

# DEMON



**Before they  
leave the ground**

The missions get the credit,  
but it's the preparation that  
guarantees success. The  
CAB lays the foundation for  
a successful mission

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"Our young's willingness to serve is proportional to how they perceive veterans are treated and appreciated." -- GEORGE WASHINGTON

# Briefing

**THE MOMENT**



Photo by Spc. Michael Howard

**64 years ago, President Franklin Delano Roosevelt signed the GI Bill into law. Today, that bill is changing radically, and the changes are much to your benefit**

Your plans for college may be due for a huge makeover. Lawmakers have approved some of the biggest improvements to the GI Bill since World War II. Gone is the \$32,000 worth of tuition assistance that may have covered three semesters at any major bricks-and-mortar college. In it's place is a monster of a program that

nets college-bound Soldiers an average of \$80,000 for college. Expect to be joined by a wave of new enlistees over the next two years. The next issue of DEMON magazine will go in depth, covering all of your rights and benefits. For now, here are the basics.

Your GI Bill assistance will equal the cost of your college tuition, up to the cost

of the most expensive public college in your state.

It will also feature a \$1000 annual allowance for books, and a \$1,200 supplement for private tutors. The bill includes up

**You can expect to be joined by a flood of new enlistees over the next two years**

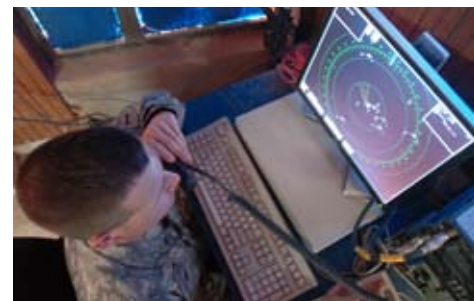
to a \$2000 payment for a one-time licensing or certification test.

Servicemembers will be allowed to use their

benefits up to 15 years after separating from the service, a five year improvement over the 10 year time limit imposed on the GI Bills last incarnation. The biggest improvement may very well be the Basic allowance for housing. Former Servicemembers attending college full time will receive the BAH payment of an E-5 with dependents, an average of \$1,100 per month.

For those of you who don't want to wait for the next issue to find out more, information is available at [www.gbill.va.gov](http://www.gbill.va.gov).

BY SGT. MICHAEL HOWARD



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Brigade Commander .....	Col. Jessie O. Farrington
Brigade Command Sergeant Major .....	Command Sgt. Maj. Darrell E. Wallace
Brigade Public Affairs Advisor .....	Maj. Enrique T. Vasquez
Brigade Public Affairs Officer .....	Sgt. 1st Class Jeff L. Troth
Demon Editor/Layout and Design .....	Sgt. W. Michael Howard

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Demon Brigade you are magnificent warriors! Our Combat Aviation Brigade is a key formation in the combat successes across northern Iraq. We must continue to sustain the fight everywhere 24/7. As upcoming operations shift within our area of responsibility, so should our mindset. I ask each one of you, whether aviator, aircrew member, or support soldier, to remain adaptable, flexible and motivated so we can keep supporting our great soldiers on the ground. You must remain vigilant in your efforts. Look out for each other. Identify risk areas and mitigate that risk – STAY SAFE.

You have gained the admiration and respect of the U.S. troops and Iraqi security forces you so diligently support. By flying thousands of hours you have tracked down and destroyed the enemy, protected our soldiers by your presence and deadly fire, carried vital supplies, moved cargo, provided battlefield insertion and evacuation, and transported countless personnel. To the Soldiers, Sailors, Airman and Marines: you remain champions of the fight. Many of you have displayed selflessness and courage on the battlefield earning numerous citations and accolades. You have flown across expansive and difficult terrain, night and day to accomplish our mission.

Most recently, two of our Nightmare aircrews received medals for heroism as a result of their actions during combat operations while flying east of Balad on January 16. Shortly after the aircrews inserted an

**Make a Difference.** Team Demon has continued to sustain a blistering pace and has the ability to surge when necessary. Your sacrifices are making a positive impact on Iraq. **Col. Jessie O. Farrington speaks out on the heroic everyman and the everyman heroes**



Photo by Sgt. Michael Howard

Aerial Reaction Force, the ground forces came under intense fire from insurgents. Our Nightmare team maneuvered their aircraft and closed on the enemy positions. They put their lives on the line to protect and defend our infantry brothers in the fight, even after expending all their ammunition – they refused

to leave the fight. Their actions saved many U.S. lives that early morning.

The success of these aircrews cannot be overstated, and they were supported by a tremendous cast - the armament specialists, electricians, avionics and general aviation mechanics that keep our aircraft in the air

and combat ready everyday.

When a unit is moving as fast as the CAB, with so many missions to accomplish and the pressure to provide results, sometimes we lose sight of the fundamentals and think about cutting corners to get the mission done. We overlook the basic foundations that have gotten us this far on our deployment. I want to remind every leader in this task force that it is your responsibility to ensure the safety of both yourself and those in your charge.

Part of safety is to look out for the other guy, don't only make sure that you are doing the right thing, but also make sure that those to your left and right are doing right also. Taking care of our Soldiers is an inherent responsibility of all leaders, regardless of your rank.

Continue working as a team. and providing the troops of Multi-National Division-North, and the Iraqi people the unequivocal support they deserve.

Stay safe and stay focused on the mission at hand and THANK YOU.

You symbolize – No Mission too Difficult, No Sacrifice too Great.

**Col. Jessie O. Farrington is the commander of the Combat Aviation Brigade**

**Standards and Discipline.** As the Combat Aviation Brigade team begins to hit its stride, leaders must make a good team better by encouraging and mentoring their Soldiers. **Command Sgt. Maj. Buddy Wallace speaks out on keeping Soldiers motivated and effective**

The success of the Combat Aviation Brigade, 1st Infantry Division continues to make a difference on the battle space of Multi-National Division-North. In the past few months several aircrews have been decorated for valor over the skies of Iraq. Sergeants Paul Perdock, and Frederick Benuzzi along with their aircrews were recently recognized for heroism on the battlefield. Perdock and Benuzzi performed as NCO's supporting the actions of their pilots, while providing guidance to their crewchiefs during a battle between themselves and insurgents on the ground. In this particular case, two 3rd Assault Helicopter Battalion, 1st Aviation Regiment aircrews, received a Silver Star, a Distinguished Flying Cross, and six Air Medals with "V" devices, for their actions during combat operations while flying east of Balad, Iraq.

I cannot stress the role NCOs play in wartime operations. The story above had a happy ending for those in the CAB. However, three Soldiers on the ground died that day. The NCOs along with the aircrews worked as a team synchronizing flying with blazing gunfire to suppress the enemy below, thus avoiding more casualties. With that said I want ev-



Photo by Maj. Enrique Vasquez

eryone to know that NCOs are pivotal to the success of any mission. Before there is a mission NCOs are the ones that insure pre-combat checks are being done and it is the NCOs job checking behind Soldiers and Officers. Remember two sets of eyes are better than one when it comes to equipment checks.

However, just because we have great NCOs on the battlefield does not mean we are immune to other types of disasters. In recent weeks, a distress call came in from ground troops operating in the intense heat of northern Iraq. The Soldiers on the ground were part one of the Stryker brigades and found themselves quickly

succumbing to the desert heat. In a matter of minutes a whole unit was combat ineffective. Luckily, the innovative ingenuity of our 1st Attack Reconnaissance Battalion, 1st Aviation Regiment, Apache pilots this unit was resupplied with seven to eight cases of water tightly packed in the aft compartments and cockpits of our helicopters. The CAB saved the day.

HEAT casualties continue to be an issue for everyone including the CAB. In recent weeks we almost had a pilot pass out and a crewchief in another incident. If you have not noticed temperatures are reaching the 120 degree mark and above. NCOs should be making sure aircrews drink plenty of fluids before the sleep cycle. Air crews should try to wet down when possible. Watering down uniforms before placing individual body armor on top helps the body keeps cool as the water evaporates from the ACUs.

SAFETY is another serious concern for all of us in the CAB. Although we have been blessed with no serious flight accidents, we are still having recurrence of ground accidents. Remember the old cliché "everyone is a safety." However, before everyone becomes a safety, NCOs again must step up to the plate and set the example. NCO's must teach Soldiers to check and re-check equipment. NCOs must supervise Soldiers and advise officers. Let's do a better job as NCOs.

**Command Sgt. Maj. Buddy Wallace is the command sergeant major of the Combat Aviation Brigade**

**Perseverance.** Chaplain (Maj.) Suk Jong Lee talks about the importance of doing the right thing whether one enjoys an immediate reward or not. **The Combat Aviation Brigade chaplain speaks from the land of Jesus' birth**

Have you ever felt you are not getting a fair share in your life? You are doing all the right things; yet, you are scolded and blamed for things you didn't do? Or even being hated for trying to do the right thing? Take heart for you are not alone.

When David in the Old Testament was a young boy, his father sent him to take dried grains and ten loaves of bread to his older brothers and ten cheeses to their captain. When he arrived at the war camp, the Israel army was getting ready to do battle. David left the food with the supply keeper and ran to the front lines to see his brothers. While they were talking, Goliath, a giant at six and a half feet, came up from the ranks of the Philistines and started taunting the Israelites. As the Israelites backed away, they talked amongst themselves about the great prize that King Saul promised to the person who killed Goliath.

David was not scared of Goliath, and was curious about the prize so he asked the soldiers near him about it. When his oldest brother, Eliab, heard him he became angry at David and scolded him saying, "Why did you come down? With whom have you left those few sheep in the desert? I know your arrogance and your evil intent. You came down to enjoy the battle!" David replied, "What have I done now? I was talking." David went directly to Saul and volunteered his service. He was confident that the battle was the Lord's and God would deliver Goliath into his hands. He was correct and he killed the giant with a single stone flung from his sling.

After killing Goliath, King Saul took David to live with him. David was at the king's side during all future engagements and Saul eventually put him in charge of the Israeli army.



Photo by Sgt. 1st Class Jeff Troth

**Slow and steady wins the race** Chaplain (Maj.) Suk Jong Lee demonstrates the value of persistence during a seven kilometer run

David's accomplishments did not go unnoticed by the Israelis. During a celebration after one battle some women sang a song with the verse, "Saul had slain his thousands, and David his ten thousand." When Saul heard this, he became very angry, and threw a spear at David. After missing him, the king sent David back to the field in hopes that he would be killed by the Philistines. Battle after battle David fought and was victorious. The more Saul tried to eliminate him, the more success David brought to the Israeli army and the more the Israelites loved him. Saul's jealousy eventually turned into fear and he was even more determined to kill David with his own hands. In order to hide himself from King Saul, David sought refuge in the land of the Philistines, the very people he had fought against. David became a fugitive from the same king to whom he had devoted his service.

David had many chances to kill

King Saul, but he didn't want to cause any harm to his former king. David told Saul he meant him no harm and produced a piece of Saul's robe he had secretly cut off. On another occasion, while Saul was sleeping in the middle of his men, David took Saul's water jug without being noticed. Again, David let Saul know that he had an opportunity to harm him but didn't. Eventually Saul was killed in a battle against the Philistines. David became a king.

When David endured mistreatment from the same king he had devoted his life to and didn't seek revenge, God protected him and eventually made him King of Israel.

Perseverance and continuing to do the right thing got David through his ordeal and is still the key today. Hard work and integrity will pay off and one day you will be rewarded beyond your imagination. "Wait on the Lord!"

**Across Iraq.** A simple game of checkers serves as an ideal example of how the once violence-ridden district of Hawijah has been transformed. **How re-empowerment of the average Iraqi has paid dividends for security**

BY STAFF SGT. MARGRET C. NELSON

Two middle-aged men enjoying a 'friendly' afternoon game of checkers in a bustling marketplace as shoppers and traffic pass-by.

A scene that would not warrant a double-take in any small town in America's heartland, however, this game united a U.S. battalion commander and a Sons of Iraq leader in a demonstration of 'normalcy' in an area once nicknamed 'the Anbar of the North'.

"This is an incredible period in the development of a democratic, representative form of government in the district of Hawijah, and specifically, this once violence plagued city," Lt. Col. Christopher Vanek, commander, 1st Battalion, 87th Infantry Regiment said, reflecting on a before-after comparison to the Hawijah the battalion faced upon their arrival in October. "A game of checkers, a crowd of shoppers, traffic, no body-armor, partnered with Khalaf Ibrahim Ali, not against him, this is, success in Iraq," he said.

Both Vanek and Ali credit the change to an increased confidence in the Iraq security forces, coalition tactics--targeting only suspected terrorists, and the empowerment of local citizens to re-claim their streets through the Sons of Iraq, according to Vanek. These efforts have nearly eliminated Al-Qaida in Iraq's presence here he said.

"They disguise themselves, like thieves in the night now," Ali said, comparing AQI's unchallenged presence in the past. "Now, during the day, they disguise themselves by changing their eye color, cut their hair--change their appearance," Ali said. He also said that the insurgents are getting the message that the citizens of Hawijah will not assist their efforts. "They are not wanted here. They have brought us nothing but violence, destruction, fear



Photo by Staff Sgt. Margret C. Nelson

**King me** Hawijah's Sons of Iraq contractor Khalaf Ibrahim Ali plays checkers with Lt. Col. Christopher Vanek, commander, 1st Battalion, 87th Infantry Regiment

and lies."

Close to 8,000 SoI's are positioned throughout the Hawijah District, measuring roughly, 4,200 square miles, since the inception of the reconciliation program here in December.

"We were able to offer a choice to fathers who were trying to feed their families and men who were trying to begin families--eliminating a huge recruiting pool for the insurgents here," Vanek said.

Sons of Iraq also provided an avenue for the coalition force and Iraqis to interface.

"Before Sons of Iraq, the coalition force would be too busy fighting the enemy to get to know the people around them," Ali said. Both were able to interact and form relationships such as the bond that Vanek and Ali have developed, during their efforts to establish the city of Hawijah's SoIs.

"We are not so different," Ali said. "We all want peace and a place where

our children and grandchildren can live and prosper without fear and violence."

The idea for the game of checkers came about when the key leaders of Task Force Summit and the Hawijah district began to realize the "dynamic" security gains in January, according to Vanek. He thought that a true demonstration of increased security would be to, "conduct a game of checkers in the middle of the day in the most crowded area of the city, with no body armor in June."

As to who won the checker game, Vanek smiled and said, "considering Ali and I are here together; me--without body-armor, in an area where commerce has returned, and the citizens can reap the benefits without fear or reprisals, in an area once thought lost to the insurgency--we're both winners, more importantly--the citizens of the district are the true winners."



# The CAB's Moment In History

The 2-1 GSAB “Diesel” Company makes sure the first Iraqi-led air assault of OIF is a success. How the Fighting Eagles delivered hope to the village of Markab al-Tair

STORY AND PHOTOS BY SGT. MICHAEL HOWARD



**FURTHER VIEWING**

For more photos of Operation Lion's Hunt go to [www.dvidshub.net/units/CAB-1id](http://www.dvidshub.net/units/CAB-1id)

**O**n June 6, 1944, the US led a joint assault on the shores of Normandy that became the definitive turning point of the largest war in human history. 64 years later to the day, the Combat Aviation Brigade, 1st Infantry Division was responsible for a turning point of their own.

As the first troops to hit the ground in Normandy came from the sky, so did the soldiers of the 11th Brigade, 3rd Iraqi Army Division, in their fight to reclaim their own country 64 years later.

Operation Lion's Hunt, a joint operation between the 11th Brigade, 3rd Iraqi Army Division; 2nd General Support Aviation Battalion; 1st Aviation Regiment, and 4th Squadron, 6th Cavalry Regiment was the first Iraqi-led aerial

*Dry Run Iraqi Army Soldiers leap from a 2-1 GSAB CH-47 Chinook during training for Operation Lion's Hunt, the first Iraqi-led aerial operation of OIF*



operation of Operation Iraqi Freedom. The proof-of-concept operation was an unqualified success, netting eight suspected Al-Qaeda in Iraq operators and pulling the village of Markab al Tair from the grip of the insurgency.

Operation Lion's Hunt involved two CH-47 Chinooks, one UH-60 Black Hawk for command and control, two OH-58 Kiowa Warriors for aerial security, and two UH-60s which acted as an airborne quick reaction force.

"The 11th Brigade of the 3rd Iraqi Army Division had a need to move a long distance in a very short amount of time.

"The best way for the Iraqi Army to do that was not to go in by convoy but to go in by air. In the eyes of the military transition team, who trained these guys, they were ready for the next step, and that was to go in on an air assault," said Lt. Col Michael Tetu, the 2-1 GSAB commander, who participated in the operation as a UH-60 pilot.

Going on an air assault may be easier said than done. The planning that goes into an air assault is immense. This air assault was to take place far outside the 2-1's normal area of operations, in western Iraq, near the border of Syria. Because of this, the 4-6 CAV "Redcatchers," who call the

northwestern town of Tal Afar home for their deployment, were brought in as the scout weapons team for the operation.

Coordinating with a unit on a far-away base comes with its own set of challenges.

"We are almost at opposite ends of MND-N so the distance factor had a big vote in how easy this was to coordinate. What we wound up doing was picking a point in between to move our



**Training up** Soldiers from 11th Brigade, 3rd Iraqi Army Division exit a CH-47 Chinook during cold load training with 2-1 GSAB, as part of Operation Lion's Hunt

**Nascent leadership** An NCO from 11th Brigade, 3rd Iraqi Army Division beckons to his soldiers to board a CH-47 Chinook during cold load training with 2-1 GSAB

aircraft and our crews up there early so we could preposition a couple days prior," said Tetu.

Things were made much easier with the 4-6's support of 2-1. The Redcatchers essentially gave over their Tactical Operations Center to 2-1, enabling the battalion to come in a day early and set up and plan their part of the operation.

"They let us use their assets, use their maps, their phones, their nets, anything we needed to facilitate the final refinement. We all left (Contingency Operating Base) Speicher with a good idea of the plan, probably an 80% solution. By the time we finished after a couple hours face-to-face with Redcatcher, we were at 90%.

"That same night, we flew out there to the [Combat Outpost], met with our Iraqi counterparts and the MITT guys and we had a 99% solution. The last thing to do was to do the rehearsals with the crews and the ground guys," said Tetu.

With the planning stage at an end, the battalions still needed to train the Iraqi Army on the infiltration and ex-filtration sections of the mission.

To make absolutely sure that the IA soldiers would be ready for the actual mission, the 2-1 element flew to COP Nimr the day before the mission, coordinated directly with the Iraqi Army, and practiced rehearsals with them.

"We took the aircraft and the training opportunity to rehearse right into their camp, and we went through every opportunity to practice our contingency missions, our emergency actions," said Tetu.

The pilots arrived at COP Nimr during the predawn hours, so that the rehearsals could be done under the same conditions as the actual air assault. Through Iraqi translators, the crew chiefs did a line-by-line briefing, just as they would for any U.S. or



coalition force Soldiers, detailing their safety equipment and walking them through getting on and off the ramp in the dark.

“We had a chance to literally rehearse every element,” said Tetu. As a final touch, the pilots started the engines, allowing the Iraqis to practice their entrances and exits under the most realistic conditions possible.

“Because this was the first time that this was led by the Iraqi army it was probably very beneficial for them to be able to conduct the multiple iterations that we did the day prior to the execution in terms of getting used to all the loud noises and getting in out of the aircraft and being familiar with what to do.

“I think it saved a lot of time in the long run, since we did not have a lot of time at the PZ the night of the execution,” said Capt. Christian Lee, the commander of Co. B, 2-1, who



**The rush** A Soldier from 11th Brigade, 3rd Iraqi Army Division exits a CH-47 Chinook during cold load training with 2-1 GSAB as part of Operation Lion's Hunt June 5-6

piloted one of the Chinooks during the operation.

“It was a good experience. It was rather new because normally we work together with the Americans and the IA, but considering this was all IA, it was different, a lot of diversity but I think it went well, because we

got to communicate through the interpreters and work in conjunction with them, and it flowed. We were working as a team,” added Sgt. Alexander S. Rolinski, of Co. B, 2-1, who served as a flight engineer for the mission.

With everything briefed, and all of the training conducted, the Iraqi and

American troops hit the rack for some much needed sleep. The night ahead of them is going to be long. At 10 p.m. on June 5th the pilots conducted their final mission brief. At 1:40 a.m. the birds took off for COP Nimr. The Chinooks lifted off with the 11-3 IA soldiers at 3:50 a.m.

Minutes later, the Chinooks were closing on their destination. The scout weapons team announced a clear landing zone and the Chinooks swept in, dark waves of Iraqi troops, and only Iraqi troops, pouring out the backs of the aircraft.

Seconds later, the Chinooks were airborne again, and the pilots and crews had nearly completed their role in this monumental step toward Iraqi independence.

The Chinooks returned to COP Nimr and stood by for a possible exfiltration.

However, because of heavy existing support and a lack of resistance, rapid exfiltration was not needed and the Chinooks returned to Speicher.

The Chinooks, however, were not the only CAB contribution to the mission. The command and control UH-60 allowed the Iraqi Division Commander to direct his troops from a perfect vantage point above the village.

“I think it’s important for our brothers in the Iraqi Army to be able to see and plan and collaborate with the people who were going to be taking them into the fight. That’s just a huge bonus.

“And when you put an Iraqi general in an airborne command and control aircraft, and he’s able to command his flight from the air, watching his elements on the objective, that’s over the top. Everything before this had to be done from the hilltop or humvee. Now we’re putting them in the air,” said Tetu.

The success of the mission was a tactical victory, but may nevertheless have even more of a lasting effect on the morale and confidence of the Iraqi forces.

“I think it’s a big confidence boost for these guys. Since most of the missions we’ve done with Iraqi forces before, usually the coalition forces are leading it. And for them to be

**Blazing the Trail** Left: Iraqi Army soldiers rush from a 2-1 GSAB Chinook into the village of Markab al-Tair during Operation Lion's Hunt, the first Iraqi-led aerial operation of OIF. Below: Spc. James Mount, a CH-47 crew chief with 2-1 GSAB, stands on the ramp of his Chinook as his crew returns to COB Speicher

**‘It’s a huge message that’s being sent to the population because their flag is coming out of our helicopters on the IA uniforms.’**

--- LT. COL MICHAEL TETU, 2-1 GSAB COMMANDER

involved in the PZ update brief and the planning process and also their forces on the ground, on the convoys and I even heard some of their guys talking on the radio, which was the very first time I heard that.

“I think this was a big confidence boost to be able to pull off a mission like this with multiple air frames and ground forces,” said Lee.

“One of the best things about this mission besides going a long way, way out into the western desert far from our normal operating lines, it did two things.

“One of the things is, it emboldened the Iraqi Army, they’ve stepped up to the next level, they’re ready for air assaults and more of them. They’re not going to have any problem doing those.

“More important even than the confidence boost may be the reassurance Iraqi-led military operations provide for all citizens of Iraq,” added Tetu.

“It’s a huge message that’s being sent to the population because their flag is coming out of our helicopters on the IA uniforms, the people who speak their language and potentially their own relatives are the ones providing their security,” said Tetu.



1-1 ARB

# What Goes Into A Mission

Before Apache gunships can launch, pilots must plan for every contingency before the 1-1 ARB's birds leave the ground

STORY AND PHOTOS BY MAJ ENRIQUE T. VASQUEZ



Since the days of early aviation, Army pilots have played a key role in the outcome of ground battles and air missions. For pilots flying the AH-64 Apache Longbows of the 1st Attack Reconnaissance Battalion, 1st Aviation Regiment in northern Iraq the legacy of influencing the fight continues

through careful mission preparation and teamwork. These pilots, known as the "Gunfighters," are part of the Combat Aviation Brigade, 1st Infantry Division's efforts to sustain a constant presence over the skies of northern Iraq in support of Task Force Iron.

However, before the Gunfighters jump into their cockpits and head-out

**1-1 uses careful mission preparation and teamwork to continue the aviation legacy**

into the skies of Multi-National Division-North they must plan meticulously prior to each mission.

"First thing we do is get our mission data cards for the aircraft ready through our AMPS (aviation mission planning station computer) via our CP (command post) with all the aircraft specific data. We receive our tail num-

ber and we print out the knee-board cards and communications cards," said Chief Warrant Officer 3 Thaddeus Menold, air mission commander 1-1 ARB.

"From there we head over to the battalion tactical operations center and receive a mission team brief," said 1st Lt. Deborah Lindeman, Co. C, 1-1

**Lights, camera, action** An AH-64D Apache Longbow helicopter gunship from the 1-1 ARB prepares for a night mission on May 31. The Gunfighter air and ground crews work around the clock sustaining air operations



ARB.

Personnel from the operations and intelligence staffs brief the pilots on the details of their mission to insure they know what to expect.

“Pilots are briefed on the five Ws- who, what, where, when and why- in respect to the operations portion of the brief. The crews receive instructions on what the ground commanders want along with any changes in procedures or radio frequencies,” said 1st Lt. Peter Huang, a battle captain for 1-1 ARB.

“Furthermore, pilots receive any changes in battlespace and any updates as to what friendly forces are in the area of operations.” Just as the operations officer gives a detailed briefing so does the intelligence officer.

Everything the enemy might be doing or trying to do is briefed to include the careful articulation of possible enemy courses of action.

“We find patterns and trends the enemy might be engaged in like IED, small arms fire and emplacements. We give the pilots an assessment so they know what to look for, how the enemy might act and what to expect,” said Staff Sgt. Floyd Perry, 1-1 ARB intelligence analyst.

“The intel guys can give a 72-hour look of what has happened in the area of operations as well as a threat analysis to tell us where the bad guys are, based on previous activity,” said Menold. Once each Apache crew is briefed and understands their mission set, they receive a team brief by their air mission commander.

“After our intelligence and operations brief we go back to our CP and we do a team brief and we plan our route of ingress, our execution and our route of egress. We also discuss what our greatest threat might be, and what the greatest safety risk is,” said Menold.

“In addition we address what to do if we lose communications or have an emergency. From there we head out to the aircraft for pre-flight checks and we also check the weather one more time before we go on the mission,” said Menold.



Although the Apache is a two-seat helicopter, both pilots in an AH-64 Apache Longbow have a certain job to perform. While both are capable of flying the aircraft, the duties of the pilot-in-command and the co-pilot/gunner (called the CPG) are distinctly different in a combat situation.

“The pilot maneuvers the helicopter so that the CPG can fire,” said Lindeman.

“The advantage to being the CPG is that you have laser and you can shoot missiles or the 30mm cannon.”

The pilots must work together to ac-

complish in-flight tasks and duties.

“We just talk to each other and I let him (the pilot) know if I have something, where I am looking at, left or right.

From there the pilot can see the video I am looking at through my screen, he then places the aircraft to where I am looking,” said Lindeman.

During a mission, individual Apache crews work with a sister gunship and are part of a Attack Weapons Team made up of two AH-64 Apache helicopters flying as a pair. Mission success depends on the gunship crews

working well with each other.

“I like crew coordination, not just in the cockpit, but in the team. I like to see crew coordination between aircraft. If someone has a minor problem, no matter how small, I want to know about it,” said Menold.

Each Apache helicopter crew has a distinct role during a mission set.

“The lead aircraft is the primary shooter, navigator and serves as the principal communicator with the ground force commander. The trail aircraft covers the lead aircraft should the lead aircraft take fire. The trail

## ‘Pilots are briefed on the five Ws- who, what, where, when and why- in respect to the operations portion of the brief.’

---1ST. LT PETER HUANG,  
1-1 ARB BATTLE CAPTAIN

Apache also monitors the CTAF (Common Traffic Advisory Frequency) for air-to-air deconfliction,” said Capt. Jason Lynn, 1-1 ARB plans officer.

Supporting the ground units is what each mission is about.

“Mission success is measured by supporting the ground units and helping them get back to their bases safely. We do our best to help them in any way we can,” said Menold.

“There is nothing better than catching someone emplacing an IED. The ground units are always appreciative of us being there.”

There are several types of missions Apache crews often fly. These missions range from counter IED reconnaissance to ground support.

Once Apache pilots are in the air, they make final coordination with ground commanders.

“When it comes to coordinating with the ground commander, we just look up his frequency and callsign and contact him over the radio.

“The ground commander then gives us our task and purpose. This information exchange puts us where we need to be on the battlefield,” said Lindeman.

Apache pilots say they can see the positive contributions they are making in defeating insurgents. The number of IED emplacers has continued to drop, said the pilots.

“The violence has scaled down quite a bit since we got here,” said Menold.

“We used to catch a lot of insurgents emplacing IEDs. However, there are not as many emplacers as there used to be. We are definitely having an impact on IED activity,” said Menold.

**Study hall** AH-64D Apache Longbow pilots from the 1-1 ARB attend a mission brief before a night mission on May 31. The 1-1 Gunfighter air and ground crews work around the clock sustaining air operations and are part of the Combat Aviation



### Planning Makes Perfect

To see more 1-1 mission photos, visit [www.dvidshub.net/units/CAB-1id](http://www.dvidshub.net/units/CAB-1id)

# Just your Average, Everyday Heros

Anyone who underestimates the resourcefulness of Army pilots and their aircrews has never had to call on them in a pinch. Lt. Col. James Bradley and his pilots and crews called on unconventional tactics and old-fashioned courage to save lives on the ground

STORY AND PHOTOS BY SGT. MICHAEL HOWARD



## Bittersweet Victory

*Right: Lt. Col. James H. Bradley, Jr., 3-1 AA Commander, receives the Silver Star for his actions while flying in support of combat operations east of Balad, Iraq on Jan. 16, 2008 from Maj. Gen. Mark P. Hertling, the Task Force Iron, Commanding General. "As I walked through that line, and looked in the eyes of each one of these Soldiers, all I saw was humility. When you talk about the heroism of the people we just awarded, it's just unbelievable"*



**FURTHER VIEWING**  
For more photos  
of 3-1 in action, go  
to [www.dvidshub.net/units/CAB-1id](http://www.dvidshub.net/units/CAB-1id)



**Sentry** Spc. Jacob Norotsky, a crew chief Company B, 3-1 AA and Air Medal with "V" device recipient, directs passengers onto a 3-1 UH-60 Black Hawk during



**Family** The honorees at the awards ceremony June 14 stand together with Maj. Gen. Mark P. Hertling (far left), the Task Force Iron commander

In most cases, a pilot is trained to keep moving and avoid enemy fire at all costs. Doing exactly the opposite earned two aircrews assigned to the 3rd Assault Helicopter Battalion, 1st Aviation Regiment, Combat Aviation Brigade, 1st Infantry Division, medals for heroism.

Lt. Col. James H. Bradley Jr., the 3-1 AA battalion commander, received the Silver Star, UH-60 pilot Chief Warrant Officer 3 Lyndle Ratliff received the Distinguished Flying Cross, Chief Warrant Officer 3 James Howe, Chief Warrant Officer 2 Joseph Henry, Sgt. Paul Perdock, Sgt. Fredrick Benuzzi, Spc. Kenneth Steinmetz, and Spc. Jacob Norotsky received the Air Medal with "V" Device in a ceremony at Contingency Operating Base Speicher on June 14.

"I think these awards are important because heroic events take place in OIF every day and most of them go

unrecognized. These guys acted unselfishly in support of the mission and the ground force.

"The acts of courage that these Soldiers undertook that day are just examples of what we see every day out here from forces on the ground and in the air," said Bradley.

Bradley and his crews distinguished themselves while conducting an air assault east of Balad, Iraq on Jan. 16.

Bradley and his crews inserted an aerial reaction force from Charlie Troop, 1st Squadron 32nd Cavalry. After infiltration, ground troops began taking casualties from enemy fire.

"There was some significant contact made with the aerial reaction force. We provided suppressive fire to try to get them to break contact. What we ended up doing was killing the individuals who had the infantry platoon pinned down," said Ratliff

Bradley assessed the severity of the situation and realized the supporting Apache gunships could not engage with friendly forces in such close proximity to the enemy. He took charge of the situation and directed an assault of the insurgent position to allow the reaction force to withdraw.

Bradley and Henry began a series of low, sweeping passes to identify both enemy and friendly positions in

**'These awards are important because heroic events take place in OIF every day and most of them go unrecognized.'**

---LT. COL JAMES BRADLEY,  
3-1 AA COMMANDER

an attempt to clarify the increasingly chaotic situation. Ratliff and Howe made four gun runs at extremely close range while their door gunners poured a heavy volume of effective machine gun fire into the enemy.

"We had some ground forces pinned down and we just did our job, went to our training, got in there and helped them," said Perdock.

Despite receiving enemy fire to the cockpit and the rest of their aircraft, Ratliff and Howe continued to engage, at one point coming to a low hover within 100 meters from the enemy to allow their door gunners to kill the insurgents and protect the fixed reaction force.

As the fight progressed, Bradley and Henry leapt into the close fight, again pouring machine gun fire into the enemy position. Bradley and his crew made three deliberately slow passes under withering direct fire, expend-

ing all their ammunition and killing or injuring most of the enemy in their ambush position.

Bradley and Henry remained over the besieged troops and continued to expose their aircraft, even though their door gunners were out of ammunition, in order to draw enemy fire away from the reaction force Soldiers.

Because of their concentrated fire at close range and continuous low slow passes to draw enemy fire, the reaction force was able to finally withdraw their Soldiers out of the kill zone to a pick-up point for extraction and CASEVAC (casualty evacuation).

"Let me tell you, I've seen the overhead film of the fight, and I walked the ground of the fight, and had it not been for those two aircrews, there would have been several more memories of Soldiers who didn't make it through that day," said Maj. Gen. Mark P. Hertling, the Task Force Iron com-

manding general, during the awards ceremony, "As I walked through that line, and looked in the eyes of each one of these Soldiers, all I saw was humility. I'll never forget that day. The three great Soldiers that we lost from the Bastogne brigade, from the Bandit battalion, will forever live on. But when you talk about the heroism of the people we just awarded, it's just unbelievable."

"It's a pretty big honor to be here. We support the ground guys. Our whole reason for existence is to help those guys out, and it's nice to be able to do that in situations like this. I think they're pretty proud.

"I think those guys performed some outstanding actions and their awards are well deserved. I think we have the best battalion in aviation. I've been doing this for almost 18 years, and this group is outstanding. They're really good," added Ratliff.

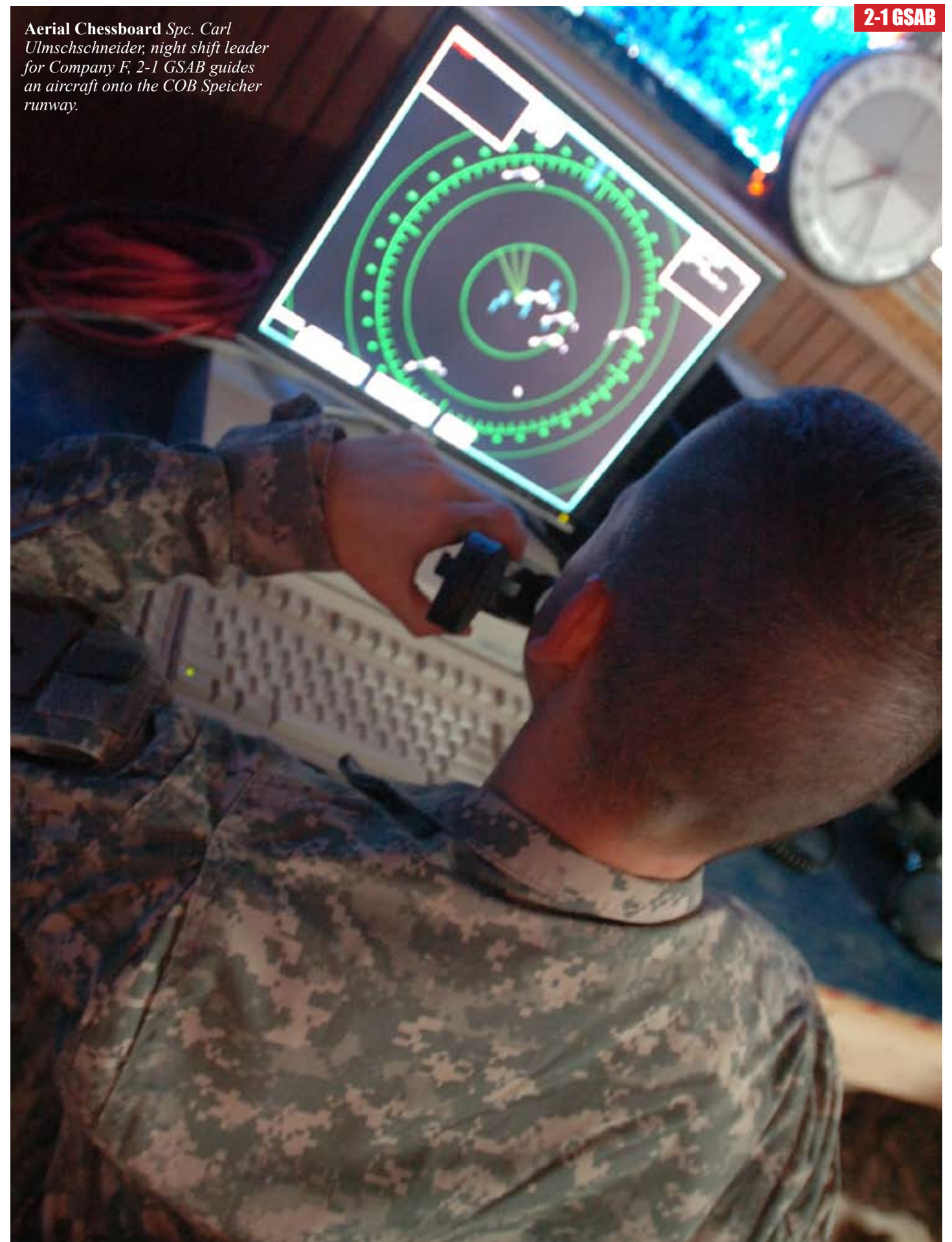
# Taming wild heavens

2-1 air traffic controllers use all means available to bring the skies to heel

STORY AND PHOTOS BY SGT. MICHAEL HOWARD

# A

N AIR TRAFFIC CONTROLLER'S job seems pretty simple at first. All they have to do is look at the radar screen and keep the dots from bumping into each other, right? Okay, now make the radars disappear and replace them with radios and graph paper. Now have the company run four facilities spread across Iraq instead of one. Then cut the company's size to a quarter the



*Aerial Chessboard Spec. Carl Ulmschneider, night shift leader for Company F, 2-1 GSAB guides an aircraft onto the COB Speicher runway.*

size of a standard company. Oh, and have them maintain their own generators and vehicles. Suddenly, the task seems a lot tougher.

Nonetheless, the air traffic controllers of Company F, 2nd General Support Aviation Battalion, 1st Aviation Regiment more than manage, tracking an average of 30,000 flights per month through their area of responsibility.

The controllers have had no accidents or incidents during the first ten months

### The company runs four facilities spread across three locations

of their deployment.

Spread across four facilities in three locations, Contingency Operating Base Speicher, Forward Operating Base Q-West, and Forward Operating Base Warhorse--the CAB air traffic controllers in essence control air traffic for one third of Iraq, an amazing responsibility for such a small company, said 1st Sgt. Edward Dossett, the first sergeant for Co. F, 2-1 GSAB.

Air traffic control at COB Speicher is managed by controllers in two sections – the air traffic control tower and the ground control approach.

The air traffic controllers in the tower are responsible for all aircraft within five miles of the airfield. When an aircraft is ready to land, they are turned over to the ground control approach section.

“Normally what happens is they’ll call up, an aircraft



will say, ‘hey, we’d like to initiate our approach.’ The tower will call us and say, ‘we’ve got a guy coming in.’ They’ll tell us where he is, we’ll go to the scopes and find him. Then we coordinate and make radar contact with the aircraft. We tell the pilots, and when

he’s within range, the tower gives us a landing clearance. We relay that to the pilots and they land,” said Pfc. Paul Gilbert Storey, an ATC specialist with Co F, 2-1.

For FOB Warhorse and FOB Key West, the setup is even more minimalist. The air traffic controllers track

#### Open Channel

*Top: Spc. Chris Chezem, an air traffic controller with Co G 2-1 GSAB, speaks with an incoming pilot. Bottom: Spc. Mark Tarbox, Facility chief for the COB Speicher tower, tracks an incoming aircraft*



#### In Contact

*Top: Warrant Officer 1 Allison Hagar, platoon leader for both of Co G’s air traffic control platoons, looks out for incoming aircraft. Bottom: Pfc. Heather Acevedo relays instructions to an aircraft*

flights using radios, grease pencils and graph paper. Still, said Spc. Blake Smith, the air traffic controller in charge for Q-West tower, controlling air traffic even with a basic setup is very doable for trained personnel. “We trained to do it this way during (Advanced

Individual Training). It’s basic air traffic control,” said Smith.

The air traffic controllers at Key West and Warrior must deal with long term separation from the rest of their company at Speicher. Still, even this is not without its advantages, said

Smith. “It can be challenging being separated from the rest of the company, since you have to transition back and forth for board appearances, flight physicals, resupplies, and anything we need to go over there for. It’s also really good to be out here. We have great facilities. Great gym, great (Morale, Welfare, and Recreation center). Also, when you’re separated from the rest of the pack you get really close to the people you work with.”

### Even for the controllers with access to radar, the job is no cakewalk

Though the controllers at Speicher’s tower have access to radar, it doesn’t mean their job is a cakewalk by any means. Speicher tower’s air traffic exceeds that of the other towers by a factor of four. The sheer number of flights coming through the airspace can make the job interesting. “This is a fast paced job,” said Warrant Officer 1 Allison Hagar, who is the platoon leader for both of Co F’s platoons, “We have to stay on our toes no matter where we’re at or what we are doing.”

On the whole, the air traffic controllers seem to agree that being an air traffic controller in Iraq isn’t much different than doing it in the United States.

There is one large difference, however. The one limiting factor both the tower and radar controllers experience is the language barrier. While they say all the pilots coming through

the airspace speak English, it can sometimes be difficult.

"Everything is pretty much standard," said Smith, "The only thing is getting used to the language barrier. It's difficult to understand [the foreign pilots] at times. But over time, you get that ear to hear what they're actually saying.

"They all speak English but just with heavy accents. They are asking for the same thing and it is pretty much the same routine for pilots regardless of nationality."

In the GCA section at Speicher, the job is different because their responsibility lies in getting the aircraft safely on or off the ground.

But before the aircraft gets to the GCA, the air traffic control section ensures each aircraft maintains the proper altitude, direction and distance between other aircraft.

An average day for a radar controller consists largely of looking at a large radar screen for hours at a time controlling numerous aircraft passing through their airspace.

"We are almost always busy," said Spc. Carl Ulmschneider, the ground control approach section night shift leader with F Co, 2-1, "We're at the center of the mission, at least as far as the traffic portion. If it wasn't for us, people would be stranded."

Not every day is an average day for the air traffic controllers, though. The controllers play a large part in supporting the CAB's air assaults.

"Our tower guys are helping to make sure the troops are able to get up there and get on those helicopters where they can be air assaulted into different locations," said Dossett.

Though the air traffic control team manages to juggle daily traffic and air assaults with skill and precision, they depend on their equipment maintainers providing quality service. "Now, none of the air traffic controllers work would be able to be done if the Soldiers, when they go to key the mike and talk, can't get through because their radio is broken," said Dossett.

Dossett credits maintainers like maintenance team leader Staff Sgt. Robert Chavis and assistant team leader Sgt. Pedro Barreto for preventing any interruptions in service for the



**In the Shadows** *The work of the air traffic controllers takes place behind the scenes. They work in relative anonymity, but that doesn't diminish their role in the CAB*

controllers.

"There are four maintainers, and between them, they maintain these four facilities and all associated equipment. Now, if something goes down, they're based here out of Speicher, what they've done is develop procedures for rapid reaction for the outlying FOBs for equipment repair. Their rapid reaction, which we call a maintenance pro-

**'It's so amazing, the feeling I get when I wake up. I'm so exhilarated to go to the tower, and control aircraft.'**

---SPC. BLAKE SMITH, AIR TRAFFIC CONTROLLER

tection scheme, is awesome. Any time a breakdown happens in an outlying facility, they make it out there quickly and fix the equipment before our guys cannot work air traffic control anymore," said Dossett.

"This is a busy job, and a lot of pieces come together to make it work," added Speicher facility chief Spc. Mark Tarbox, "It's different because a lot of these guys come over here and aren't used to working traffic like that. Everyone here has been doing excellent the whole rotation."

Still, most of the air traffic controllers seem to enjoy the fast-paced nature of their job.

"I love air traffic," said Ulmschneider. "I love getting busy. There is a stereotype of air traffic control being a real stressful job. But, for the guys who do it and do it well, they love getting busy and talking to as many aircraft as they can.

"I love my job. It's so amazing, the feeling I get every day when I wake up. I'm so exhilarated to go to the tower, and control aircraft. It's what I do, and I love it," added an enthusiastic Smith.

# One-stop Shop

Full of advanced technical experts, the 601st ASB's Shops Platoon performs the high level maintenance that the CABs aircraft require to stay in the air

STORY AND PHOTOS BY CPT. KYLE RATLIFF



**S**hops platoon is the key ingredient to making an Aviation Support Company like Company B, 601st Aviation Support Battalion.

The four other platoons have Soldiers with specialized skills, but Shops platoon is full of nothing but technical experts, who are so advanced in their knowledge they spend most of their time in the Army at these higher levels of maintenance.

While camaraderie is high everywhere, it seems to be particularly strong in Shops. "Everyone is willing to help out all the other sections. When one is swamped, another will volunteer help," says Chief Warrant Officer 2 Joseph Pope, the Shops platoon leader. "As a platoon leader, it's one of the best sections I've been in, as well as the hardest, because we're expected to do, and are capable of doing, so many things. It's like school day every day. There's always a new part or a new problem to dissect and find out how to solve."

Shops platoon is indeed a collection of problem solvers, composed of five sections: Airframe, Powertrain, Hydraulics, Machine and Engine. Though the sections are separate, working together to solve problems is a special quality this group of Soldiers possesses.

Recently, Machine Shop, which operates metal lathes and milling machines and has two dedicated welders, built a part they are calling the 'Spar Box' tool. It took serious collaboration between all the sections in the platoon, but they built the Spar Box to create a special 'shim' for the Apache. The shim the Army provides is very thin and fragile, so they welded two of them together. The Spar Box is basically a die and stamps out the required shim using seven tons of hydraulic pressure. Now, with engineer approval, they mass produce the part and it lasts longer and works better.

"Basically, we fabricated a tool to make the tool," said Sgt. Franklin Enriquez, of Machine Shop. "It's a very intelligent invention."

**X marks the spot** *Spc. Josaih Lancaster of Shops Platoon, 601st ASB, marks damaged areas on a UH-60 Black Hawk*

This isn't the only tool Shops has constructed through a collaboration of experts. Many tools have been built expressly for use within the platoon, to help each section complete a highly technical job. The inspiration for these tools comes from across the platoon and is a product of the years of experience the Soldiers have. Pope has the platoon duplicating their inventions for the next unit, so they will have an easier job during their deployment.

The Powertrain Shop is well known for saving the Army over \$4 Million by using their knowledge and muscle to rebuild rotor heads for the Apache. Rotor heads are where the blades attach and are highly complex designs. The Apache has a new type of rotor head, based on the old style, and after dismantling and rebuilding over twenty of them with new parts, Staff Sgt. Kevin Radke and his Soldiers have gotten the procedure down to a science. Powertrain is another unsung hero: when they do their job well, nobody really notices. But a failure can be catastrophic, because they work on the drive train, rotor heads, bearings, flight controls and other parts that are the absolute basis of a helicopter's ability to fly. "If anything we do in our shop fails in flight, the aircraft doesn't stay in the air," said Radke.

Aircraft maintenance is exacting and can be unforgiving. It is also physically demanding, said Radke. Powertrain works with large, heavy metal components that require more than one Soldier's strength and multiple pairs of hands.

"Everything we do requires cooperation," Radke said, "It's built these Soldiers into an amazing team."

The Hydraulics Shop has been building parts for TF ODIN, Infantry units, Engineer units, and civilians in addition to all the aircraft work they do. Hydraulic problems are common in this extremely hot environment, and hydraulics drive a majority of the systems on a helicopter, from the flight controls to the brakes. The Hydraulics shop also provides support for other units on the COB. TF ODIN requests brake lines, hydraulic landing gear



lines and engine oil lines. Infantry units have had a hard time getting replacement parts for damaged MRAPs, but have found the answers they need with the Soldiers in Hydraulics.

"Most of the time we get a damaged part, and somebody is asking us to make another one like it," says Staff Sgt. John Nardi, a section leader with the Hydraulics shop. "The challenge is taking our raw materials and making a totally new part. It requires a lot of thinking outside the box." This ability to fabricate just about anything has earned Shops platoon a reputation that extends beyond COB Speicher.

Engine Shop works on turbine engines. All the parts of a turbine engine have extremely close tolerances, measured in thousandths of

an inch. After completing over 100 engine rebuilds or overhauls, they're fully qualified experts. A little friendly competition ensues when there's a race to see who can take the back of an engine apart the quickest. The section has over 60 nuts and bolts, so that's no small undertaking. Cleaning the parts is the most difficult aspect of the job, because the sand gets super-heated and turns into glass on spots inside of the engine, said Staff Sgt. Marcus Smith, a team leader with Engine Shop.

"They've pulled together like a family," Smith, team leader responded when asked about the best thing in the section. "You especially see it when a Soldier has a problem, everyone helps out so they feel like they still have a family to turn to."

Engine Shop is almost famous for the bus they rescued from the dump. It was slated to be blown up by EOD, for training purposes, before Engine Shop hauled it back to the section. Sgt. Thomas Dawson bought parts for it off of the internet, but when the water pump arrived, it wouldn't fit the van, so Machine Shop was asked for help. Machine Shop obliged, and now the van runs well, said Dawson.

Airframe Shop is essentially an aircraft body shop. Staff Sgt. Jimmie Crutcher and his section are responsible for the repairs on a UH-60L that sustained major structural damage during an air assault landing. Due to the amount of work and type of critical damage to the airframe it was determined by civilian engineers that

**Fine Tuning** *The Engine Shop, of Shops platoon, Co B, 601st ASB, works on a CH-47 Chinook Engine*

## The tolerance for error is about 1/64th of an inch. That's about the width of a piece of mechanical pencil lead

the repair was too significant of an undertaking for the civilian L-3 team to handle. The engineer approached B Co, 601st ASB and Crutcher, asking if they had the tools and experience to undertake the repairs. Crutcher examined the aircraft damage, built a plan for the repairs, and then briefed the engineer his plan over the phone. After hearing Crutcher's plan of action for the repair, the engineer gave him the authorization to start the work. Once the repairs began, Crutcher and his team finished within three weeks.

"The entire shop was involved in the repair," said Spc. Josiah Lancaster, who worked extensively on the aircraft. "It took over an entire week to get all the parts made," he added. The damage was almost 3 feet in diameter, and required over one thousand rivets to repair.

"It takes a lot of thinking before you start making the bulkhead (ribs) and the replacement skin," Lancaster explained. "The tolerance for error is about 1/64th of an inch." That's about the width of a piece of mechanical pencil lead.

Bravo Company has received appreciation and admiration from both inside the Combat Aviation Brigade, 1st Infantry Division and from outside organizations. The greatest accolades belong to the Soldiers executing highly complex tasks, putting in long hours and applying ingenuity to the problems facing them in support of the war. Shops platoon is the essence of an Aviation Support Company and has carried their fair share of the Bravo Blacksmith's reputation.

"The mission is great," said Nardi. "Sure, we're an aviation asset, but the other missions we support also indirectly affect aviation and directly support the ground Soldier."



### Mechanical Missions

To see more 601st maintenance photos, visit [www.dvidshub.net/units/CAB-1id](http://www.dvidshub.net/units/CAB-1id)

# Between The Wars

Undermanned, undertrained, and underfunded, the 1st Infantry Division falls into a lull during The Great Depression

ADAPTED FROM "THE BIG RED ONE" BY JAMES SCOTT WHEELER

**W**e left the 1st infantry division last issue returning home from the German occupation in 1919. With the United States army facing a peaceful world for the first time since 1914, senior army leaders wanted to focus on the lessons they had learned in World War I. General John Pershing established a board of officers in early 1919 to consider the lessons to be gained from the experiences of the recent war and to determine how they affected the tactics and organization of the Infantry. Known as the Lewis Board, because it was headed by Major General E.M. Lewis, the committee of five officers sent questionnaires to the officers in the divisions and corps still in Europe. With input from these queries, the board developed recommendations to guide future tactical organization in the Army.

The Lewis Board recommended that the large 250-man infantry company

be retained and that each battalion should consist of four infantry companies, commanded by a lieutenant colonel rather than a major. The board members concluded that the square division of two infantry brigades, each with two infantry regiments of three battalions, provided the sustained manpower and heavy firepower needed for offensive operations. The division was to contain an artillery brigade of three regiments and additional machine-gun and engineer battalions, provided the sustained manpower and heavy firepower needed for offensive operations. The division was to contain an artillery brigade of three regiments and additional machine-gun and engineer battalions to support the infantry battalions.

Many officers, including Pershing, favored a reduction in the division to three regiments, each with three battalions of three infantry companies and one

machine-gun company. These officers believed that the smaller triangular division would be easier to move, maneuver, and support.

The Army conducted additional studies of division size and structure in 1919 and 1920, the result of which was a compromise. The division remained "square," with four infantry regiments in two brigade. The division was reduced to just under 20,000 officers and men by removing the 155mm howitzer regiment from the artillery brigade, eliminating the separate machine-gun battalions.

Though the concept of the triangular division met a temporary delay, Pershing would get his way in time.

The Defense act of 1920 authorized roughly 293,000 officers and enlisted men for the regular Army. The army's goal was to maintain nine Regular infantry divisions in federal service, spread across the nation in nine corps areas. Maintaining an army whose

nearly three times as large as the prewar force proved a difficult task. Congress provided too little money to maintain the authorized troop levels. The \$21 per month pay was too low to attract well-qualified enlistees, especially in the booming economy of the 1920s, when even unskilled laborers could often earn that much in a week. A Soldier's routine was at best not exciting and at worst marked by drudgery. By 1921, the budget was too small to allow realistic training, research for new weapons, and proper maintenance for the material on hand. The Army, in other words, was anything but a growth industry for a young man to join.

The 1st Infantry Division dispersed to small forts in New York and New Jersey in 1922. For the most part, the units of the division remained in these scattered forts until 1939. With no money for division level training, it was impossible to prepare the division

for war. Promotion was slow, pay low, and training uninspiring in the Army and the 11D in the 1920s. Things worsened further with the onset of the Great Depression. In 1930, Congress forced officers to take an unpaid furlough equal to 8.5 percent of pay, and in 1934 they cut the pay of all federal employees by 15 percent. The shortage of funds created a strange penny pinching mentality in the army. For example, in 1935, the 1st Infantry Division and II Corps commanding generals were required to approve personally a decision to spend \$4 extra

**The Army, in other words, was anything but a growth industry for a young man to join**

for each of two sets of Firestone tires for the 26th infantry's trucks.

On September 1, 1939, George C. Marshall became the Chief of Staff of the Army.

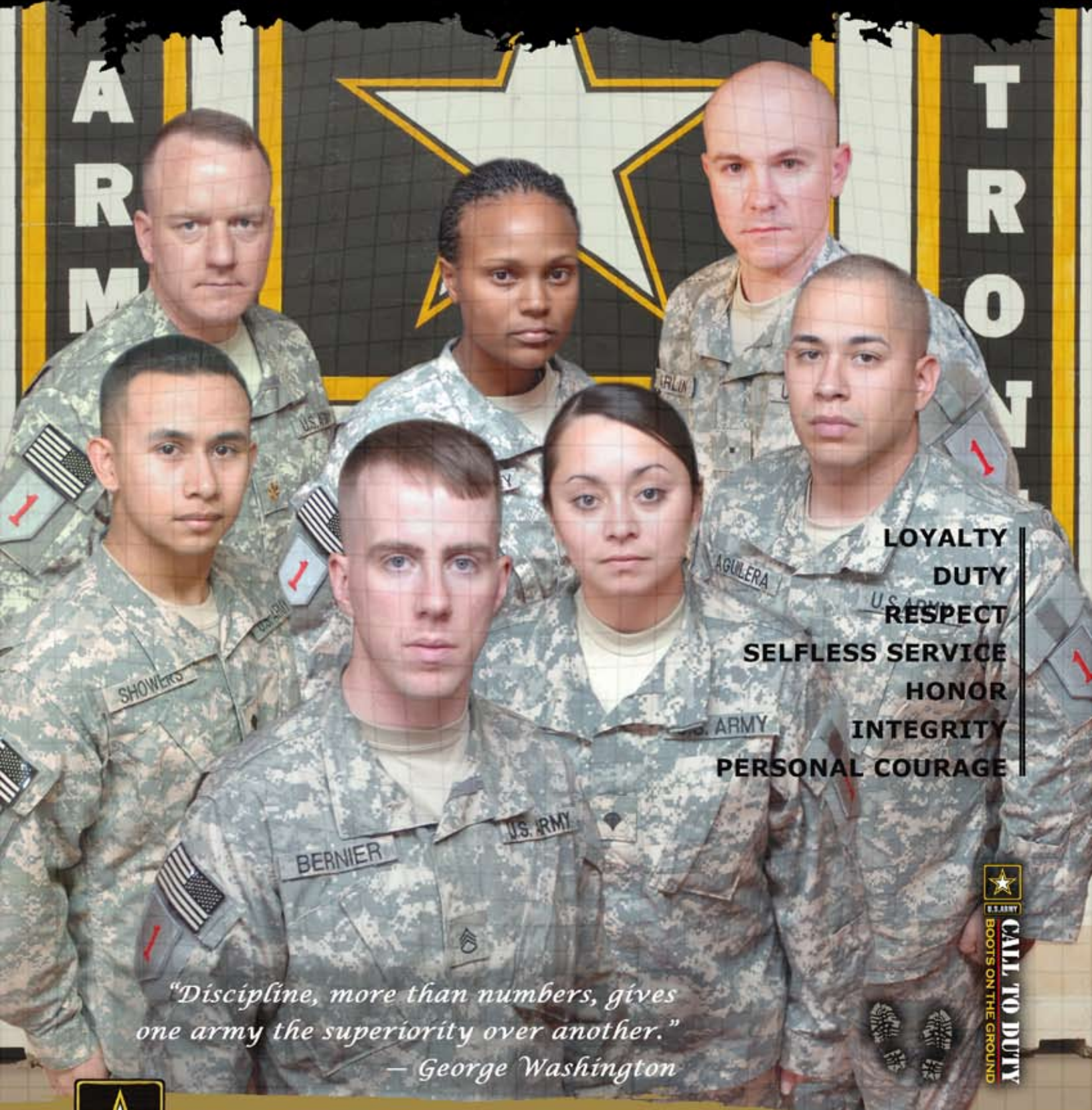
One of his first decisions was to reorganize the infantry divisions of the Regular Army into a "triangular" structure. The triangular division was to consist of three infantry regiments, supported by two regiments of field artillery. As a consequence of these changes, the 28th infantry Regiment, the artillery brigade headquarters, and both infantry brigade headquarters disappeared from the 1st Division. Supporters of the concept believed that a reduction to three infantry regiments would increase a division's maneuverability and simplify command arrangements. The increase in army funding and size in 1939 brought the idea of the triangular structure forward just as Marshall, a firm proponent of the Idea, was appointed Chief of Staff.



**In a slump** Promotion was slow, pay low, and training uninspiring in the Army and the 11D in the 1920s



# ARMY VALUES



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- LOYALTY
- DUTY
- RESPECT
- SELFLESS SERVICE
- HONOR
- INTEGRITY
- PERSONAL COURAGE

*"Discipline, more than numbers, gives one army the superiority over another."  
— George Washington*

U.S. ARMY  
CALL TO DUTY  
BOOTS ON THE GROUND



ARMY STRONG.

# ARMY VALUES