambush "Charlie."

rs smith

unless they can see us, have had time to recon our movement and have prepared an ambush or attack. When we move at night, we take this initiative from him, and surprise the enemy with minimum friendly casualties.

It is of vital importance that each man knows how to navigate at night. Soldiers must know how to set a compass, follow an azimuth and keep the pace, all at night. Noise and light discipline must be SOP.

■ Ambushes

Ambushes, properly executed, are one of our most successful ways of defeating the enemy. The ambush plan should be simple but thorough. Different routes should be taken when moving to and from the ambush site; never return by the same route you used to reach your ambush objective, since Charlie may have his own ambush plans.

Moving to the ambush area, the ambushing force should stop about 50-100 meters from the ambush area at an objective rallying point. The patrol leader should take a security team and recon the ambush site to determine where he will place his positions. The rallying point can be used as the place to reorganize after the ambush is completed.

Flank and rear security for the ambush should be employed, using claymores which can be blown if the ambush is attacked by a larger force.

A clear signal to spring the ambush is required. One signal is for the patrol leader to fire the first shot or detonate the first claymore. After the ambush has been sprung, two small teams should search the area for enemy weapons and equipment.

Following the search, the ambush should remain in position while the leader evaluates the situation. Perhaps more enemy will walk into the ambush; this has happened particularly in instances where only grenades and claymores were used initially. A brief wait will also allow the patrol leader to determine if he has ambushed a larger force which is trying to out-flank and envelop him. If this is the case, the patrol leader signals for the flank and rear claymores to be blown, after which the patrol conducts an orderly withdrawal. The patrol must remain calm and perform according to plan.

■ Immediate Action

Immediate and proper action is often the difference between life and death in combat. Each squad member and squad leader must be constantly thinking about and planning for actions to be taken in any possible situation. The enemies of proper reaction are carelessness and relaxation. Stay alert.

Each leader and man should have a plan for what he will do if he receives fire from the front, flank or rear. The guiding principle in contact is to march to the sound of the guns and endeavor to outflank the enemy. Never hesitate to engage him.

Each contact, whether it involves one sniper or a reinforced NVA battalion, should be developed and exploited by appropriate aggressive action. If we have engaged a large force, the enemy will try to envelop us. Therefore, aggressive firepower against the enemy will keep us from being surrounded and defeated. If we have met a smaller force, rapid maneuver will enable us to maintain contact and destroy it. We are fortunate to have tremendous air and artillery firepower, which we should exploit at every opportunity.

Platoons should have an SOP for reaction to enemy contact from any direction. When contact is to the front, all squads return fire to gain fire superiority. They maneuver as directed to outflank the enemy. When contact is to the flanks, two squads lay down a base of fire and establish fire superiority. The other squad maneuvers to outflank the enemy.

The M60 machinegun should never be on the flanks. Squad leaders will insure that the M60 is always kept in a protected position.

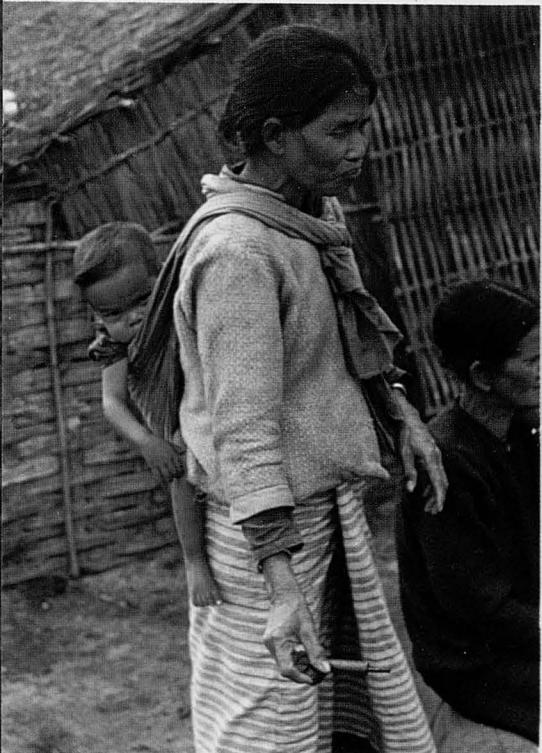
Being a good rifle squad leader in combat is no easy matter. It is a continuous and difficult problem which requires hard work every day. You can never let up, or your men will grow careless.

What is your reward? The respect and admiration of your men and officers, the prestige of being an Infantry leader, and your inner peace of mind and self-respect that you've done your very best in one of the toughest jobs in the Army.

88

ANCIENT NOMADS

Mothers always possess inner beauty no matter what race.



A dirt road choked with holes and mudpuddles leaves QL1 from the middle of Bong Son in northern Binh Dinh Province. The road winds past the squalid, tin-roofed huts in this resettlement area. The Vietnamese kids press for hand-outs from American soldiers. Their mothers hide from photographers as they suckle their infants at their breasts.

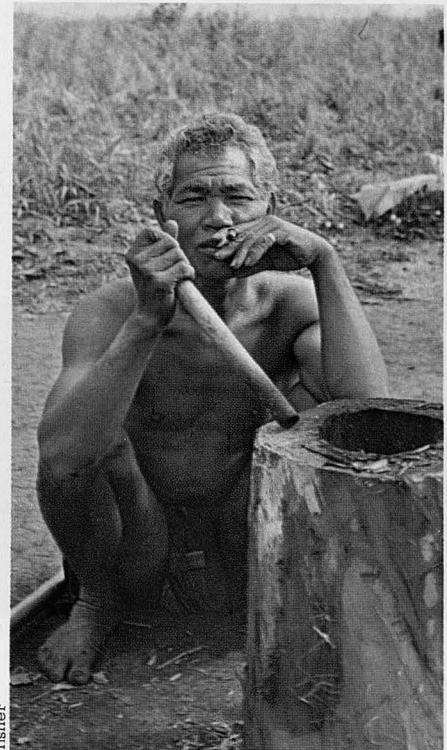
After one mile of fairly wide dirt road, another, smaller road leads off through the village. Its holes are deeper and its mudpuddles are like small lakes.

This road comes to a dead end at a nicely shaded palm grove. From here, a short walk crowded with children and chickens leads to the Montagnard refugee camp of Trung Luong.

The difference between the Montagnard and Vietnamese camps is immediately obvious. The first sign is the sight of one Montagnard child. She is bare chested with a "midi" type black sarong around her waist. She wears a bright colored necklace of beads and a gold ring in her ear. She is beautiful and smiles a smile that children everywhere have used to melt the hearts of GIs from World War I to today.

The camp itself is relegated to the very rear of the large refugee camp for Vietnamese. The Montagnard camp is closest to the river, and by chance, the first area to be flooded when the rains begin. In contrast with the Vietnamese huts, there are no tin roofs, only straw. There are no water buffalo or implements of the farmer to be found; nor hondas or other items of prosperity. The poverty of the Montagnards is staggering—even for Vietnam. They have but one commodity which keeps them going—pride and a fierce will to see their kind and ways survive.

This refugee camp of Trung Luong holds some 650 of the mountain tribesmen and their families. In 1967, the hard living mountain dwellers were originally forced from their homes near the An Lao Valley when



Montagnard men have great character.

the 1st Air Cavalry Division swept all in its path in search of the enemy's hiding places.

The tribe was first settled at An Khe in a similar refugee camp. They stayed there until November of 1969 when the Government of Vietnam promised them land near their original home in northern Binh Dinh Province. Moving was a long drawn-out process. The people, led by Ngay, their chief, packed all their belongings on their backs and were trucked to Trung Luong, near Bong Son.

Despite the hard working ways of these people, the only jobs available to them in the hostile Vietnamese economy are menial. Woodcutting and manual construction work is about the only way the Montagnards are employed. Some have started their own businesses such as making furniture and "nong" weaving (a nong is the conical Vietnamese straw hat).

These entrepreneurs face heavy sales resistance among Vietnamese. When they do make a sale, the price is usually much below that paid for a Vietnamese made product of a similar nature.

When asked why the Vietnamese people don't like the Montagnards, one man replied, "Montagnards

The Montagnard's Day Is Coming

don't wear clothes while the Vietnamese always are clothed. Montagnard food and the people are very strange. They are not Buddhist and their skin is too dark."

The mountain people are of Malaysian and Negrito stock and are the direct descendants of this area's first inhabitants. They mixed with the Chams who ruled this area in the olden days. As the Vietnamese pushed south from China, these primitive people were pushed into the hills or exterminated. Religion among the Montagnards of Bong Son is an

extremely complicated affair. Each house is adorned with two or three upright reeds of bamboo with a leaf shaped in the form of a small scoop. The children wear amulets of dirt about their necks to ward off evil spirits and sickness. A small windmill device which makes a noise as the breeze twirls it is another good luck charm. Beliefs involve a long line of demons and spirits which bring either tremendous strife or good times to the people.

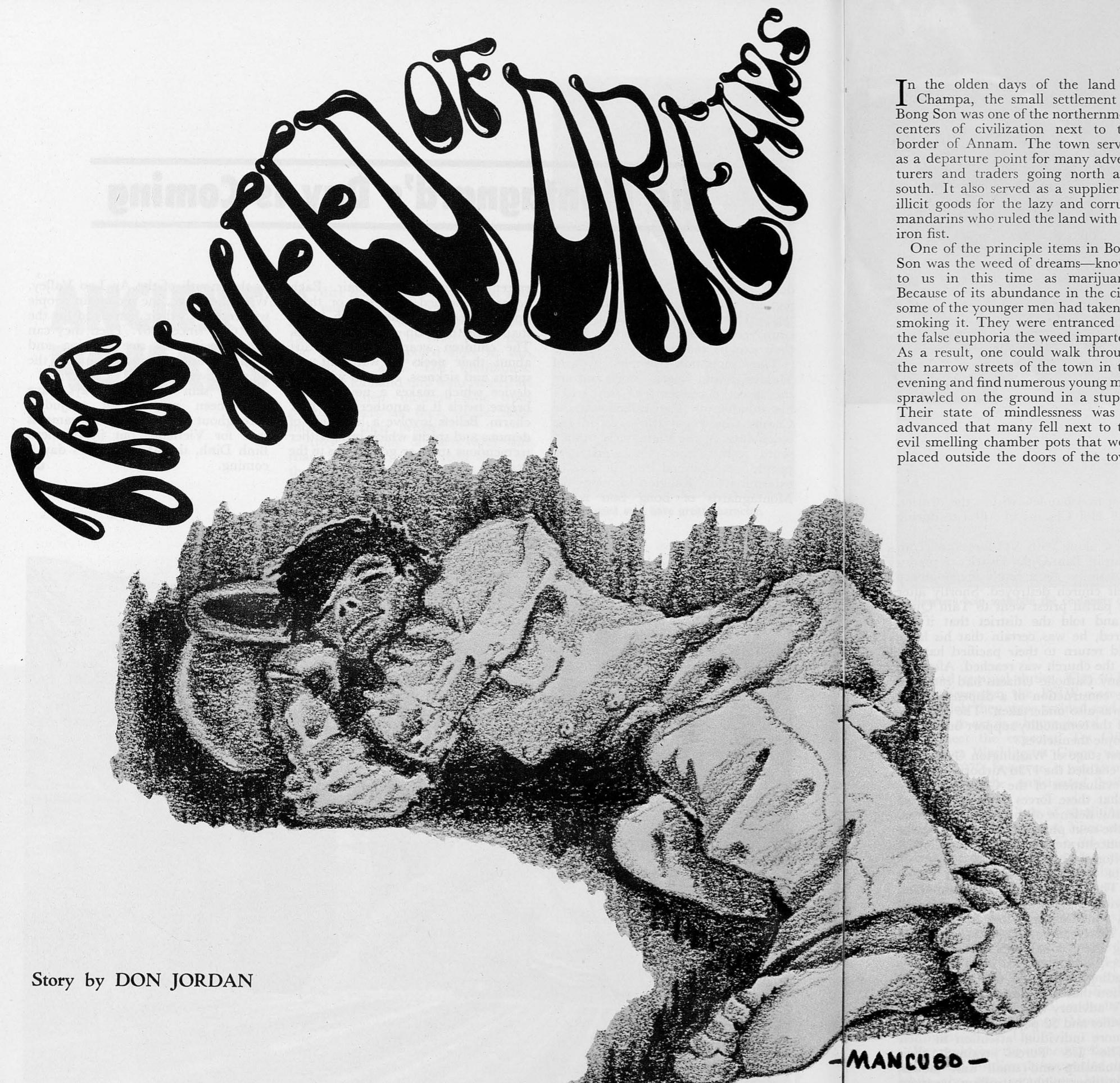
The people of Trung Loung have been promised land near LZ Beaver

in the mouth of the An Lao Valley. With the move, the mountain people will return to their homeland for the first time since 1967. Then they can begin their own rice farming and perhaps raise themselves out of the abject poverty.

Dark skin and odd ways have long been reasons for prejudice throughout the world. The same is true for Vietnam, but in northern Binh Dinh, the Montagnard's day is coming. ☙

The rich and beautiful color weaving is traditional.





Story by DON JORDAN

-MANCUSO-

In the olden days of the land of Champa, the small settlement of Bong Son was one of the northernmost centers of civilization next to the border of Annam. The town served as a departure point for many adventurers and traders going north and south. It also served as a supplier of illicit goods for the lazy and corrupt mandarins who ruled the land with an iron fist.

One of the principle items in Bong Son was the weed of dreams—known to us in this time as marijuana. Because of its abundance in the city, some of the younger men had taken to smoking it. They were entranced by the false euphoria the weed imparted. As a result, one could walk through the narrow streets of the town in the evening and find numerous young men sprawled on the ground in a stupor. Their state of mindlessness was so advanced that many fell next to the evil smelling chamber pots that were placed outside the doors of the town

people each evening. Some of the men, so oblivious to their surroundings that they had no care of where they placed their heads, used the chamber pots as pillows during their nights of mental dullness.

At the same time that these young men were carrying on in such a manner in Bong Son, a band of ruffians, who had been banished into the mountains by the military general of the district for their cruel and lawless ways, were planning a vicious revenge on the residents of the little border city.

One night, one of the band, disguised as a merchant trader from the land of Annam, would roam the streets presumably in search of a particular merchant or ship. Instead, the evil no-good was casing the small town's defenses for the coming raid.

As you might well expect, the spy noted that all the young men who were supposedly guarding the city's boundaries were in the streets of Bong Son, weed of dreams in hand, and chamber pot under their heads.

The gang of ruffians hastened to take advantage of this knowledge. The very next night after the spy's visit, the ruffians entered the village. Before any hue and cry could be raised, the ruffians had taken all the young girls captive, looted the merchant's tills, killed the old men and departed the city.

The next morning when the district's military general arrived to survey the scene, he asked one trembling old woman, "Where were your young men who were to guard the town's boundaries?"

"They are asleep in the streets still mindless from their night of smoking

the weed of dreams," replied the old woman.

"That is very bad indeed. Why did the townspeople not try to waken these drunken louts when the attack occurred?" queried the general.

"We did, but the unsavory youths could not hear us. They had all placed a chamber pot over their heads—evil contents and all—and could not hear our alarms," sobbed the old woman.

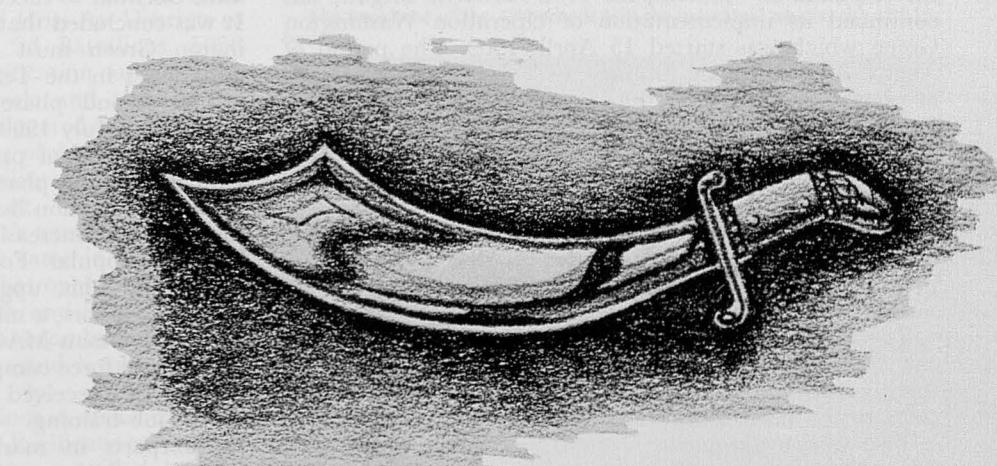
"Well, I shall awake these useless vagrants and give them each the full beating and punishment they deserve," expounded the general.

The general advanced to one of the youths. He pulled his stout sword from his belt and tapped the pot on the boy's head. There was no reaction. Again he rapped, only harder. No reaction. This time he smote the pot with a rather heavy blow.

To everyone's surprise, the pot rolled from the youth's shoulder showing that his head had been severed. A quick inspection of all the sleeping young men showed that their heads, too, had been separated from their bodies and each placed in a chamber pot which was then placed upon the now dead youth's shoulders. In that manner, the ruffians had assured themselves that even the sleeping weed smokers would not arise and spread resistance or alarm.

The town wept for many days and slipped into poverty; for without the young men, there could be no defense nor any business in the years of the future. The town slowly died out and the graves of the young men finally sank into the rice paddies.

MORAL: *He who is "pothead" may one day have only pot instead of head.*





wilhelm

By AL HOUSTON

The shoulder patch worn by the paratroopers of the 173d came into being with the activation of the Brigade in June, 1963. It was designed primarily by the Brigade Sergeant Major Mickey Finn. The red bayonet signifies a strike force; the white wing denoting that this strike force can be flown by transport aircraft and dropped by parachute onto any assigned objective. The tab reading "Airborne" above the shoulder patch indicates that the men of this Brigade are paratroopers and all equipment of the Brigade is air transportable. The colors, red, white and blue, are our national colors. The numerical identity of the Brigade can be readily simulated by various combinations of the design elements. For example, the sword indicating one (1), parachute canopy equaling seven (7) and the three sections of the parachute canopy equaling three (3). Thus the 173d.

In adherence to the accelerated Pacification programs in the four northern districts of Binh Dinh Province in the Republic of Vietnam, the 173d Airborne Brigade has continued its implementation of Operation Washington Green which was started 15 April, 1969. The period of August 1970 through January 1971 saw the completion of phases V and VI of the long term effort by brigade forces participating with the Army of the Republic of Vietnam (ARVN), Free World Military Forces (FWMF) and Government of Vietnam (GVN) authorities.

Phase I covered a period from 15 April 1969 to 20 June 1969. It was initially aimed at pacification for sixteen hamlets, but instead aided twenty-four due to unexpected progress in the early stages. The 173d's function was simple—to provide security in the vicinity of these hamlets.

The measures of success for phase I were many, but can best be evidenced by two graphic examples; first, there were only three Hoi Chanks in Hoai Nhon District prior to the start of Operation Washington Green.

Two weeks into phase I, there were 40 ralliers to the GVN flag who came down from the hills to rejoin their

families in the newly secured hamlets within the district. In total, there were 115 Hoi Chanks in AO Lee during phase I.

Secondly, NVA forces, along with VC forces, overran the hamlet of Lui Thuan in Tam Quan District, a predominantly Catholic community. As a result the populace was terrorized and their church destroyed. Shortly after pacification began, the parish priest went to Tam Quan District headquarters and told the district that if the church could be repaired, he was certain that his large refugee following would return to their pacified hamlet. Agreement to renovate the church was reached. After less than two weeks, so many Catholic citizens had returned to Lui Thuan that the construction of a dispensary and the repair of a school was also undertaken. The US provided a small portion of the commodity support but all the labor came from the people themselves.

The success of the first stage of Washington Green and improved local stability enabled the 173d Airborne Brigade to make an objective evaluation of the GVN territorial forces. This revealed that these forces were lacking the skills essential to successful defense of the populated areas. It was concluded that the next phase of Operation Washington Green must concentrate on the elimination of weaknesses in the Territorial Forces.

The second phase of Operation Washington Green began on 1 July 1969. The mission of the 173d remained the same, that of providing the security for designated hamlets. For this phase, a total of thirty-four hamlets were on the pacification list. Increased emphasis was placed on assisting and increasing the combat effectiveness of the Regional/Popular Forces, and the District Forces. To accomplish this upgrading, hundreds of Sky Soldiers became advisors, a mission that was previously charged to twelve, five-man MACV advisory teams. As a result some 27 regional force companies and 52 popular force platoons in AO Lee received more individual attention in their on-the-job-training. The US Forces trained their counterparts in marksmanship and small unit tactics, ambush techniques, operations, night patrolling, weapons

PERSPECTIVE



Wilhelm

Helicopters help maintain the continuity of the Airborne.

care and sentinel duties. The 40-hour course lasted five days whereupon the PSDF were assigned the weapons with which they were trained and returned to their communities to act as a home guard.

To meet the expected Tet Offensive, phase II-A of Operation Washington Green was implemented on 22 January 1970, however, it was terminated on 18 February 1970, when the anticipated holiday attacks failed to materialize.

A post Tet analysis of conditions in AO Lee revealed sufficient progress in Hoai Nhon and Hoai An Districts to permit the release of the 2d and 3d Battalions, 503d Infantry, from a purely advisory pacification support role, into a more conventional combat role and marked the beginning of Phase III which was triggered by an enemy buildup along the western periphery of AO Lee.

Phase III provided more flexibility in meeting the enemy's changing situation in AO Lee.

The 1st Bn., 503d Inf. continued its pacification role in Phu My District, the 4/503d did the same in Tam Quan District. The 2/503d conducted combat operations mainly in the mountains west of LZ English and in the An Lao Valley, while the 3/503d conducted its combat operations primarily in the Crescent Mountains and areas west and southwest of LZ Uplift.

By employing the maneuver battalions in such a manner, two battalions directly supported the Pacification Program while the two remaining battalions provided overall

security for the program and at the same time served as reaction forces to meet enemy buildups throughout the AO.

It was discovered that the enemy strength in the AO was increasing, especially on Hill 474. It was determined that in order for the pacification program to continue on a successful path, the enemy threat on Hill 474 would have to be removed. As a result of the more than two months (17 January 1970 to 18 March 1970) of bitter fighting that followed, the 8th NVA Battalion suffered 70 per cent losses, making it combat ineffective and causing it to break up into small elements to work with local VC forces.

The virtual destruction of the enemy threat in the west freed brigade assets which could again be employed in direct support of the GVN Pacification Program.

Thus heralded phase IV of Operation Washington Green which commenced on 10 May 1970 and continued the Pacification mission and initiated an accelerated RF/PF training program.

The acceleration of the RF/PF training had a six-fold purpose:

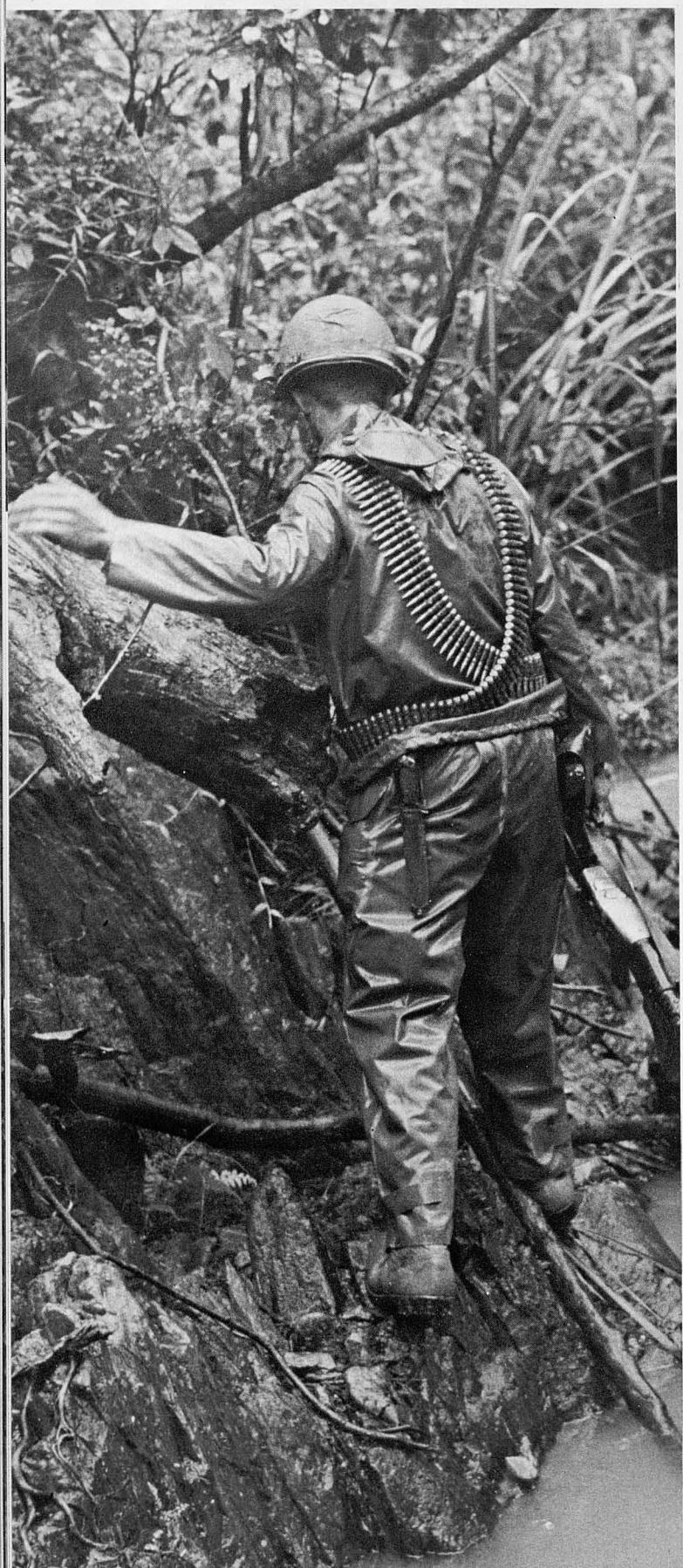
1. *Upgrade tactical capability of RF companies and PF platoons.*
2. *Improve individual proficiency through on-the-job training.*
3. *Integrate the skills developed during individual training into the operation of teams.*
4. *Upgrade GVN chain of command at district level.*
5. *Upgrade the logistic and administrative channels within Territorial Forces.*
6. *Provide a foundation for the conduct of territorial security missions the village and hamlet security.*

The RF course included 192 hours of training over a 12-week period, while the PF portion included 120 hours over the same time span. Most of the training was conducted at night with emphasis placed on squad and platoon night ambushes, patrolling, counterguerrilla operations and village and hamlet defense stressing fields of fire, aiming stakes, trip flares and requesting illumination and artillery fires.

The backbone of the Airborne is still the individual who works with his buddy.



neal



The objectives of the RVNAF on-the-job training program, conducted during June and July, were to familiarize ARVN officers with US operational techniques and to assist in the development of the training base by increasing the experience factor for selected ARVN officers. The Vietnamese officers from the RF/PF training centers were assigned to the 1st and 4th Battalions of the 503d Infantry which were conducting reconnaissance and security operations.

This OJT program proved highly beneficial. First, ARVN officers were seen by the people in many hamlets and their presence created a very favorable GVN image. Second, officers from the RF/PF training centers were able to observe units that they had previously trained and as a result, could judge the effectiveness of their instruction.

Continued progress during Phase IV created conditions favorable to another shift in consonance with the overall intent of Operation Washington Green. The new target was to be the basic foundation of the communist military and political structure.

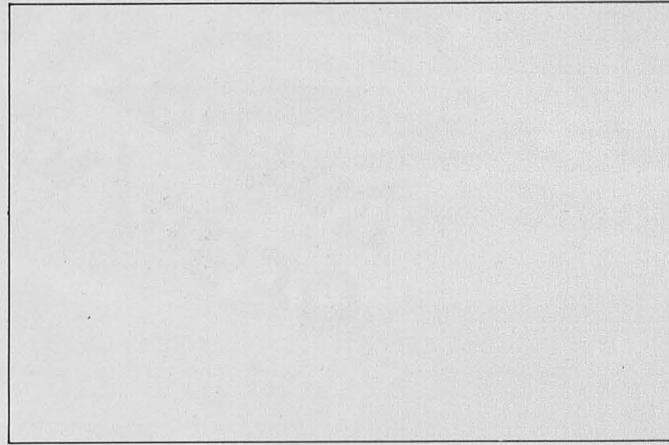
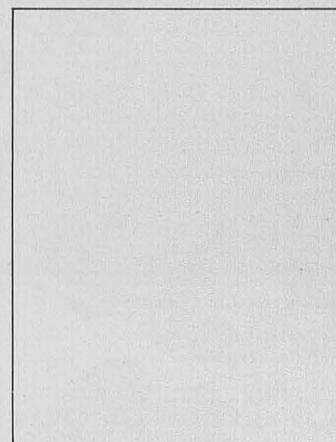
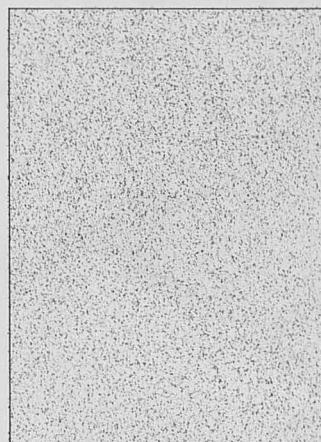
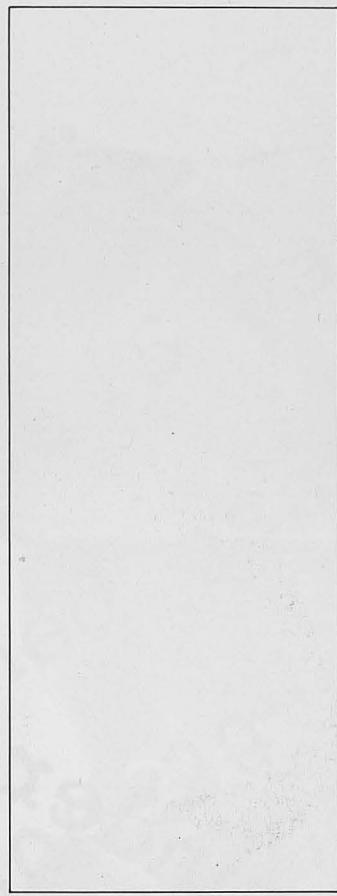
On 1 September 1970, the 173d Airborne Brigade began Phase V of Operation Washington Green.

Support of pacification continued along with the Territorial Forces training program. In addition, the targeting and destruction of the Viet Cong Infrastructure (VCI) was given first priority. This was accomplished in coordination with GVN forces. US and GVN forces would react quickly to intelligence on known VCI. A "hard seal" cordon was placed around a hamlet complex to prevent escape. GVN forces then entered and seized known VCI residents. Cordon operations helped to deny the enemy his objectives of terrorizing hamlet residents and entering hamlets at night to steal needed provisions. During October, great emphasis was placed on the conduct of coordinated operations with RF/PF units to deny the enemy rice during the harvest season.

This phase of Washington Green was brought to an end by events outside AO Lee. The departure of the 4th Infantry Division from the large highland base of Camp Radcliff (An Khe) in late November created a vacuum which threatened the security of QL-19, the vital highway link between the coastal port of Qui Nhon and the highland capital, Pleiku. The 173d Airborne Brigade was ordered to fill this vacuum. In turn, this dictated adjustments in the Brigade's role under Phase V of Washington Green.

WASHINGTON GREEN ENDS

The sixth and final phase of Operation Washington Green began on 8 December 1970 with the move of the 2/503d to An Khe. It continued the triple mission of pacification, RF/PF training and destruction of the VCI, but on a reduced scale. The 3/503d Infantry is now prepared to assist GVN pacification forces in Hoai Nhon District where the 2/503d Infantry formerly operated. The 3/503d Infantry also continues its longtime pacification support in Hoai An District. Provisions have been made for the turnover of all US-occupied bridge sites along route QL-1 in Tam Quan District to GVN forces. The departure of another Infantry battalion to An Khe will spell the virtual end of Operation Washington Green and mark the beginning of a new operation wherein the Brigade's maneuver elements concentrate almost solely on the conduct of combat, security and interdiction operations.



GENERAL ORDERS
NUMBER
TC 450. 114

Authority: Orgn/Unit:

Para 12b AB 600-20
173d Airborne Brigade (ARJA)
W. MacFarlane
Brigadier General, USA
Commanding

The undersigned assumes command.
15 January 1971

in the mountains in the western part of AO Lee and surrounding An Khe.

FIRST BATTALION

The 1/503d Infantry did not allow their role in the Pacification program to diminish their combat capabilities. During the period of August to December the 1st Bn. accounted for 81 NVA/VC KIA; 118 detainees; 3 POWs and numerous weapons, equipment and caches of food.

The 1/503d continued to conduct combat operations in support of pacification throughout the reporting period in both northern and southern Phu My. On 3 November, 1970, the 1/503d assumed OPCON of 538th Land Clearing Co., and E troop, 17th Cav., and initiated land clearing operations in northern Phu My.

Emphasis continued to be placed on combined operations and training. There were an average of 26 combined ambushes nightly during the reporting period. The battalion continues to employ small mobile hunter-killer (HAWK) teams throughout the AO. Virtually all of these teams are composed of combined US/RF/PF forces; exceptions occur when other commitments of conflict preclude RF/PF participation.

The 1st Battalion saw a change of battalion commanders during the reporting period. LTC Manley H. Cosper



Pop a contrasting smoke for identification.

relinquished command to LTC Leslie K. Nakamura on 17 August 1970.

SECOND BATTALION

Unlike the 1st Battalion, the 2d Bn., 503d Inf., had practically resolved their role of direct pacification and turned to one of combat operations as to provide security for the Pacification Program. During the period of 1 July to 30 September 1970 alone, the 2d Battalion made contact with enemy forces over 100 times; their results up through December includes more than 64 NVA/VC KIA, 38 small arms captured in action and tons of equipment and food destroyed.

The 2d Battalion did however, manage to keep one finger in the pacification pie as companies A and B were assigned as sponsors of Stag Teams I and II respectively. This was part of a co-operative effort with the RF and PF units.

The 2d Battalion also decided to employ a training program for its own personnel designed primarily to benefit the individual soldier and thus enhance the successful accomplishment of assigned missions. Therefore, training was given in the following areas: mechanical ambush (tinker toys), aircraft safety, rigging combat

loads, artillery adjustment, combat tracking, and the use of flame throwers. Classroom instruction supplemented by the use of exhibits and training aids was conducted on designated dates throughout the reporting period. In addition, practical exercises were held in the field. The training program continues to be an important means of bolstering the 2d Battalion's combat effectiveness.

The 2d/503d also employed scout dog teams during the reporting period which maximized the unit's ability to detect booby traps. The 2d Battalion found the HAWK team employment to be a great asset to their combat role.

During the reporting period LTC Robert G. Hertel became the new battalion commander replacing LTC George W. Krause.

The second battalion was relocated during the reporting period. It was moved from LZ English to An Khe to provide security and support groups for the departing elements of the 4th Infantry Division. In addition, they are concerned with the security of the 18 kilometer berm around Camp Radcliff.

Whatever the mission, the 2d/503d Infantry, 173d Airborne Brigade is always ready to move and shoot.

THIRD BATTALION

The reporting period found the 3d/503d Infantry engaged in combat operations in Hoai An District, Binh Dinh Province. Never really cutting a big slice of the pacification pie, the 3d Battalion continued pursuing and destroying elements of the 3d NVA Division and local VC forces. The Sky Soldiers continued to live up to their reputation as the "Rock Battalion."

Company E combat assaulted to the Fire Support/Surveillance Base Floyd. Enemy activity, which had been slow in the past months, increased and the NVA/VC initiated contact willingly when they thought they had the advantage. Co. D reacting to intelligence CA'd into a base camp area locating a large weapons and ammunitions cache.

The early portion of the reporting period saw the battalion conducting saturation ambushing and combined operations with the territorial forces in an effort to deny the VC/NVA access to the vitally needed rice producing areas of Hoai An District. Early in the month of September Fire Support/Surveillance Base Washington was established. Enemy activity increased and large forces of VC/NVA movement were noted. The enemy was eager to initiate contact and attacked US/GVN installations with mortar and rocket attacks. Reconnaissance teams and quick reaction to intelligence proves to be a major threat against the enemy. The results of the battalion operations during this short period were 132 VC/NVA KIA, 15 VC/NVA POWs, 133 individual weapons and eleven crew served weapons CIA.

On 15 December LTC Jack Farris moved from his position as the Rock Battalion's commanding officer to that of Brigade Executive Officer. LTC George J. Stapleton assumed the role of battalion commander for the 3d Bn.

LTC Stapleton seems to have found a battalion without a home as he saw his new command move from LZ Uplift to LZ English on December 19. Their role was to conduct assault missions in An Lao Valley and act as a maneuver element. However, eleven days later the Rock Battalion was on the move again, this time their destination was An Khe. The change of locations was completed by 1 January 1971 and by 2 January the battalion had deployed to the field. It seemed as though LTC Stapleton had finally settled down and found a home.



neal

FOURTH BATTALION

The 4th/503d Infantry mission is to close with the enemy by means of fire and maneuver in order to destroy or capture him or to repel his assault by force or close combat and counterattack. However, during the early portion of the reporting period the 4th Battalion continued to participate in pacification operations, they also conducted heliborne assaults, extensive small unit patrolling, night ambushes, HAWK operations (six to seven-man recon teams with a hunt and kill mission) and company size cordon, search and sweep operations.

Like its sister battalions the Geronimo Battalion also changed commanders during the reporting period. LTC Robert Allen passed the colors to MAJ (P) Riscassi.

With the completion of the sixth and final phase of Operation Washington Green, the 173d Airborne Brigade is snapping out of its Pacification Program and returning to combat operations. This change became apparent on 1 January 1971 with the initiation of Operation Greene Lightning. The brigade will continue security operations of An Khe and QL-19, and phase out of pacification and security operations in the populated areas; initiate combat and recon operations in areas of AO Lee—*Operation Greene Lightning*.

Task Force Ivy will be to continue security of Camp Radcliff and QL-19 from An Khe Pass to the Mang Giang Pass. In addition, TF Ivy is to conduct periodic liaison with An Tuc District and Binh Khe District.

Under Greene Lighting effective 1 January 1971 TF 1st/503d Inf. assumed the following mission: (1) phasing down of pacification and security operations in Phu My; (2) continue liaison with Phu My District; (3) initiate liaison with 41st ARVN Regiment in Phu My.

Effective 1 January 1971, the 4th/503d Inf. was to terminate pacification and security operations in Tam Quan District and commence combat and recon operations.

As a highlight to a successful conclusion of Operation Washington Green, the 173d Airborne Brigade turned over LZ North English to the ARVN's on 6 January 1971 and moved the "Geronimo" Battalion to LZ English.

So as long as I can see I will keep looking.
As long as I can walk I will keep moving.
As long as I can stand I will keep fighting.

—Walter de la Mare—

Pathfinders still help guide the pilot.



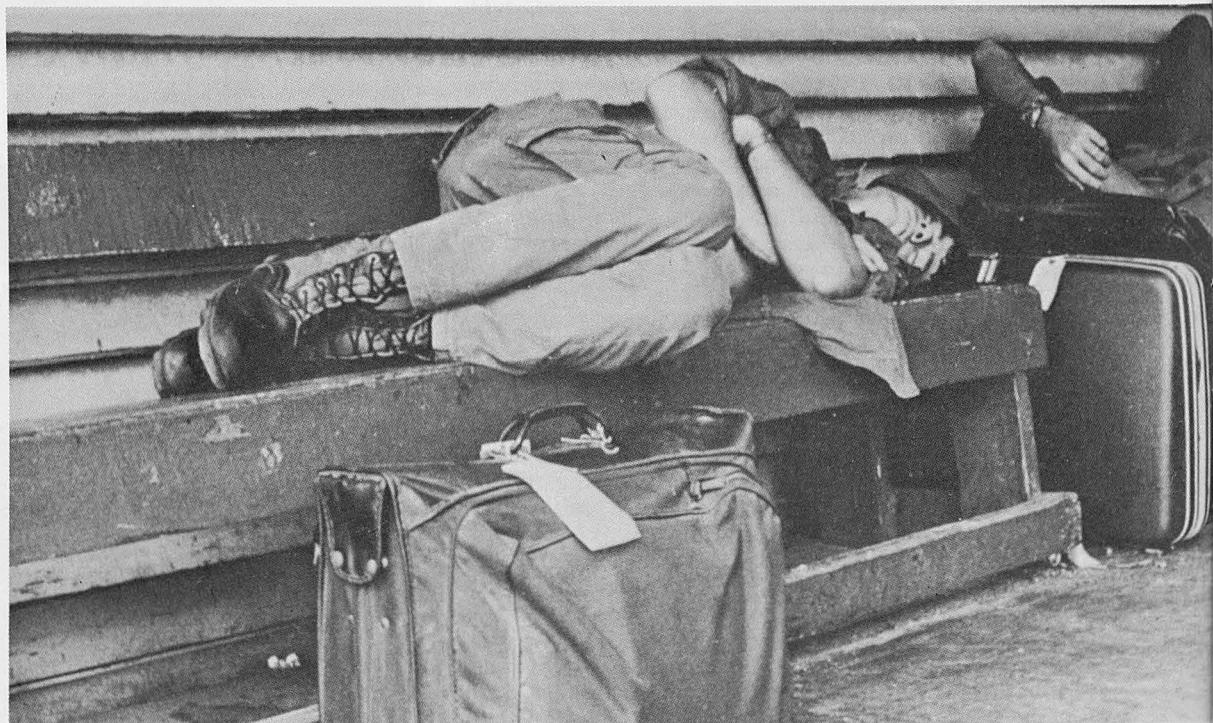
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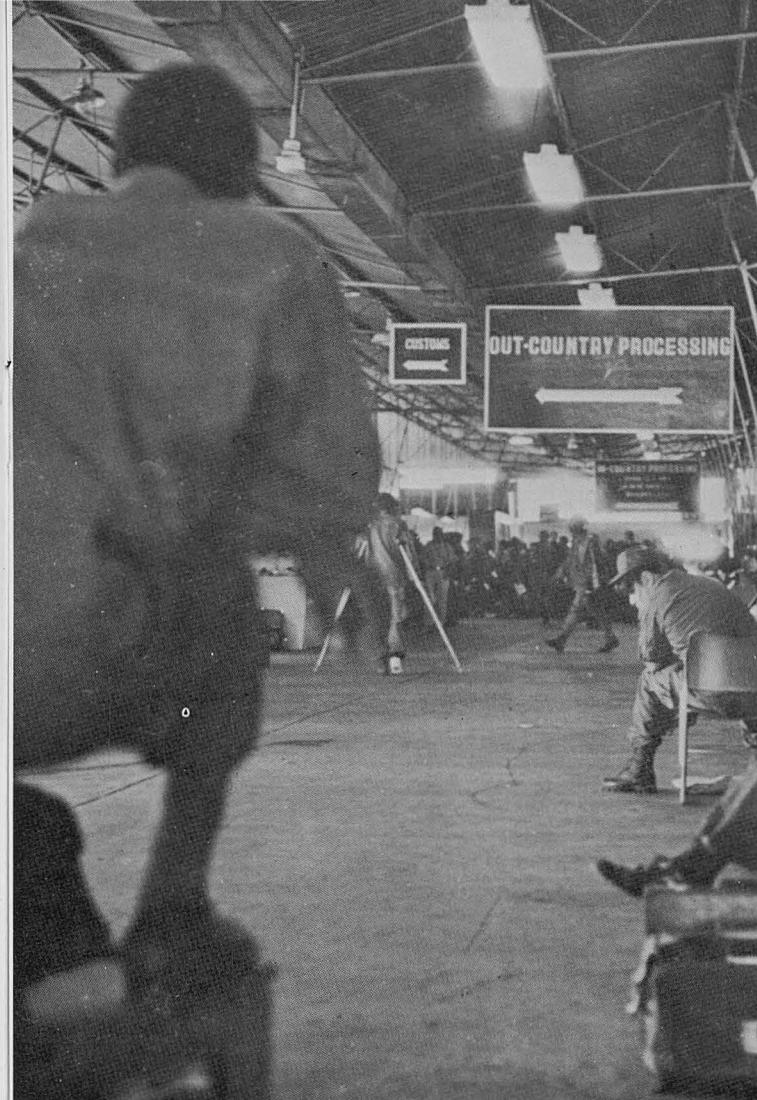
How long is a year—when it's over and you're waiting to go home? Waiting for the flight that signifies the end and the beginning. During those hours spent at the air terminal, killing time on benches, tables, and concrete floor, you are in limbo. Your mind jumps around, from a past just ended to the future, and back again to the past.

The passing of a year may be charted in many ways: by rows of x's on a short-timer's calendar, each square diligently crossed off until none remain, or by worn out boots and faded fatigues, discolored by 12 months of sun, rain, and sweat. But more than a calendar or physical appearance, you, yourself, are a chart of the year just finished. You have experienced an entire spectrum of emotions and are different because of them. You have been hardened by the ferocity of battle, yet softened by the compassion of fellow soldiers, frightened by the threat of death, yet strengthened by the desire to live, discouraged by the futility and injustice of war, yet buoyed by the glimpse of an envisioned peace.

You know all of these feelings when you're sitting and waiting to go home. When a year that had evolved into one gigantic blur breaks suddenly into distinct memories of moments shared. How long is a year—when it's over?



bradley



bradley

The veteran master sergeant loaded down with baggage and camera equipment jumped from the bus and sprinted for the terminal building. His dash to the Tri-Service ATCO (reservation desk for military in Vietnam) resembled a 40-yard scramble by a scared halfback on the gridiron. Vietnamese soldiers, their dependents, the outstretched legs of sleeping GIs and scattered duffel bags provided a tricky obstacle course for the hard-core NCO.

He did an admirable job for the first twenty yards or so, but the assorted roadblocks were just too much, and the long legs of one snoozing trooper ended the valiant dash. Sarge went one way, his bags another, and his small AWOL bag flew over rows of soldiers and knocked over a free-standing ash tray.

The slightly gray-haired sergeant jumped quickly to his feet, dusted himself off as he gathered his luggage and once again began to run the gauntlet to the service counter. Seconds before he reached the counter a voice boomed over the PA system: "Personnel on flight FAT5Y to McChord Air Force Base via Yokota report to Gate #1 immediately."

The E-8 rushed up to the gimlet-eyed clerk at the service counter. "I'm booked on FAT5Y for McChord," he excitedly said, "I'd like to check in now."

"Sorry, you're too late. You'll have to go standby like everyone else," answered the young, shaggy haired airman

dispassionately. The sarge knew that he wouldn't get any help from this type of clerk—the kind who didn't care whether you got on a plane or died of starvation in the terminal.

"Where do I get in line to go standby?" sarge asked. "How should I know? I'm not the information desk—go ask them." The clerk then turned back to his *Supergirl* comic, slightly peeved that someone dared interrupt him.

There was only one line—a long one. He worked his way back through the prostrate figures sprawled on the seats. Sarge found out that there might be eight seats open on the flight. He was number 49. He began his long vigil, patiently.

The first thing is to get your stuff together before you leave for the airport. Make certain that your orders and all other official papers are with you and ready at a moment's notice. Rummaging through your overstuffed duffel bag for an elusive piece of paper can be frustrating for you and all the other passengers. Don't cause unnecessary delays. Have your stuff in order and available.

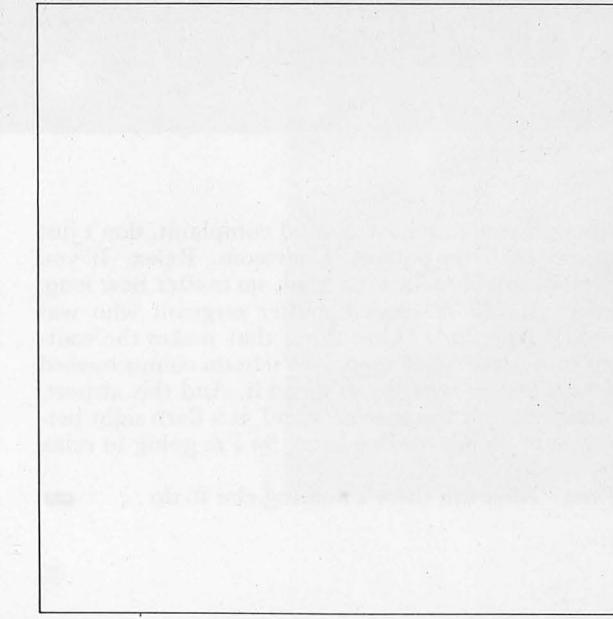


bradley

Even though you may have a valid complaint, don't just sit there and boil. Be patient. Courteous. Relax. If you keep your cool it will make your wait, no matter how long, a lot easier. As our frustrated master sergeant who was number 49 in line said, "One thing that makes the waiting better is that everyday spent in Vietnam counts toward DÉROS—no matter where you spend it. And this airport, with its snack bar and magazine stand, is a darn sight better than most of the places I've been. So I'm going to relax and enjoy it—why not?"

"Why not? After all, there's nothing else to do..."

Northern Binh Dinh Province



"HELLO, I LOVE YOU! OVER,"



Bob Burns and his MARS console in California.

Story by BOB WILHELM

L Z English—
"Hello? Over."

"Hello? It's so good to hear from you. Over."

"Hi, this is Bobby, who's talking on the other end? Over."

"This is Linda, is this really you Bobby? Over."

"Hi honey, yes, this is me, how are you? Over."

"I'm fine Bobby, but I just found out that I have an ulcer. Over"

"Oh great sweetheart, but I want you to know that it doesn't matter and I still love you very much. P.S. I miss you too. Over."

"Oh, Bobby, it's great to hear your voice. How do they do this? and I love you too, you know that... Over."

The preceding was just part of a conversation that a Sky Soldier and his girlfriend made thanks to the MARS station at LZ English. Many troopers in the "Herd" take advantage of this great morale booster to call home and talk to their loved ones, be it a girlfriend, fiancé, or wife. The three minutes pass very fast as you try to unravel your tongue and get it all together for those precious moments.

The MARS station is really called the Military Affiliate Radio System and the call sign for LZ English is AB8AM or in the lingo, Alpha-bravo-eight-alpha-mike is the handle.

Calling home is the next best thing to being there. MARS places your calls via a radio-telephone hookup. The system is a unique operation because you are patched through a ham radio operator in the United States who relays in turn your call to an operator who places the collect call from contact location in the United States. This one factor makes the three-minute call very inexpensive whether it be station to station or person to person.

The 534th Signal Company operates two MARS stations in the 173d Airborne Brigade area of operations. The main station is located at LZ English while a mobile truck station is currently working out of An Khe. The mobile station also moves to as many forward fire support bases as possible so that every Sky Soldier has a chance to make a call.

SGT Gordon Smith, "Smitty", of Sparks, Nev., is the man in charge of the portable station and has some fantastic records for making phone patches to the United States—one night he made some 97 calls. His assistant PFC Bob Finley of Parsippany, N. J., is just a beginner but as

Smitty says, "He's a fast learner."

At LZ English the main men in the station have been Air Force MAJ Roland Robinson of Pueblo, Colo. and SP4 John Siracusa of Queens, N. Y. MAJ Robinson is the TALO (Tactical Air Liaison Officer) with the 'Herd' and has been a MARS volunteer for several years.

The station has been hit hard by drops and the familiar 'deros' losing one of their most valuable men when SGT Delano Curry of Chicago went home last month. SGT Tony Ward has been on special leave and is due to return to the air soon but other than that the MARS team needs operators. If you think that you might want to try being a MARS operator for the 'Herd' then give MAJ Robinson a call or else stop by the station on LZ English at the 534th Signal Company and ask SP4 Jim Daniels about the job.

The LZ English station takes bookings over the phone throughout the 24 hour day as they operate continuously. The best time to call is usually early in the morning or very late at night.

Each caller is allowed three minutes per call. Priorities are given to persons having a verified Red Cross emergency and the troopers from the field spending less than 48 hours on LZ English. The remainder of personnel are on a first-come-first-serve basis regardless of rank.

One of the most important warnings to callers is that you should be available at all times after you place a call with the station. If you give a phone number, then be at that phone number or else call the station and notify it where you are headed or of a different phone number.

If you aren't available when your call comes through then you will be penalized by not being able to make a call for one month as your name will be placed on a special probation list in the station. There is still the special "Baby Program" for expectant fathers. All you have to do is notify the MARS station about four days in advance furnishing the phone number of the hospital and a special effort will be made to reach your wife immediately after she becomes a mother.

During the year there are some 12,000 phone patches made to the United States and now there is a new service for those individuals having relatives that live on or near-by a military installation in Germany. Contact is usually made between 7-9 pm every night. The local time in Germany is about 1 pm.

Throughout the year there have been many dedicated individuals on "the other end"—volunteers—who have helped many of the soldiers in the 173d. The following are the main contacts for AB8AM better known as "Alpha Mike."

A6NAZ, **Lenore Kingston Jensen**

—Lenore is a "ham" in two ways and proud of it. Her ham radio hobby dates back 30 years having first passed her FCC test when she was an actress on radio soap operas in Chicago. Her theatrical career includes stage, movies, and TV. She has done TV shows for NBC in New York as well as Hollywood. Her husband, Bob, is an audio engineer for NBC and they both work the station as well as enjoying recording and photography. Lenore was an honored guest on Ralph Edwards' 'This is Your Life' TV program just before it completed its run. She has made over 22,000



Barbara Camp of Honolulu, Hawaii.



patches for Army MARS and she has also patched for Air Force stations in Antarctica, Greenland, Okinawa, the Arctic, and other Pacific Islands for the last ten years.

AL6KPR, **Bob Burns**—Bob is currently an architectural model maker for Walt Disney Enterprises and has run Vietnam patches for several years. He was in the Army Air Corps during WW II as a technician for Norden bombsight. He has also worked as a videotape engineer for CBS, as a theatrical designer, and is an accredited gemologist. His wife is actress Naomi Stevens, and with their son Jon they have a collection of exotic animals including a boa constrictor.

Bob's father was the renowned comedian by the same name. Bob gets up early every day before work so that he can run patches from Vietnam.

Lenore Jensen has made more than 22,000 phone calls for GIs in Vietnam.



AA6IHD, Gwen and Herb Rudolph—Gwen is a recent member of MARS but she has already run a great number of calls with help being provided from her husband Herb. Her husband is a pharmacist and recently they purchased a brand new station so they could patch more calls from RVN.

AA6DBV, Phil Schartoff—Phil became interested in patching when

his son was aboard a naval vessel. He runs a hotel uniform manufacturing business and was a serviceman during WW II. He and his wife Frances live high on a hill near Hollywood.

AL6MTL, Dr. Henry Bodner—Henry is a world famous urologist who discovered ham radio aboard the USS Hope. He served with the Army Air Corps during WW II and always manages to find time for Army MARS

during the week.

A6RGM/AA6RGM, Bob and Jane Purcell—They live in Yucca Valley near Palm Springs. Bob is a retired broadcast executive who was highly successful in both TV and radio. He started as an announcer, guitar player and singer. He collects oriental art objects and books while working in real estate. Both of them have patched to RVN for a number of years. When not patching Bob can usually be found on the community theater stage while Jane works as a dietician.

A5BLH, Barbara Camp—Barbara works out of Hawaii and has been patching for several years from Hawaii to CONUS. She runs local Hawaii calls at no charge to the caller and then after the local calls are finished she runs calls to the mainland.

W7ZT, George Criteser—George has been one of the best contacts for the 173d. He is always working long MARS hours from his home in Carson City, Nev. He first became interested in radio about 1918. He was a rivet heater in a shipyard near Portland, Ore. during WW I. He worked as a radio operator after high school for a packing company that operated near Bristol Bay, Alaska. His first sea voyage ended up with an SOS that he sent after the ship ran into rocks. He later paid his way through Oregon State University by working as a radio operator and then went to work for the US Bureau of Standards after receiving his degree. He then went to work for Bureau of Roads in Nevada. George became interested in the MARS program soon after it started and with his retirement from Uncle Sam after 36 years he found beaucoup time to work phone patches. He started handling MARS calls from Vietnam in 1966 and has completed some 31,052 phone patches as of November 1970.

AA7SPH, Jerry and Carlotta Bunge—This young team from Tucson, Ariz. works at the local university. They are recent additions to the long list of 173d MARS contacts but they have been up every morning on the net about 0700.

The next time you make a MARS call take a moment and think about the person that is helping place the call for you in the United States because they are volunteers and it takes a lot of their time and effort. When you finish your call a small word to the MARS operator at English and to the contact in the United States is always appreciated—just a short thank you!

The MARS antenna at LZ English reaches thousands of miles around the world.



The Colony

QUI NHON LEPROSARIUM

A place of peace in a war torn country is an unusual thing. A place of peace and beauty, although not unheard of, is rare to most Vietnamese. Just on the edge of Qui Nhon, however, nestled between high mountains near the South China Sea is such a place. Unfortunately, the residents of this community are not blessed with the same beauty and trouble-free life that their surroundings indicate. They are lepers.

The Qui Nhon Leprosarium is run by a group of French and Vietnamese Roman Catholic nuns—12 of them. Their charges number 1,200. Established in the late 1920's, the colony was built entirely by the Vietnamese lepers. The unaffected Vietnamese citizens avoid the leprosarium and refuse to work there.

The disease is caused by a bacteria which attacks the nerves in the extremities of the body. Unless the patient is properly treated, the nerves gradually die.

Modern treatment with the drug dapsone retards and/or arrests the bacteria which causes leprosy. Dapsone is otherwise known to GIs as the "little white pill" taken every day to combat malaria. The drug's malaria protective qualities were discovered at a Vietnamese leprosarium. The lepers being treated with Dapsone did not get malaria;

so the army tested it. Now we use it every day.

The colony at Qui Nhon was pretty much on its own until the early 1960's when American forces first started arriving in the country. The whole place was supported by French charity and an allowance from the government. Over the years, the colony developed its own industries. Since the unaffected people would not deal with the lepers and the nuns didn't have the money to buy necessities for them, a tile factory was put into operation. Later, the tile factory was combined with a woodworking shop which makes furniture, and a tailor's school which weaves its own material. Most of the output of these shops stays within the colony, but enough tiles are produced to do some exporting into the neighboring city of Qui Nhon. In a barter-type trading system, GIs now come to the colony with bags of cement. Two bags of cement brings 30 roof tiles.

The biggest effect the American arrival has had on the colony is the medical care provided. Each week on Saturday and Sunday, a MEDCAP from the 67th Evacuation Hospital visits the lepers. The team includes an internist, an orthopedic surgeon, an ophthalmologist, an eye, ear, nose, and throat specialist, a dentist, and a nurse. The team NCO is the one who has the most contact with

Story by DON JORDAN

jordan



Multi-colored
halls and Ca-
tholic nuns are
always present.



LEPROSARIUM

the people themselves. He usually makes three or more trips to the leprosarium each week. Presently, SFC Robert Fields of Indianapolis, Ind., is the NCO for the MEDCAP team. Fields treats minor infections. The care that these Americans give the lepers is invaluable, and they are thanked in many small ways.

If you are lucky enough to be with the MEDCAP team after they have finished working on the last patient for the day, you'll find yourself seated at a fantastic table awaiting a seven course French meal at the nuns' residence. Aside from the marvelous French cuisine, there is a long stretch of deserted, and very lovely beach. Those who enjoy the sun and surf can spend a nice day on the beach. Doctor Tom Dew, the internist, can usually be seen ambling down the beach with his white Arkansas Razorback hat perched atop his head.

Unlike many places where Americans deal with Vietnamese, there is no language problem thanks to the nuns, They speak Vietnamese, French, and English.

One of the most amazing things at the colony is the obvious good spirits of the lepers. They don't let their affliction stop them from working nor do they just sit down in self-pity and wait to die. They are industrious and often produce very talented work.

Of the 1,200 people, only about 700 are lepers. The rest are the children and spouses of those with the disease. They live with their families and carry on a quite normal life.

Because leprosy is not a dangerously contagious disease, the visiting American need not worry.

"There is still fear of leprosy all over the world," remarked MAJ Frank Cipriano, the chief of the MEDCAP and an orthopedic surgeon. "We don't think leprosy is communicated by the air, but rather by prolonged physical contact with an infected person."

The problem is a large one in Vietnam since the people live so closely together and have such poor sanitary conditions. It is estimated that two per cent of all Vietnamese have the disease. This is very high when compared to any other place in the world. Even Central and South America have only one percent or less afflicted by the disease. In the United States, leprosy is extremely rare.

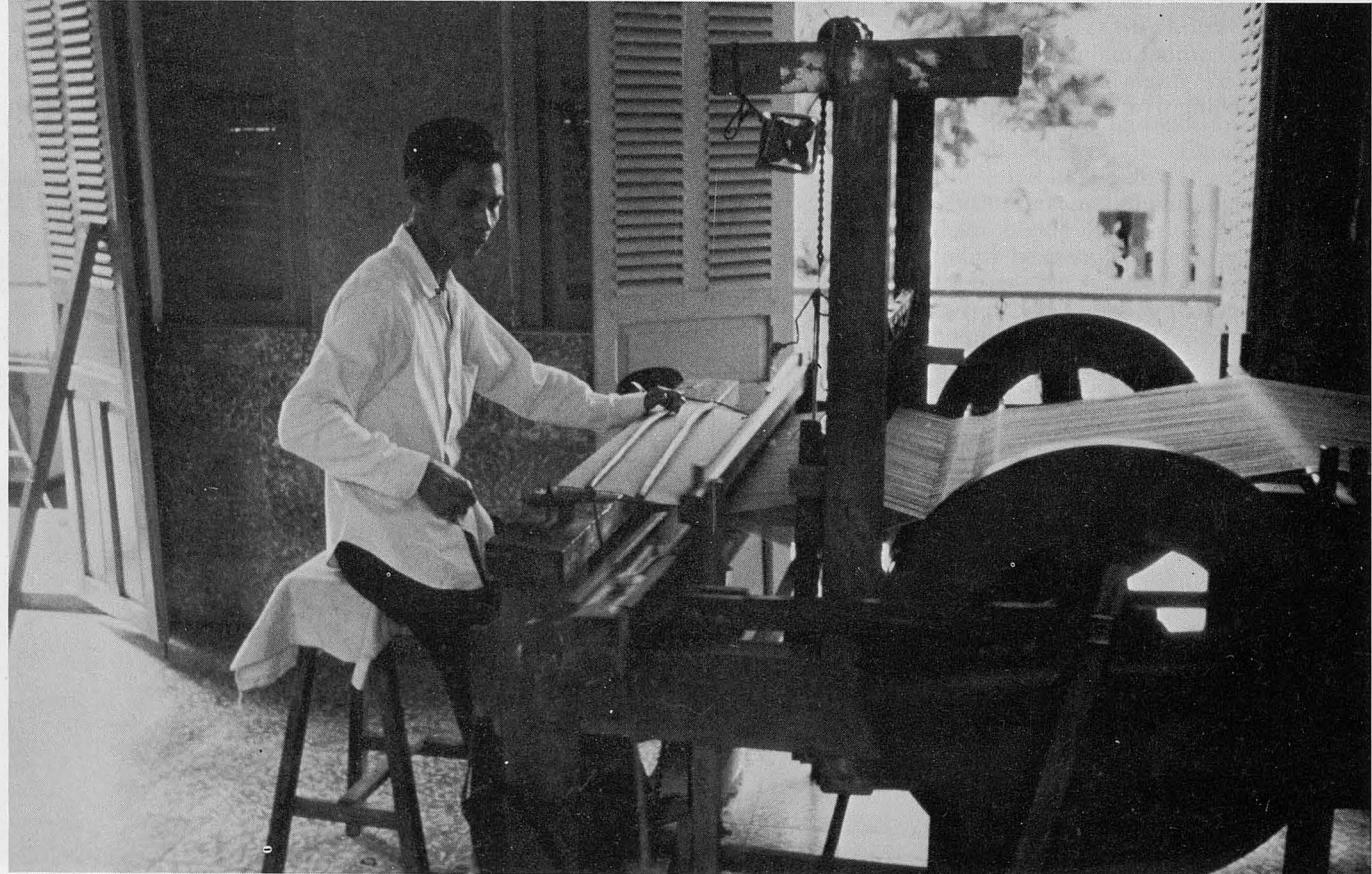
The leprosarium in Qui Nhon is an invaluable retreat for the lepers of Binh Dinh. Here they can live in peace and have a fairly normal life. Even the VC do not bother the leper colony, because they fear the disease more than the Americans.

A religious atmosphere permeates the settlement. Statues of Christ and the saints abound. The religious life of the Lepers is a curious mixture of Buddhism and Roman Catholicism. The sisters teach their religion, but the Vietnamese blend it with their own ancient beliefs.

The Qui Nhon leprosarium is a quiet and peaceful place. It always has been a place of refuge and will remain so always.

The majority of Vietnamese watch them closely.

jordan





TONTO

Story by JOHN McGINNIS

Remember those Saturday morning TV westerns you used to watch when you were a kid? One long-time favorite was "The Lone Ranger," which also used to be on radio. A standard scene in every episode was when Tonto, the Lone Ranger's faithful Indian companion, came back to the campfire to report on what he had overheard in town.

"Men say they maybe rob bank tomorrow, Kemosabe," Tonto would say, and the Masked Man would be off and running, silver bullets blazing to save the day.

What does this have to do with you? Well, the combat soldier out in the

field also has a loyal companion to help him when he needs it, a "Tonto" who may turn out to be the best buddy he ever had on the battlefield. "Tonto" is the call sign for the Air Force TACP (Tactical Air Control Party) Forward Air Controllers (FACs) which support the 173d Airborne Brigade.

The Forward Air Controller (FAC) can help you, *the combat infantryman*, when your recon patrol says enemy activity indicates a base camp nearby, and you want to neutralize the area. Or when you want to bring devastating preparation fire into a known enemy troop concentration.

Tonto FACs can take care of these situations by directing air strikes by jet fighter-bombers or tube artillery fire onto the target. Tonto FACs can also do other things for ground soldiers. They can keep an eye on you during operations to call for help if you need it, and they can radio relay as well as help you pinpoint your position on the ground.

Putting the bombs or artillery on the target is a complex process for the Tonto FAC. For airstrikes, he must coordinate with the ground commander, the Tactical Operations Center (TOC), the fighter-bombers and the Military Region 2 Direct

Air Support Center (II-DASC). For tube artillery it's almost as bad. In addition to this, he has to keep his own aircraft flying.

To further complicate his job, he also has to insure that there is proper clearance from everybody up and down the line before he can drop anything anywhere.

In short, the FACs' job is sort of like trying to juggle three hot potatoes and riding a bicycle while trying to keep everyone happy at the same time. And he doesn't have any silver bullets, either.

The basic piece of equipment the FAC has is a small 0-2A observation aircraft. Tonto FACs have three planes at LZ English and a pool of four planes available at Phu Cat Airbase for the Task Force Ivy area. The Cessna-built aircraft have two engines in a push-pull in-line configuration, with one propeller in front and another in the rear. The planes carry 14 white phosphorous 2.75-inch marking rockets to pinpoint targets for the jet fighter-bombers. Top speed for the aircraft is 190 knots, but Tonto FACs usually cruise at about 120 knots. The 0-2As can linger over a target area for a maximum of about five and one-half hours.

Tonto FACs use only light planes, but they can call in some of the most impressive high-performance aircraft in the Air Force. The fighter-bomber aircraft that support the FAC—and you—come from airbases all over Vietnam. These aircraft are usually Air Force F-4s and F-100s, although occasionally Australian B-57s and more frequently Vietnam Air Force A-37 jets are brought into play. The planes carry a wide variety of ordnance, depending on the type of mission and situation. High-explosive bombs range in size from 250-lb. to 400-lb. to 2,000-lb. if necessary for LZ preps. The planes also drop napalm, and some have the 20-mm. Vulcan cannon, which fires 1,200 rounds per minute. The Tonto FACs are also fully qualified to adjust tube artillery and direct Huey Cobra and other chopper gunships. The Tonto FACs fly about two or three sorties a day, adding up to about 175 flying hours a month.

The Tonto FAC supporting the 173d Airborne Brigade is part of the 21st Tactical Air Support Squadron (TASS) headquartered at Cam Ranh Bay. Tonto Control is located in the TOC at LZ English, with Tonto 10 at An Khe.

MAJ William F. Harlin, Jr., of Mineral Wells, Texas, is the Air Lia-



sion officer for the Air Force unit. MAJ Harlin is responsible for all coordination between Tonto FAC and the brigade. He is the senior officer of the unit, and experienced pilot that has the only instructor rating in Tonto FAC.

MAJ Roland R. Robinson is the Tactical Airlift Liaison Officer, responsible for coordinating the air transport of supplies and materials for the entire Military Region 2 area. MAJ Robinson, from Tacoma, Wash., is well known at LZ English as one of the highest-ranking MARS radio operators in Vietnam. MAJ Robinson often works the morning shift at the LZ English MARS station.

Tonto FAC pilots also include CAPT Thomas L. Holroyd, of Goldsboro, N.C., CAPT James T. Hollin, Homestead, Fla., and CAPT Martin T. Dooley, a native of Myrtle Point, Ore.

Radio operators are an important part of the Tonto FAC operation. They must keep continual contact with the flying Tonto pilots.

SSG Pete Fisher of Long Island City, N.Y., is the chief radio operator, with SGT Keith E. Crossman, Turners Falls, Mass., and A1C Kenneth E. Leidner, Allentown, Pa., Richard P. Snyder, New Martinsville, W. Va., and Richard W. Look all manning the microphones.

Tonto maintenance chief is SSG Robert D. Horning, a native of Little Valley, N.Y. SGT Steven O. Stetson and A1C Gregory B. Sommer are crew chiefs for the unit.

These Tonto FACs weld themselves into a unit that can support the infantryman on the ground in many ways. This kind of Tonto can bring devastating firepower on an enemy location from fighter-bomber aircraft, helicopter gunships or tube artillery. The Tonto FAC motto, devised by MAJ Tony Gangol on 29 June 1970, is, "Protect the Peaceful; Convince the Undecided; Kill the Rest." This is a long way from a hearty, "Hi—Ho, Silver."

The Tonto FAC flying high above you may be the best companion you have. The next time you need help and you spot that small plane droning above you, just be glad that your faithful Tonto is there. He can bring big help when you need it—and he doesn't use silver bullets.

YOU BET YOUR LIFE!

Story by JOHN HOEFLING



“How do I, as a new green leader, command a fighting unit in Vietnam?”

■ **THE NICE GUY COMPLEX ■**

Frankly, the biggest mistake that our junior leaders make in Vietnam is trying to be a “nice guy.” Our parents want us to be popular, our churches want us to be kind, and our schools teach us to try to gain acceptance by everyone at all costs. There is nothing wrong with this situation but it can be disastrous, and has been in several instances.

If a leader desires to be popular, it is a very easy thing to do as any human being does not like to do unpleasant chores, and the soldier is no exception. A nice guy leader who does not insist on his people doing the unpleasant chores, like digging in after a hard day or setting up security even when there appears to be no enemy around, will find he is extremely popular until his unit gets zapped and the men realize what poor leadership is doing to them.

What is the alternative to being a nice guy? Well, surprisingly enough it's not being the tough, swearing, “blood and guts” type person. This kind of person antagonizes and builds quick resentment at the lower unit level, which results in a total lack of cooperation. They are probably as dangerous as the nice guys, and usually don't last long.

The best and most successful junior leaders that I have observed have used a no nonsense, professional approach to their duties. These men realize that they must accept responsibility. Based on this premise, they proceed to put into practice those things that they have been taught in their training—simple things like good police, clean men and weapons, security at all times, proper distance between men on the march and using all available firepower against the enemy.

One word of caution—in the normal interchange of human relations, subconsciously a man will wonder, “What's in it for me?” If a soldier senses that his leader is acting only to further his own career or self, the soldier will tune him out. If he senses that the leader is genuinely interested in the unit and the men in it, then the “What's in it for me?” becomes a reality—his survival—and the soldier will follow the leader without hesitation because his subconscious question is answered.

The breaking-in period for the professional is usually a difficult one. After about ten days, however, when his men realize he is trying to keep them alive while the unit does its job, they will respect him and obey his orders—which is the only reward a good leader desires. Even the breaking-in period can be relatively simple if the new leader uses the proper techniques in assuming command.

■ **ASSUMPTION OF COMMAND ■**

The American soldier will do almost anything if he knows the reason “why.” Consequently if the junior leader, upon assuming command, will explain the “why” of his proposed standards in combat he will obtain cooperation at the outset. In isolated instances a unit will be actively engaged in combat, in which case the new leader must take over dramatically and positively and let the chips fall where they may. In most situations, however, the unit will either be in a base camp or in the field searching for the enemy. This allows the new leader to enter the situation quietly and to observe his subordinates for a day or two. He will normally find that he is in command of young men with as much civilian education and generally the same ambitions as he has. He will find that the old time NCOs are gone—to find one these days in Vietnam is a rare exception. (If he is fortunate enough to have one around, then his breaking-in period

can be longer—perhaps a week—and he can work closely with the old timer and then take over.)

The new leader must then call in his subordinate leaders and explain his standards and why he believes in them. Then he must assemble his unit and explain quite clearly how he intends to run the unit. This is not the time to try to be funny as a means of gaining acceptance. It is the time to be professional. Explain that the primary purpose of the unit is to accomplish its mission because that's the name of the game and any hedging on that basic principle could mean disaster for the unit. He must then explain that to accomplish its mission, the unit must work as a team of professionals with each and every man performing his job.

The new leader has been taught that one major area of concern is the welfare of the men. Unfortunately, the Army at times has unduly stressed welfare as meaning hot chow, movies and all the little niceties that supposedly will make everyone happy. Actually the welfare of men in combat means looking after each man to see that he is taking care of himself and his weapon in such a manner as to survive on the battlefield. Keeping a man alive and uninjured is really the ultimate in looking after his welfare.

At the outset, the leader must go into detail as to what he expects and why he expects it. The initial orientation is very important as it will set the standards for the future behavior of the unit. It should be short and to the point. No promises should be made except that the leader will do the best he can to lead the unit in a professional manner. Incidentally, I have observed in two wars that the leader who uses titles and last names in addressing his men makes out better than the leader who starts on a first name basis.

■ **FIGHTING AT NIGHT ■**

As a junior leader, there several basic situations that you will encounter in Vietnam. First is against the VC on the coastal plains. This situation calls for emphasis on night fighting. Since the enemy only moves at night, the war becomes one gigantic game of night checkers with your ambushes trying to trap the VC as they move. The cardinal rule to remember in this type of situation is to make all final moves after dark.

You see, the enemy is watching you at all times and to move into an ambush position in daylight is to court disaster. When moving into final positions after dark some leaders prefer to take advantage of existing cover and concealment and not dig in to avoid detection. (A few preferred to dig even in a night ambush.)

When your unit is involved in this type of warfare, you will spend your daytime reconnoitering for good ambush locations and resting. When the primary mission was night ambushes the better platoon leaders eventually were able to move to several ambush sites during an evening.

The aggressive, alert night ambush will break the back of the VC. When the general tactic of the unit is night ambush operations, the indicators of POOR leadership are:

- Setting up in populated areas in houses which means easy detection. This is an example of a leader attempting to look after the “comfort” of his men when this “comfort” can cost them their lives.
- Failing to rest during the day and then going into a one-in-three or one-in-four alert system during the night, which often degenerates into a zero alert. The bare minimum is 75 per cent alert and normally should be 100 per cent. The leader must insure his troops rest during the day.

- Engaging the enemy at too great a distance with M16s—indicates green leader. The pro engages first with claymores at practically zero range.

- Accidental shooting involving men who wander outside the planned position without telling anyone, and just plain stupidity like firing at buddies without thinking. This ruins morale and is easily prevented with a simple checking system.

■ SEARCH OPERATIONS ON THE PLAINS ■

The second general method of fighting the VC on the plains is the search operation, in which a platoon is involved in finding the enemy. The enemy most often encountered is mines and booby traps. Here, the cardinal rule is to go slow. The best method I saw of operating against mines and booby traps was a 155 fuze plug tied to a long rope, thrown forward and dragged back to trip any wires in the path ahead. Also detonation cord was used to clear the route of advance. In one situation, Bangalore torpedoes were used successfully to clear paths through a heavily booby trapped VC village. Over 100 secondary explosions resulted and not a single soldier was hurt.

No search operations should be employed on the plains without the South Vietnamese. To go without them is suicide. They are experts in searching villages and detecting likely enemy hiding places. The airborne used completely integrated forces with Regional Forces/Popular Forces, National Police Field Forces, and the Provincial Reconnaissance Units working with US troops at the platoon and squad level.

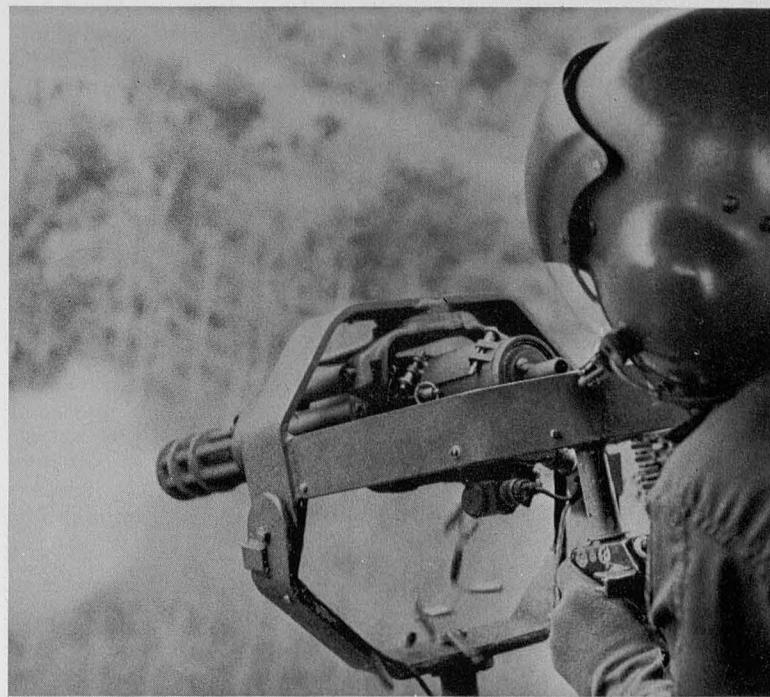
When a unit is primarily engaged in searching out the VC during the day, it must dig in and provide all-around security at night with listening posts and a good defensive plan. The indicators of POOR leadership in a search during the day situation are:

- Poor police. Men not burning trash gives badly needed food to the VC, gives the exact location and avenue of march to the enemy and gives the people an "Ugly American" picture of our units.

r. smith



Narcotics and hard liquor can take your life in more than one way.



mb smith

The Casper minigun has a sweet sound if you're in trouble.

- Lack of distance between men which results in a booby trap taking more men than it should.

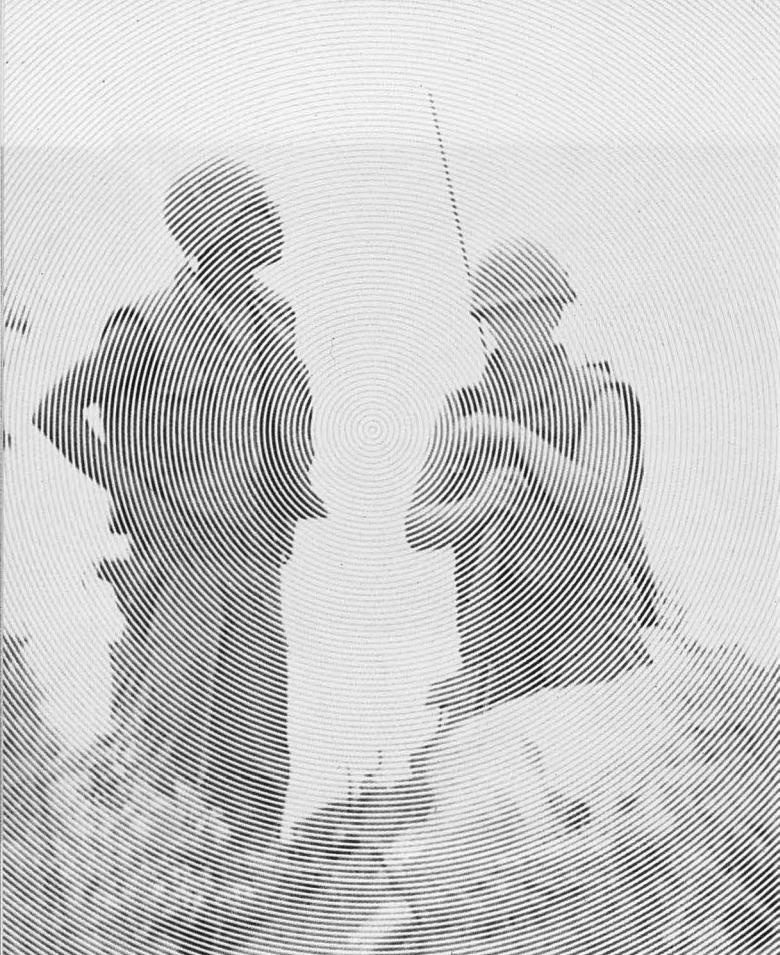
- Accidental shootings caused by subordinate leaders failing to check weapons. On the plains where there are many people and light enemy resistance, only the point men and flank security should have a round chambered and even then their weapon should be on safe.

■ FIGHTING THE ENEMY IN JUNGLE—FRONTAL SITUATION ■

Now let's look at our next general combat situation in Vietnam—against VC and NVA in the jungle and hills. Briefly, one of two things can happen to the junior leader. The first and ideal situation is when the enemy is encountered ahead of the platoon. This is relatively easy and calls for heavy firepower from supporting weapons followed by fire and maneuver by the unit. If the firepower is applied correctly, the maneuver usually consists of a walk by the Infantry through the enemy position to count bodies. However, there are several things a junior leader should remember in an "enemy-in-front" situation.

The best all-around fire support is still the artillery. Too many junior leaders become mesmerized by gunships and hold up action until gunships can be called in. Gunships are good for enemy in the open or enemy on the move but are not too effective against troops with any kind of cover, especially in the jungle. Unfortunately, in many instances the artillery in Vietnam is slow on a new fire mission due to the many safety procedures that have been inserted over the years. For this reason, a junior leader should use his artillery ahead of him occasionally as he moves even though he is not in contact. Then he can adjust it very quickly towards his point of contact. Incidentally, a good company commander makes sure this is being done even if it requires an aerial observer to adjust the artillery.

If there is any indication that the enemy is dug in and willing to fight, then immediate air strikes are in order. The close air support in Vietnam is truly outstanding. It



wilhelm

can be obtained quickly (10-15 minutes or sooner if it is already in the area) and pinpointed by the Forward Air Controllers. It may require a unit to temporarily back up but it is well worth it. Against a well dug-in enemy, air power with large delayed-fuze bombs is absolutely devastating.

One of the biggest problems for the junior leader in a contact situation is medevac. Most leaders cannot resist the temptation to halt all action when a man gets wounded and divert their energies to guiding in the medevac chopper. This usually results in more casualties while the enemy escapes.

A soldier fights because of his buddies. Although he is afraid, the thought of losing the respect of his buddies keeps him going. In my opinion, this is the prime motivating factor of the individual soldier—it was in Korea and it is in Vietnam. In his mind the one acceptable way of leaving the battle and still keep his pride is to take a wounded buddy back to safety. So at a time when a unit should be pressing the battle with all available firepower, which is the only way to hold down casualties, everyone is taking care of the wounded, including the leader. A good company commander will designate a slack platoon to carry up ammunition and evacuate the wounded so the lead platoon can fight. In any case a junior leader must keep the fight going, for the good of the unit, and not stop to personally look after his wounded.

Finally, a junior leader must constantly check the time element on this type of situation. Too many leaders spend all day on applying supporting firepower and never leave time for the Infantry to close with the enemy. This only means that the enemy gets away under cover of darkness to be encountered later in a stronger position. A leader

must remember that fire and maneuver at the lower level takes time, usually a couple of hours, and cannot be hurried in the last 30 minutes of daylight.

Night operations in the jungle and hills require a well dug-in position with all-around security. This means holes, listening posts, claymores, and registration of defensive artillery fires, as opposed to the moving amuses on the plains. If a unit stops early in the day then alternate positions are in order. They can be close to the original position. On several occasions, units of the airborne were able to move to alternate positions and inflict very heavy losses on NVA trying a sneak night attack against the original positions.

■ THE WORST SITUATION— THE ENEMY BASE CAMP ■

The worst situation that a junior leader can encounter in Vietnam is to have his unit unknowingly enter an enemy base camp with prepared fighting positions. This can be avoided on the plains by keeping the point men way out front. But in the jungle, because of the nature of the terrain, it is possible for a small unit to find itself inside an enemy position without realizing it. Then the junior leader is faced with enemy fire from front and flanks, and sometimes from his rear.

This is a real test of leadership. Fortunately, it doesn't happen often—maybe once in a tour, maybe never. In this situation, if a unit tries to withdraw to get the proper safety distance to apply heavy supporting fires or even to evacuate wounded, the results are disastrous. The junior leader must not panic and must recognize the situation for what it is—an Infantry fight. This is the "Follow Me" situation.

■ TIPS FOR THE JUNIOR LEADER ■

The following lessons were learned the hard way and should be studied by any junior leader who is in Vietnam. They are good points to remember.

Fighting Holes. Don't ever be satisfied with bunkers for protection of your men; they become the prime target of enemy sapper attacks with both RPG's and satchel charges. Always make sure that each man has a fighting hole. This rule applies to even the most elaborate systems of fighting bunker.

Hard Liquor and Narcotics. Don't allow hard liquor or narcotics of any kind within your unit. A man can do without liquor for the short time he is in Vietnam and any man who does not have his complete senses in combat can get you and your men killed. Even beer consumption should be limited when in the field.

Smoke. Because gunships use your smoke to orient themselves and because your unit can be pinpointed by smoke when lost, be sure to carry at least one smoke grenade per man in the field. Most of the friendly casualties by gunships and fighter strikes are caused when units do not use continuous smoke to orient the pilots.

Radio. A junior leader spends a great deal of time on his radio. As a leader, you must remember that you are not a rifleman or a pointman. Your job is to command and one of your primary means is the radio. For this reason, a cool, professional radio manner is extremely important. Besides, in a contact situation it is not uncommon for higher commanders to switch to the junior leader's frequency and monitor to see if he has control of the situation. A professional uses proper radio procedure with no profanity and no wise cracks. He keeps chatter to a minimum so he can operate with ease in an emergency, and he trains backup RTOs.

Police. Poor police and sloppy appearance is a key indicator of low morale and poor discipline. In addition,

LEADERSHIP IS WHAT?

leaving food and ammunition—and it will be left if the leader does not check—gives great comfort and aid to the enemy. Don't allow your men to be litterbugs.

Security. Poor performance in this area has caused more deaths and more reliefs from command than any other thing. A leader must check on this constantly, especially during logging—insist on tactical feeding with weapons—and at night. Take the time to cloverleaf in the jungle. It's just not worth it not to do it right the first time.

Information to the Troops. The rifleman is entitled to know the mission of his unit from squad to company. He should be told of the expected enemy situation, the concept of operations and the specific mission of his unit. Junior leaders who keep their men informed are professional leaders.

Keep Checking. An order is worthless unless checked. A junior leader can talk until he's blue in the face but it's all worthless unless checked. There is an old Army saying, "There's no fertilizer like the boss' footsteps—they make things grow."

Set Patterns. Develop a set pattern in Vietnam and you're dead. Mix it up—use stay-behind ambushes and phoney position decoys. A junior leader must constantly be thinking of ideas to confuse the enemy.

Welfare of Men. Aside from making sure that the unit stays professional, which is the greatest way a leader can take care of his men, there are certain other well known tasks that the junior leader must perform in combat. These are instant verbal recognition, in front of the unit, for any well done individual act with a follow-up medal; checking feet and insisting on a daily change of socks; checking to see that malaria pills are being taken and that men are protecting themselves against mosquitoes; fighting for on-time promotions, R & R's and rotation;

and being constantly alert for personal problems.

The best advice on taking care of men was given by General Melvin Zais, when he said:

"When I assumed command I enjoined the leaders to take care of their men. I have reiterated this statement many times since then. Even so, I again find it necessary to call this matter to your attention.

Taking care of your men includes food, shelter, pay, clothing, mail and recreation, but even more important is your attitude.

You cannot expect a soldier to be a proud soldier if you humiliate him.

You cannot expect him to be brave if you abuse him.

You cannot expect him to be strong if you break him.

You cannot ask for respect and obedience and willingness to assault hot LZs, hump back-breaking ridges, destroy dug in emplacements if your soldier has not been treated with the respect and dignity which fosters unit esprit and personal pride.

The line between firmness and harshness, between strong leadership and bullying, between discipline and chicken—is a fine one. It is difficult to define, but those of us who are professionals and also have accepted as a career the leadership of men, must find that line. It is because judgments and people and human relationships are involved in leadership that only men can lead men, and not computer.

I enjoin you to be ever alert to the pitfalls of too much authority. For the very junior leader beware that you do not fall in the category of the little man with a little job with a big head. In essence, be considerate. Treat your subordinates right and they will literally die for you."

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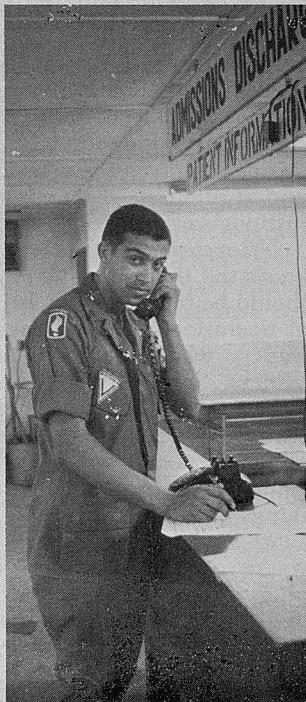
The Presidential Unit Citation was awarded for the Battle of Dak To, November 1967; and only personnel assigned to the Brigade during the battle may wear the award permanently.

The Meritorious Unit Citation was awarded for the period of 3 May 1965 through 31 May 1967. It may be worn on

a permanent basis by individuals assigned to the 173d for 30 consecutive days during the period of the award.

The Vietnamese Cross of Gallantry with Palm (Gold) was recently awarded for the period of 5 May 1965 through 26 September 1970. It may be worn permanently by those individuals

who completed 30 consecutive days with the 173d during that period. Those individuals who qualify to wear the award permanently will have their records annotated in pencil until the DA General Orders are published and then the annotation will be made permanent.



kris

GIs Spring Ambush, Shatter NVA Force

LZ English—A 173d Airborne Brigade recon team trapped a large force of NVA in an ambush early on Oct. 1, killing 23 and wounding two, approximately 10 miles north of Phu Cat Air Force Base.

The recon team of E Co., 3d Bn., 503d Inf. opened up with claymore mines and hand grenades as the enemy passed through a thick coconut grove east of Fire Support Base Washington.

Caught totally unaware in the still pitch-black early morning hours, the enemy was first heard around 5:00 a.m. moving rapidly down a trail running southwest to northeast.

After initial contact was made with the enemy illumination rounds were fired from Fire Support Base Washington to light the surrounding area.

The enemy—seen running and crawling to the south and southeast—were engaged again with automatic and semi-automatic fire.

81 millimeter mortar rounds were fired on withdrawal routes at this time to discourage any counterattack.

Making a sweep of the area a short time later, the recon team found 23 NVA dead and two wounded.

Minutes later, a "dustoff" helicopter medevaced the two wounded prisoners from the area in addition to a

"Chieu Hoi" who had voluntarily surrendered.

Arriving at 6:30 a.m., a reaction platoon from B Co., 3d Bn., 503d Inf., made a complete sweep of the area south and southeast of the ambush in an attempt to locate the escape route.

In a later ceremony, Brig. Gen. Ray Ochs presented the Silver Star to 1LT. Leonard Mackler, team leader, for the recon team, for his valorous actions in the highly successful operation.

Awarded the Bronze Star with "V" device

were the other seven members of the team. The CG shook their hands and congratulated Sgt. Douglas A. Landru, of Woodinville, Wash., Spec. 4 Loyal T. Gibson, a native of Glendale, Ariz., Spec. 4 Bung J. Cornish, from Columbia, S.C., Spec. 4 Phillip D. Kelsay, of Bakersfield, Calif., Spec. 4 Alexander H. Callander, from Elmira, N.Y., Spec. 4 Gerald E. Carron, a native of Springfield, Mass., and Pfc. Eddie L. Powerl from Houston, on the courage and daring which enabled so few to overcome so many.

Captured in the ambush were three AK 50s, four AK 47s, three 9 mm four AK 47s, three 9mm pistol-type assault weapons, 131 Chicom grenades, five M-26 grenades, 13 B-40 rocket launchers and 11 boosters.



Hey, Home!

24 hours a day is the watch word of the 173d hospital liaison NCO at the 67th Evac Hospital in Qui Nhon. Wounded troopers have no set time table and SGT Ernie Kristopovich of Reseda, Calif., often is found in the Emergency Room with a Sky Soldier.

Better known as Kris, the Pierce College graduate takes care of all of the needs for 173d GIs. When asked just what that entails Kris responded, "Within ten minutes of a guy's arrival I try to have a special name card on his bed so that everyone knows he's from the 'Herd' and then I start to ask them what they need—from cigarettes to books, pens, paper, finances, mailing packages for them, or even calling their relatives by phone to keep them informed."

On Sundays the CG tries to visit with every member of the 'Herd' at the hospital. He presents awards and Kris takes polaroid pictures at each ceremony and then the wounded soldier gets the photo as a souvenir. Soon there will be 173d patches enclosed in plastic that Kris will be giving out so the patients can wear them on pajamas.

'Rise With 'Birds'

LZ UPLIFT—He awakens to the sound of a cheap alarm clock clanking in his ears. His first words are, "Damn...another day."

After waking two other GIs he goes through the early morning ritual of putting on clothes, washing, combing hair, and brushing his teeth. Now it's time to go to work. Hmmm...not bad, it's only 4:45.

Unlock the door. Turn on the lights. Fill up the gas cans and pump air into the portable stoves. Light the fire.

The other two are breaking eggs into paper cups while he separates bacon strips. Their work is unhurried and precise. After doing this every day for months on end it becomes automatic.

By 6:30 breakfast is

ready. The first troops stumble in, rubbing their eyes, and grumbling about the early hours. After finishing they stumble out, still grumbling.

Crash! It's 2:30 in the afternoon and the door slams open and a hungry, dirty, and noisy crowd pours in.

"Did this meat die an honorable death, Cooky?" asks a grimy paratrooper.

"Mine moved!!! I swear, this meat's still alive," shouts another paratrooper in mock horror.

When the mob has finally left, the place is a shambles. The KPs start to clean it up so that it'll be ready for dinner, the cooks still busy preparing the next meal. The mess sergeant has a big smile on his face.

Five ambulances with patients are parked in a semi-circle at the dust-off pad in Qui Nhon waiting for the Air Evac C-130 from Cam Ranh Bay. A large roar strikes the air as the Air Evac lands on the runway and then reverses the four turbo-prop engines.

The "life-saver" taxis toward the hospital and finally stops with a loud whine as the engines shut-down and the plane's generator maintains electrical current.

The aircraft commander is CAPT Wes Metlick of Sunnyvale, Calif. and Clark AFB. His co-pilot is 1LT Clark Mobley also of the 774th TAS that rotates every 15 days from Clark AFB to Vietnam and then back again and they've been doing this for almost two years.

The loadmaster lowers the tail gate and immediately hospital and air evac nurses and personnel begin to move quickly as the patients are loaded onto the C-130. Metlick and his crew watch very carefully as the litters are strapped in and the walking patients are placed in seats.

The loading completed the plane is "buttoned-up" and the crew starts their pre-flight preparations as the flight engineer—TSGT Slaughter—starts flicking numerous switches on the flight deck. The engines start their heavy hum and machine begins to move and then they stop—seven helicopters are in various stages of landing and taking off—then they continue moving again toward the runway. A short check stop and as they turn onto the runway the engines groan even louder and the C-130 begins to move faster and faster and at 117 knots the nose begins to lift off and they turn towards Cam Ranh Bay.

An hour later the C-130 drops in over the sea with their feet almost wet and the touchdown so quiet that the crew navigator—MAJ Burke—didn't realize the plane was on the runway until the engines were reversed.

Firetrucks meet the aircraft and convoy the air evac to a parking place. As soon as the plane stops and the tail gate is lowered several large buses move to the aircraft and the transfer of patients begins. For some they will stay in the hospital but for others the stop at Cam Ranh Bay is a short one, enroute to Yokota, Japan, and Camp Zama hospital and then later back to the world.

One bus heads for a C-141 Starlifter. This is the other air evac connection that has been waiting for the arrival of the C-130. Patients are transferred, loaded, and strapped in as CAPT Bill Grant starts the jet engines. Loadmaster TSGT Ed Acosta finishes up the loading check and as soon as the head nurse signals 'ok', he notifies the co-pilot 1LT Bob Dawes and the plane begins to taxi.

Another lift-off as smooth as silk.

Two hours out the patients are served a hot meal and then 2.7 hours later the silver giant lands at Yokota AFB—4.7 hours for a six hour flight—there has been a tail wind of almost 110 knots.

The crew makes their way to a crew bus—thinking about returning home to McChord AFB at Seattle in another two weeks or so. They're tired and a month of flying away from home isn't as easy as it sounds.

But then again as MSGT George Dudley says, "It's the fellows in the army that have it the worst with a full year in Vietnam and all the danger that's involved. We try to do everything we can for these guys—they deserve it."

And that's the way some members of the 'Herd' get to Japan and maybe the world—it's a hard trip to make but the people really care and they're doing everything they can to help.

It's a good feeling.

FIRST IN, LAST OUT

Story by JIM BAILEY

You are the pilot of the third ship flying into a single ship pickup zone (PZ). The flight plan calls for thirty second separation—just enough time to get in, load up and get out of the area. The next ship is calling a half mile final as you gently ease the ship to the landing spot. Everyone is a little nervous knowing that the whole area is hot.

After several seconds on the ground you frantically begin waving for someone to get into your ship. The tension in the ship mounts as the crew apprehensively watches the men try to decide who will get on the ship. The chopper behind you is now getting short and you have to tell him to go around one more time.

You call the unit on the ground but they don't answer. Your call is made as you fly out of the PZ—with an empty load! Another ship will soon be flying in to try his luck at accomplishing the mission in the midst of all the confusion.

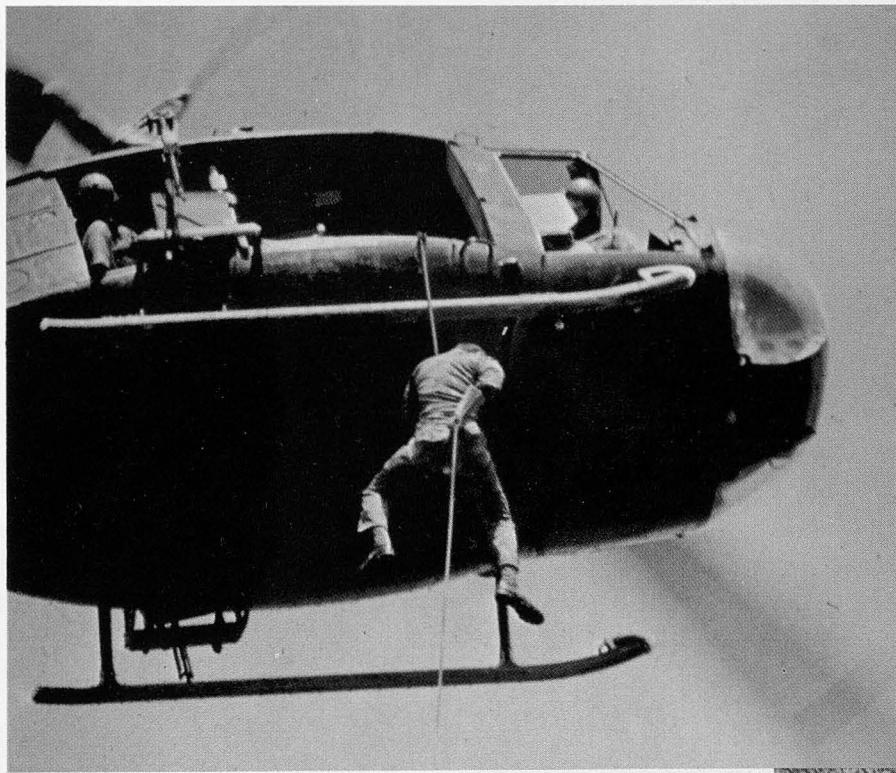
This scene is re-enacted over and over again wherever combat weary, disorganized troops are being organized by personnel unfamiliar with aviation. The solution is the pathfinder.

The original concept of the pathfinder called for a small detachment to be inserted in an area the night before a combat assault to prepare the LZ for the upcoming lift. These LZs were usually in the heart of enemy activity and it became the practice to forego the night insertion. Instead the pathfinders would go in on the first ship of the initial insertion and direct the other ships to the most suitable landing spots.

His organizational ability is best demonstrated when troops are being extracted from the field. The pathfinder can cut the exposure time of an aircraft to seconds instead of disastrous minutes. With the decrease in combat activity in recent months, his role as an operations manager as well as a traffic manager is becom-



bailey

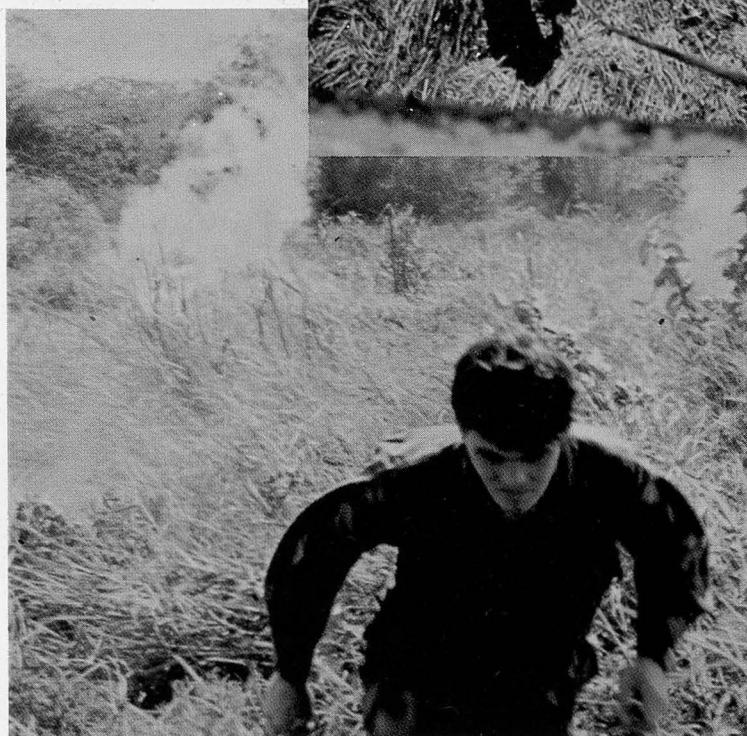


shaffer

Often the pathfinder does not have the convenience of stepping out of the ship and into a secure fire base. In this sequence, a pathfinder is seen as he rappels from the chopper (top) and as he sets foot on the ground (center). In instances where it is unsafe for the aircraft to set down, this will be the only means of placing a pathfinder unit in a location. In the bottom photo, the unit is racing back to the ship following completion of the mission.



molloy



shaffer

ing his main function.

Pathfinders are still very much in demand. Even though the pathfinders are not opening and clearing LZs, their basic purpose is the same. They will continue to bridge the gap between the air and the ground and will be very much involved in the build-up or phase-out of military operations.

An example of the role the pathfinder is playing Vietnam took place recently. The flooding of fire base gave a pathfinder unit an opportunity to use their skills in a non-combat related area. On this occasion, they performed only as air traffic controllers and advisors with the ARVN units who were relocating the fire base.

As artillery and supplies were being extracted from the fire base, the security of the base would be considerably weakened. In addition, the operation of the fire base could not be postponed for more than a minimum amount of time. There was no room for confusion, delays, or mix-ups.

In the dull grey sunlight of the

new day, the first chopper flew into the firebase and dropped off a small detachment of four pathfinders.

"Because the ARVN do most of the work, we try to keep our detachments as small as possible to eliminate any confusion," commented 1LT Thomas E. Patrick, in charge of the operation. He also went on to explain the advantage of flying into this location as compared to an insecure LZ. "Although not as challenging or as exciting, it is certainly more reassuring to land at a fire base rather than rappel into an unknown zone where the enemy could be set up and waiting for you."

Once on the ground, each man immediately went to work in his area of specialization. 1LT David E. Stoutner was assigned as the traffic controller. Because the flooding had covered much of the flat land he first had to determine where the best pickup zone would be. It was necessary to take into consideration both the pilots who would be setting down and the ground crews who would be rigging the loads. When this was accomplished, he decided upon a flight pattern which would have the ships in and out of the area with the least amount of exposure time. For a short time, 1LT Stoutner's airfield would be as busy any of the more permanent versions in the country.

While Stoutner made last minute preparations in his flight procedures, CPLs Cleo M. Foster and Parris C. French were busy selecting the first group of men to be extracted.

"We try to remove all the men who we do not absolutely need,"

said CPL French. "This alone will eliminate much of the confusion. Our aim is to have the men waiting in small groups so that when the ships set down, no time will be wasted while they try to figure out who will go and who will wait for the next slick. With a little organization, the ships can remove the men in no time at all."

CPL Foster added, "There will always be a certain amount of confusion because of the communication barrier. It can get pretty hectic sometimes when we have everything going at once. Most of the ARVN officers speak good English but the enlisted men speak English about the same as we speak Vietnamese."

When Foster was satisfied that the men knew where they were to be and who was to go first, he went over to the rigging crews. French stayed behind in case any problems arose. Stoutner had the first slicks come in to remove the troops. When they were out, the Chinooks would be flying in to pick up the big artillery. A sloppy job of rigging can result in money lost, damaged equipment, and possibly the loss of lives. For this reason, the operation must be very exact.

Based on past success, the pathfinders have earned the respect of the ARVN units with whom they work. Conversely, the pathfinders have a great deal of respect for the ARVN who will eventually replace them.

"When we are out in the field, we are an integral part of the ARVN unit," said CPL Foster. "The Vietnamese soldiers we have worked with are as good as any of ours and we have built up a strong relationship

working alongside them."

The pickups continued throughout the rest of the day. 1LT Patrick, as chief coordinator, was in constant contact with both Stoutner and the rigging crew. The operation ran smoothly and without any major hitches. After the large equipment had been removed, the slicks returned to pick up the remaining men along with supplies and small equipment which had not been extracted.

By nightfall, the last slick was flying out. In it were the four pathfinders. It had been a long day and no doubt they were glad that it was over. It was also a satisfying day. The whole move had been accomplished in 12 hours.

These four men can note as well as anyone the progress of the Vietnamization program. They have seen their own role in the war effort change drastically. At the outbreak of the Vietnam War, the pathfinders were in great demand as the concept of airmobility to and from the field was refined and the flexibility of the infantryman was increased. Preparing landing zones and drop zones as well as performing air traffic control measures were to become a vital part of the war.

Because his role has been altered does not mean his job has been eliminated. Wherever sophisticated military air traffic control equipment has not been set up, the skills of the pathfinder will be required. In areas where it is impractical or impossible to set up normal facilities for air traffic control and guidance, he will be there.

ED

In the midst of smoke marking the spot for the helicopter to set down, the pathfinders organize the troops who are to be picked up.



“Five two, seven two, niner two, zero two, this is niner four November, over.” . . . “This is niner four November, send your papa limas to my location and have your people saddled up, ready to move in zero five.”

The radio-telephone operator (RTO), referred to over the field radio as the “Romeo Tango Oscar,” is much the same as any other Infantryman humping the mountains and rice paddies. But the RTO is also burdened by the weight of his AN/PRC-25 radio and other communications gear, as well as the awesome responsibility of being the commander’s link to subordinate units.

The challenges increase from the squad-level RTO all the way to battalion. The squad RTO must keep constant contact with his senior platoon RTO, while the platoon RTO must coordinate with the company, and the company with the battalion RTOs. The RTO must keep all

elements plotted on his map and be able to encode grid coordinates quickly upon request.

Most Infantrymen avoid the position of RTO, dreading the extra weight strapped to their back while patrolling, or from fear of becoming a sniper’s target with the easily seen antenna sticking up several feet in the air. But once the RTO becomes attached to his “horn,” one would have a struggle separating them.

To communicate with an RTO, you must first break his language barrier. He develops a language of his own, and while operating on his frequency, you must abide by his rules and procedures. Unless you’ve been around awhile, you’ll be mystified by a command to “Move your element into the Romeo Oscar November site, taking up the whiskey sector,” but with experience you would automatically move your squad or platoon into the western

RTO

sector of the perimeter where you will remain overnight.

Often you may hear the operators making routine commo checks, which can result in "I've got you lucky chucky, hotel mike." Translated, the receiving RTO can hear the other loud and clear, and wants to know "how me," or how the sender hears him.

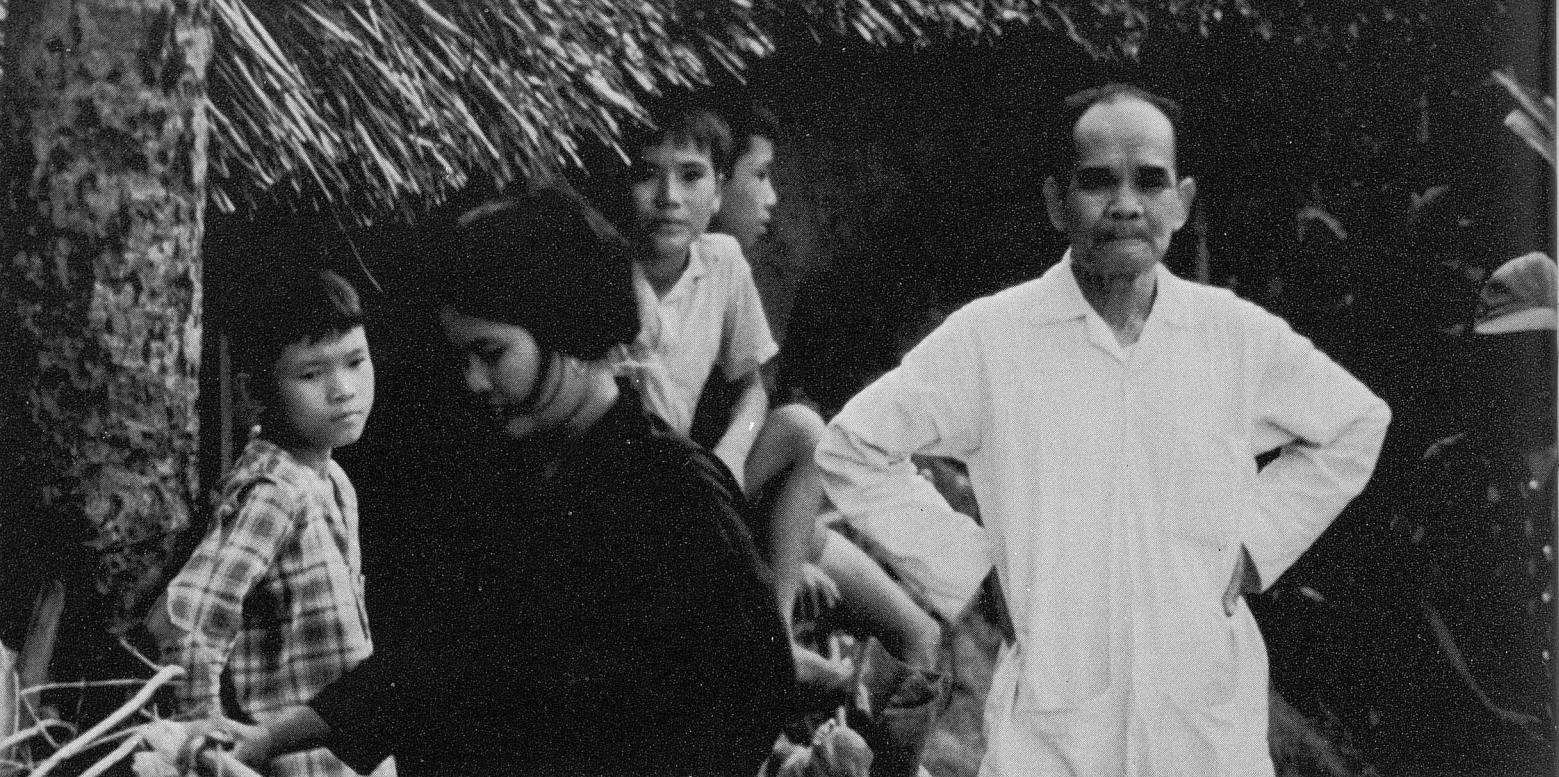
Headaches and backaches accompany the responsibilities of the RTO. While pulling through triple canopy jungle, every vine and bush seems to grope for the dials, antenna and smoke grenades attached to his PRC-25. What's worse than fording a swift stream at neck level, your arms outstretched to hold your M16 and handset above your head, while the voice of the company RTO gurgles through the squawk box" asking for locations?

RTOs have been known to become very personal about

their radios and the procedures used. One, overhearing unauthorized people talking freely on his company's frequency, immediately interrupted with, "Break, break, break, keep the bravo sierra off my push." In other instances RTOs have been known to make a borrower pull maintenance on the radio after using it on a night ambush, listening post or guard. The RTO becomes very particular about his radio and who uses it.

After a long 20-day mission, the RTO drops his heavy pack and radio for a few days rest at a fire support base. This is when he usually removes his dirty boots, picks up the handset and announces, "All stations on this push, be advised, niner four November will be off this net for approximately zero seven days . . . OUT!"





“Hey GI!” “You Got MPC?”

Story by JOHN BEAL

“Hey, GI., you got MPC? You want change money?” Too many American soldiers are paying bar girls or cab drivers in MPC instead of piasters or buying PX goods for their maids or Vietnamese girl friends (and in quantities they cannot possibly use personally).

These are black market activities and violations of MACV directives and the Uniform Code of Military Justice. But there are good reasons, other than the fear of being caught, for avoiding the black market.

Let's follow PX goods and MPC step by step through the black market and see what happens. The simplest chain starts with a GI buying an item at a PX. Next he sells it to a Vietnamese national, who either uses it or sells it to another Vietnamese.

In another version, A Vietnamese such as a bar girl or cab driver, who has obtained MPC, gives it to a GI who, perhaps for a commission, buys a radio at the PX and gives it to the Vietnamese. The Vietnamese either uses it or sells it to another Vietnamese.

What harm has been done? Put simply, the economic system of the Republic of Vietnam has been disrupted, principally through the loss of government tax revenue.

The United States is providing assistance to help the Republic of Vietnam maintain its independence and develop its economy (as much as possible under wartime conditions). The grunt humping the boonies, the medevac pilot lifting out a wounded GI under fire, in fact, every GI on a tour here is giving that part of his life as a part of the American assistance.

By dealing in the black market you are stabbing your

buddies and yourself in the back. You are undermining the stability of the government of the Republic of South Vietnam and undercutting the efforts of the US government in Vietnam.

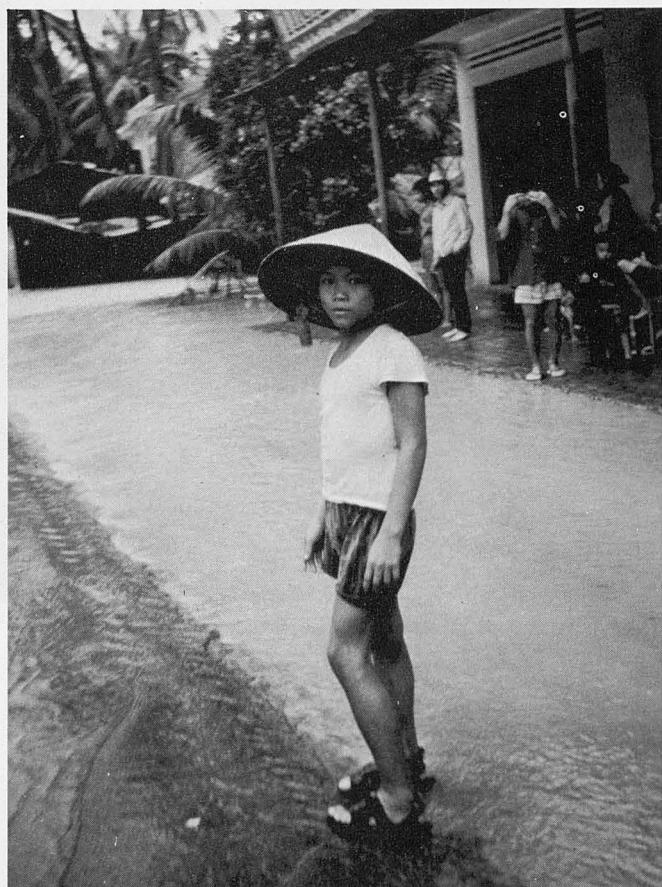
Here is how: PX goods enter Vietnam tax free because they are intended only for US armed forces personnel. The same goods imported by a Vietnamese would be subject to import duties. The government loses the import tax in the black market and it also loses control over what foreign goods enter the country. It further loses sales and income taxes on black market transactions because they are illegal and go unreported.

An additional effect of the black market is the harm done to the legitimate businessman who obeys the Vietnamese laws. He pays import duties and consequently must charge higher prices for his goods than black market operators. Black market operations thus reduce government income and make it more difficult for the government to direct an orderly economic development of the country.

Even greater harm comes from another path MPC takes through the black market. Going back to the bar girl or taxi driver who has received MPC from GIs, he (or she) sells it to a money dealer.

The money dealer then finds someone with access to a military banking facility and convinces him to change the MPC into any kind of negotiable dollar instrument (checks, bank drafts, American currency, etc). GIs going on R & R are favorite targets for approaches of this nature.

Once the money dealer has obtained a dollar instrument



he smuggles it out of Vietnam, usually to Hong Kong. There it either goes into a foreign bank account or it disappears into international financial syndicates.

If a GI pays a Vietnamese with MPC instead of changing it into piasters at an authorized facility before spending it, that dollar is likely to end up in Hong Kong. As a result, the Republic of Vietnam will have one less dollar in its hard currency reserves.

The less hard currency (dollars, gold or British pounds) a government has to back up its money, the less that money is worth in the international market. The result is that fewer goods can be purchased from other countries. This, in turn, will increase domestic inflation because foreign goods, many of which are necessities in Vietnam, will be scarcer and consequently more expensive.

The Vietnamese have more needs for imported goods than they have money with which to pay for them. Every dollar that leaves the country reduces the essential goods (including rice, petroleum, fertilizer and cement) which can be imported.

Further, black market dollars often end up in the hands of smugglers. They use them to buy unnecessary luxury goods from other countries, which they smuggle in, benefiting a very few at the expense of the large majority of the population.

One side effect of the dollar reserve loss is the necessity for an increase in the aid from the US government.

It is because the black market has all these adverse effects that the military has imposed such harsh penalties for participation. They go beyond fines and a stay in the Long Binh Jail.

For example, if you are caught dealing in the black market all money that comes into your possession while in Vietnam above your Army pay is considered illegally acquired and subject to federal income tax. If you fail to report any black market earnings on your income tax form you are subject to five years in prison and a \$10,000 fine for each violation.

Along another line, anyone punished for black market dealings has acquired for himself a criminal record. This makes any governmental or civil service employment very difficult to obtain. The same will be true of jobs with major corporations.

Furthermore, you can forget about your standings with banks back in "the world" or a good credit rating. In short, they really sock it to you if you get caught.

More than that, though, the black market is a vicious, treacherous world. GIs who make a small, seemingly innocuous exchange have been sucked in and badly hurt. Blackmail, violence and threats to Vietnamese girl friends are commonplace. All too often, one small dealing leads to one a little bigger and so on.

The main reason, however, for not participating in the black market is the harm it does to the Vietnamese people. If the government cannot collect taxes it cannot build roads or sewers, it cannot develop irrigation or flood control, and it cannot take over as much of the war as fast.

Not participating in the black market is like voting in the United States. One vote does not elect a president, but 40 million "one votes" do. One GI spending five dollars in MPC would not seriously disrupt the Vietnamese economy, but five times 400,000 soldiers is two million.

The GI in Vietnam is making an important contribution to that country. Don't undermine what has been accomplished through the sweat and blood of so many American soldiers—keep out of the black market.





neal



wilhelm

*And they shall beat their swords into plowshares,
And their spears into pruning hooks;
Nation shall not lift up sword against nation,
Neither shall they learn war any more.*

DESIDERATA

GO PLACIDLY AMID THE NOISE & HASTE, &
REMEMBER WHAT PEACE THERE MAY BE
IN SILENCE. AS FAR AS POSSIBLE WITHOUT

surrender be on good terms with all persons. Speak
your truth quietly & clearly; and listen to others,
even the dull & ignorant; they too have their story.

★★★ Avoid loud & aggressive persons, they are vexations
to the spirit. If you compare yourself with others, you
may become vain & bitter; for always there will be
greater & lesser persons than yourself. Enjoy your
achievements as well as your plans. ★★★ Keep interested
in your own career, however humble; it is a real possession
in the changing fortunes of time. Exercise caution in
your business affairs; for the world is full of trickery.
But let this not blind you to what virtue there is; many
persons strive for high ideals; and everywhere life is
full of heroism. ★★★ Be yourself. Especially, do not feign
affection. Neither be cynical about love; for in the face
of all aridity & disenchantment it is perennial as the
grass. ★★★ Take kindly the counsel of the years, gracefully
surrendering the things of youth. Nurture strength of
spirit to shield you in sudden misfortune. But do not
distress yourself with imaginings. Many fears are born
of fatigue & loneliness. Beyond a wholesome discipline, be
gentle with yourself. ★★★ You are a child of the universe,
no less than the trees and the stars; you have a right to be
here. And whether or not it is clear to you, no doubt the
universe is unfolding as it should. ★★★ Therefore be at peace
with God, whatever you conceive Him to be, and whatever your
labors & aspirations, in the noisy confusion of life
keep peace with your soul. ★★★ With all its sham, drudgery, &
broken dreams, it is still a beautiful world. Be careful.
Strive to be happy.★★★

UNCLE PAYS YOUR WAY

One lamentable fact about the average soldier and his stint in the Army is that, for the most part, he doesn't realize all the benefits he accrues through his military service.

Certainly one of the most important of these benefits with respect to the future of the ex-serviceman in civilian life are the educational programs offered by the Veterans Administration. Still, according to recent figures, only about 30 per cent of those eligible have made or are making use of the programs. It would seem that the only reason for this lack of benefit utilization on the part of veterans is lack of information.

Let's examine the case of Stevie Sapper and his commanding officer.

Stevie was lucky in that he knew that the VA did exist but he was not quite sure of the benefits offered nor of their applicability to his situation. To solve the problem, he took the time to see his CO before leaving his last duty station. He was lucky again because his CO had taken the time to familiarize himself with the VA educational benefits.

Stevie wanted to go to college, but since he had never finished high school, he wasn't sure if he could do so under the program. His commanding officer was able to clear up the doubt. He assured Stevie that he could still attend college. In fact, he was able to supply him with the additional information that he would be able to complete high school without any charge against his basic allowances. After gaining his high school diploma, Stevie was informed, he would also be eligible for 36 months of GI Bill assistance to go on to any accredited educational institution (vocational, correspondence or business school; junior or teacher's college; university; professional or technical institution) in the country. "Any man with the regular two-year tour of a draftee is eligible for the 36-month assistance plan, while those with over two years can receive assistance up to 48 months," his commander explained.

His CO went on to explain that he was eligible for such educational assistance for up to eight years after his ETS. He reminded him that it was necessary when applying to send along a copy of his separation papers, DD Form 214. He noted that if Stevie was applying to colleges while still in the service, he would have to submit a statement of service from his commanding officer. Also, since Stevie was married, his CO reminded him that if he was going to apply for additional benefits for his dependents while he was in school, he would have to supply a certified copy of the public record of his marriage, and his children's birth

certificates.

Stevie received assurance that it was all a very simple process and that he could receive assistance from any VA office, Red Cross center or service department.

The CO was also quick to point out that if something should happen to change Stevie's plans, if it became necessary for him to get a job, there were many opportunities open to him. He pointed out that Stevie would be eligible for many civil service positions, with definite advantages. He noted that veterans have points added to their scores on any competitive exam for federal service jobs. "Also," he added, "your service time will be credited to the time on the job that you undertake, thus increasing your advantage in areas such as seniority, vacations, etc." He added that if a civil service job did not interest him, there were several job-finding services over the country established to find former servicemen a job and to give them preference.

	No Deps.	1 Dep.	2 Deps.	Each Add. Dep.
Full-time	\$175	\$205	\$230	\$13
Three-quarter	128	152	177	10
Half-time	81	100	114	7
Cooperative	141	167	192	10
Apprenticeship: OJT				
1st six months	108	120	133	
2nd six months ..	81	92	105	
3rd six months ..	54	66	79	
4th six months ..	27	39	52	
Farm Cooperative				
Full-time	141	165	190	10
Three-quarter	101	119	138	7
Half-time	67	79	92	4
Active duty: less than half-time: Tuition cost, not to exceed full-time rate of \$175. Correspondence and Flight: Monthly entitlement charge: \$175.				

NEW RATES FOR VOCATIONAL REHABILITATION PROGRAM

No Deps.	1 Dep.	2 Deps.	
Full-time	\$135	\$181	\$210
Three-quarter	98	133	156
Half-time	67	91	102
On-farm, OJT or full-time apprenticeship	118	153	181

Additional amount for eligible veterans with dependents in excess of two: \$6.

Janis Joplin is dead. God rest her soul. She shared a good part of it with those of her generation who made her rich with the material things of this world. She poked holes through the remainder of it with a hypodermic needle filled with the good juice from Satan's own distillery. Her last legacy to the millions who idolized her was the tattoo of death pricked into the veins of both arms and deciphered by a coroner as "death due to an overdose of drugs."

She was found crumpled on the floor in her Hollywood apartment on

Oct. 5, dead at a very mixed-

up 27 years of age. She had escaped the stigma of joining those over 30 the hard way.

Janis took the big trip and joined a dazzling array of others who tried to do an interior decorating job on their souls via the syringe, pipe and pill.

Others like the beautiful Jimi Hendrix who also tripped out on the world at 27, just 16 days prior to Janis' departure.

Janis cried when she was told Jimi, who choked on his own vomit, had not taken his own advice to his millions of fans to drop dope and had accidentally and forever left the world he was making more beautiful with his music.

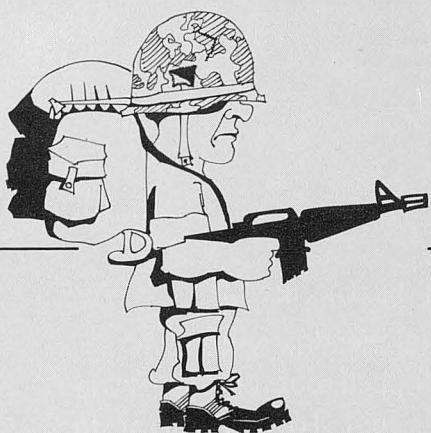
"Jimi was a good friend of mine," Janis said. "He was an innovator of free musical expression. He showed the world that it wasn't just a delusion but a reality. I will miss him."

And the beat goes on. Without Janis and Jimi and the others.

The Japanese, who are deep in things like Zen, have an expression: "Mottainai" —such a waste—.

It was fun, Janis. It was fun, Jimi. I have a sad feeling, though, that you missed the best part. You should have followed your own advice and stuck around. We miss you.





airborne notes

No Free Rides For Sub-Standard Junior EM is thrust of change in enlistment and re-up policy. Beginning Jan. 1, 1971, no EM in grade E-2 or below will be re-enlisted or enlisted in the Army. The same goes for E-3s not recommended for promotion to E-4. The changes will also bar future enlistment of such personnel who commanders feel will never qualify for leadership or supervisory positions. The new rules will also permit reduction of strength levels in light of the Vietnam phasedown. Exempted from the ruling are: E-3s and below with between 18 and 20 years' active Federal service who may remain until eligible for retirement, those separated under honorable conditions after less than 8 months' service, and those placed on the temporary disability retired list who are later found physically fit. CO's may submit waivers on personnel they feel should be retained. ARs 601-280 have the facts.

Reports from Vietnam indicated that "FISHING EXPEDITIONS" lead to early detection of tripwire boobytraps. The point man uses a six-foot stick with a three to four-foot string tied to the end. The bait is a 5.56 cartridge. After looking down a trail in an attempt to skylight any tripwires, the point man then proceeds down his route with the fishing pole extended out in front of him, the cartridge just above the ground. If a tripwire is encountered, the string will bend, thus alerting the point man to the trap without detonating it.

CAPTURED ENEMY SOLDIERS REPORT that abandoned night defensive positions (NDPs) remain a major source of American-made ammunition for the enemy. In addition to careful checks of the NDP before departure, resupply should also be limited to that which is actually needed. To discourage enemy searches of the abandoned NDPs, "stay-behind" ambushes and preplanned artillery fires have proven highly effective.

If you're ready to PCS out of Vietnam and are curious to know about your next duty station, the Armed Forces Hostess Association will send you information on duty stations and cities anywhere in the world. Operated by wives of Washington, D.C.-based officers, the association provides brochures on housing, recreational and school facilities, highway maps and other information needed for an in-coming soldier. For more information, write the Armed Forces Hostess Association, Room 1A736, The Pentagon, Washington, D.C. 20310.

The ARMY SOUNDING BOARD is in full operation. Large volumes of mail are arriving daily from all over the world and writers are receiving immediate acknowledgement of their suggestions. They don't listen? Well, a Swedish soldier offered several suggestions to improve US small unit equipment and many of his ideas are now under consideration. If you want to help yourself with an idea or suggestion, send it to Army Sounding Board for the Individual Soldier, CDC Infantry Agency, Fort Benning, Ga. 31905.

Personnel are reminded that their servicing finance office offers them the opportunity of having all their pay and allowances sent to either the Bank of America or any US Government approved banking facility here in Vietnam, or even to any stateside bank. This service is accomplished by including such individuals on a special payroll each month. A check is prepared and mailed for the individual to the designated banking facility. Checks are mailed by the 25th or 26th of each month so as to arrive at their destination by the last day of the month. If you desire such an arrangement see your finance clerk for more details.

Public Law 91-529, approved 8 December 1970, provides that a member is entitled to Family Separation Allowance, Type II, even though the residence or household he maintains for his dependents is not subject to his management and control. This law is retroactive to 1 October 1963. Also, Public Law 91-533, approved 8 December 1970, removes the restriction that a member must be in receipt of BAQ. Removal of this restriction authorizes payment of family Separation Allowance, Type II, to a member whose dependents continue to occupy government quarters during periods of separation, provided all other requirements are met. This provision is effective 1 January 1971. Any personnel who believe they fall within the provision mentioned are requested to report to their servicing finance office. The necessary paper work authorizing them FSA will be processed.

New Enlisted Efficiency Reporting System became effective 1 July 1970. Main features of the new system are: Efficiency reports for each period of duty; more comprehensive but simpler rating form (DA Form 2166-4); rater can make unscored comments for career development of rated individual; automation permits computation of an Enlisted Efficiency Report Weighted Average (EERWA), and an Average Efficiency Index (AEI), in addition to the Evaluation Score (ES) currently in use. Additional details are in DA Circular 611-64 and Change 36 to AR 600-200.

A SHORT COURSE IN HUMAN RELATIONS

The six most important words:

I ADMIT I MADE A MISTAKE

The five most important words:

YOU DID A GOOD JOB

The four most important words:

I'M PROUD OF YOU

The three most important words:

IF YOU PLEASE

The two most important words:

THANK YOU

The one most important word:

WE

The least important word:





It isn't possible to mention all those to whom deserving credit should belong no matter how small, nor how large their contribution and grateful appreciation is extended for assistance with this issue of SKY SOLDIER:

Len Schodowski, Jim Eggensperger, Brian Johnstone, K. Ando, Brigadier General John Hoeftling, Arnold Fisher, Major John Carboni and his boys from B Company, 3d Battalion, 503d Infantry, T. Fukunaga, and Infantry Magazine. The inside front cover depicts THE AIRBORNE GRUNT by Ando and the inside rear cover is night pierced with M-60 tracers by Tony DeStefano.

