

AIR COMMAND AND STAFF COLLEGE

AIR UNIVERSITY

CHIEF MASTER SERGEANT MICHAEL I. LAMPE
WARRIOR, LEADER AND VISIONARY

by

Michael E. Martin, Major, United States Air Force

A Research Report Submitted to the Faculty

In Partial Fulfillment of the Graduation Requirements

Instructor: Dr. Michael L. Grumelli

Maxwell Air Force Base, Alabama

April 2007

Disclaimer

The views expressed in this academic research paper are those of the author and do not reflect the official policy or position of the US government or the Department of Defense. In accordance with Air Force Instruction 51-303, it is not copyrighted, but is the property of the United States government.

Contents

Introduction.....	1
The Beginning.....	2
Project 404 & SEA.....	3
Operation EAGLE CLAW.....	6
Operation URGENT FURY.....	11
Mishap.....	14
TWA 847.....	17
Achille Lauro.....	19
12 Outstanding Airmen of the Air Force.....	21
Operation JUST CAUSE.....	22
Operation DESERT STORM.....	25
U.S. Special Operations Command.....	26
Conclusion.....	28
Notes.....	31
Bibliography.....	34

Introduction

This research paper is a look at the military career and significant accomplishments of Chief Master Sergeant Michael I. “Mike” Lampe. The intent is to convey the impact Chief Lampe had on the strategic objectives of the United States while serving in the United States Air Force (USAF) as a Combat Controller over a twenty-eight year period. First, his innumerable successful exploits on the battlefields around the world through the application of precision fires and precision assault enabled the U.S. to achieve national strategic objectives through his tactical employment. Through this historical and biographical account of his superlative work from Southeast Asia to United Special Operations Command, there is no question about his courage and commitment. He routinely demonstrated both characteristics throughout his career and had a positive impact on Special Tactics and Special Operations. Lastly, you will gain an understanding and appreciation for his strategic vision at all levels of leadership and ability to rally consensus for the betterment of unit, mission and men. Chief Lampe is the only Air Force Chief Master Sergeant to catapult from squadron senior enlisted advisor directly to a service equivalent command chief position at United States Special Operations Command (USSOCOM). His professional relationships with senior leaders over the years, as he plied his trade as a Combat Controller, leaves no doubt that he uniquely and deservedly was selected to serve in this powerful position.

To best illustrate Chief Lampe for foundational purposes, Colonel (retired) John “Coach” Carney and Chief (retired) Rick Crutchfield offered the following words. Colonel Carney served with Lampe as his Officer-in-Charge/Commander of the Combat Control Team (CCT) at Charleston AFB, SC; then as his Commander of Detachment 1, Military Airlift Command Operational Staff (Det 1, MACOS), which was the beginning of Special Tactics Squadrons.

Additionally, Chief Lampe served with the Coach in Operations EAGLE CLAW, URGENT FURY and JUST CAUSE. Colonel Carney explained that, “early on in my relationship with then Sgt. Lampe, I realized Mike would seize responsibility, particularly when he realized there existed a void or things were going south--so to speak. He has a tremendous work ethic which becomes infectious throughout the organization. He also has a tremendous knack for promoting a common purpose while earning the respect and loyalty from his team members. He takes on the toughest challenges with confidence and assurance.”¹

Chief Rick Crutchfield had this to offer about Lampe, “Mike was always combat-ready and a sponge for knowledge.” As testimony to the respect Lampe garnered from Chief Crutchfield when he was the senior Chief for Combat Control, “Colonel Carney would conduct an off-site with the career field Chief’s, and during those meetings, I would push Lampe as the number one senior NCO, even though he didn’t work directly for me.”²

The Beginning

At the age of 19, Chief Lampe received a draft notice in the mail for the Army, so he went down to the local recruiter office, and noticed the long line for the Army. He discovered a shorter line around the corner, which was the Air Force recruiter office. Not interested in waiting in a long line, he decided to volunteer for the U.S. Air Force. “Ever since I was a kid, I had an interest in the Air Force and being a pilot,” he said. “My eyes didn’t cooperate for the requirements for being a pilot. The irony of the thing is I spent most of my time with the Army.”³ He was initially categorized into the administrative career field due his ability to “type fifty words per minute”⁴, and assigned to Clark Air Base, Republic of Philippines, after his technical training. His duties required him to visit the base commander’s office on a daily basis,

where the commander noticed Lampe was always doing a good job and having a good attitude. Additionally, “as a clerk, he read and handled paperwork for ‘Project 404,’ the code name of secret Air Force operations in Laos and Thailand.” “I felt there was something else I wanted to do,” and that he “wanted to get in more action.”⁵ Based on his performance, he was given advice to seek adventure in the Combat Control career field. So, he volunteered for Combat Control (CCT) and PCS’ed to Hurlburt Field as an administrative specialist, in anticipation of cross-training into CCT. Upon his arrival to Hurlburt Field, he discovered that he was not cross-training into combat control, but reporting for duty as an administrative troop. Chief Lampe sought assistance from the Combat Control Chief, Chief Jim Howell, who provided Lampe some guidance and assistance that enabled him to cross-train. After completing an arduous training pipeline, consisting of Air Traffic Control School, Combat Control School, Airborne School, Survival School, Combat Dive School, and many more, Chief Lampe was assigned to 1st Special Operations Wing (SOW), Combat Control Team, Hurlburt Field, and ready for action. He immediately volunteered for duty in Project 404, which the classified CIA operation in Laos, but was not deemed experienced enough for the job.⁶

Project 404 & SEA

While on leave in Minnesota, Chief Lampe received a call from Chief Howell about “returning to Florida ASAP.”⁷ Two other combat controllers were injured on a routine parachute jump, which pushed Chief Howell into giving Lampe his shot at Project 404. This was an opportunity of a lifetime, and something not all combat controllers were selected for. Lampe was going to be the youngest CCT ever to deploy in support of this operation.⁸ “The CIA eventually had over 80,000 troops, mostly Meos tribesmen, on the ground in Laos, so it was by

no means the “sideshow” some analysts and historians have made it out to be. It was a real war, played for the highest stakes.”⁹

Chief Lampe deployed to Lima Site 20A, Laos, in support of Project 404. There were seven active duty personnel, and all others were either other governmental employees or Meos guerilla fighters commanded by General Vang Pao. The commander of the Lima Site 20A was Capt Ryan, an A-1E pilot that participated in the Son Tay Raid, and included an aircraft maintenance technician, Charlie Day, with whom Chief Lampe worked with on the airfield. Chief Lampe was tasked to run the airfield/air traffic control (ATC), train Meos guerillas in forward air guide (FAG) duties, emplacing navigational beacons to assist aircraft attacking North Vietnam and loading aircraft ordnance.¹⁰ It was “one team...one fight” environment, and Chief Lampe exponentially developed during this combat deployment.

Lampe’s airmanship skills flourished with opportunities to fly during occasional rest and relaxation trips to Vin Chin, Laos. He would ride with a pilot in a T-28, and would fly the aircraft during the enroute phase of the flight. The pilot handled the aircraft during the critical phases of flight, but Lampe gained invaluable understanding of aircraft systems and operations.¹¹

Chief Lampe gained an appreciation for all the aircraft, O-1 Birddogs, T-6 Texans, T-28 Trojans, A-1E Skyraiders, C-7 Caribous and C-123 Providers while working with Charlie Day. They teamed up on loading and servicing aircraft for the daily missions, which paid huge dividends during a dangerous ground mishap. On 5 November 1972, a fully loaded O-1 was taxiing to the runway for take-off when it suffered an electrical system malfunction and fired all seven of its smoke rockets. The rockets “struck a fully armed and fueled aircraft causing the cockpit area to burst into flames. One fused bomb was knocked from the aircraft. Sergeant Lampe immediately recognized that should the burning aircraft or ordnance explode, a probable

chain reaction would destroy two other aircraft parked at the wing tips of the burning aircraft.”¹²

Without hesitation and risking his life, Chief Lampe extinguished the fire with a portable fire extinguisher and defused bombs on the aircraft. His heroic and life-saving work earned him an Airman’s Medal for saving many aircraft and personnel in base operations.¹³

After his deployment to Laos, and while contemplating his reenlistment opportunities, Chief Lampe’s strategic vision and foresight became evident when he wrote a concept paper on the future of Combat Control and its evolution into Special Tactics (ST). Interestingly, the concept he developed on paper evolved into the unit he would serve in, for almost eleven years, culminating as the 1724th Special Tactics Squadron (STS) Senior Enlisted Advisor (SEA). This concept was approximately seven years away from formally happening, and the catalyst to initiate it was Operation EAGLE CLAW. This was the first in a multitude of concepts and ideas that would make a difference in the Department of Defense and the Air Force.

Colonel Jeff Buckmelter said this, “Chief Lampe always looked for future mission sets for CCT/STS and did not dwell on legacy mission sets or operations. He led the CCT/STS career field from an air crew training focus to warfighters with a niche in hostile/denied airfield operations, joint terminal attack control operations, new combat search and rescue tactics, techniques and procedures (TTPs), which are all now the standard for CCT/STS/PJ forces. Due to Chief Lampe's multiple contributions to CCT/STS/PJ operations and TTP's, he ensured that CCT/STS/PJ operators were recognized as premier frontline warfighters equal to the best Special Forces, Rangers and SEAL forces.”¹⁴

As South Vietnam began to fall to the North Vietnamese forces, Chief Lampe was tasked with two other Combat Controllers to conduct assault zone operations in Trot, Thailand.¹⁵ Chief Lampe, John Koren and one other CCT conducted non-stop assault zone operations for a week in

Trot, Thailand, after converting a soccer field into a fixed/rotary-wing landing zone.

Interestingly, during the insertion to the field via C-123, the pilot taxied the aircraft long and it was mired in a mud hole. It took many water buffaloes and villagers to assist the aircrew and combat controllers in getting the aircraft back on usable surface and airborne. Additionally, they set up a non-directional beacon to aid aircraft evacuating South Vietnam to navigate to the field. They ran non-stop operations for a week enabling South Vietnamese military and government officials with their families an avenue to escape the North Vietnamese onslaught.¹⁶

Operation EAGLE CLAW

When the U.S. Embassy in Iran was seized by militant students and religious radicals, Chief Lampe was assigned to the Charleston AFB Combat Control Team. Colonel Carney was in the process of standing up a new and secret unit focused on providing the critical combat control skills for the most sensitive missions. The unit was known initially as “Brand X,” and Lampe was an original member, also known as a “plank holder.” His concept from Vietnam was coming to fruition, and he was part of the assault force tasked to rehearse and hone their skills for a potential hostage rescue.

On 24 April 1980 at 1815 zulu, Chief Lampe and the other CCT infiltrated on “Dragon 01 (Talon 64-0565), piloted by Bob Brenci, along with Charlie Beckwith and his force, two Iranian general officer advisors, twelve Rangers, six Iranian truck drivers and seven Farsi-speaking American driver monitors.”¹⁷ During the infiltration and a sign of an ominous mission, effects from a massive Haboob caused the HF antenna to tear away, and it was whipping the tail of aircraft and ripping the skin. During flight, the loadmasters successfully opened the hatch on the aircraft and pulled in the antenna with a field expedient retriever.¹⁸

On final approach to Desert One, Dragon 01 executed a go-around due to a large vehicle in close proximity to the southern landing zone (LZ), which was already marked via covert lights by Coach Carney weeks earlier. This unplanned maneuver cost approximately ten to fifteen minutes of time, which cut into the hour Lampe and his team had to establish the northern LZ. Once they landed and off-loaded, there was a bus with approximately forty Iranians just off the left wing-tip. Chief Lampe, Bud Gonzalez and John Koren got on their dirt bike and attempted to move to the briefed location for the northern LZ. The sand was approximately six to eight inches in depth, and exponentially increased the difficulty in employing the dirt bike, so they ditched the bike and double-timed it over to the location. Without the aid of any survey equipment, and using first generation “night vision goggles” (NVGs), they established the leading edge/right corner of the LZ and started pacing off the distance and width while looking for obstructions. Visibility was poor due to the soft sand layer being blown by the MC-130E, which caused the team members to continually leap frog up the landing surface in order to keep each other in sight, while simultaneously inspecting for undulations and slope variations out of tolerance for MC-130 and RH-53 aircraft to land and conduct forward area refueling point (FARP) operations. Movement was slow and sluggish, while the task was rehearsed to take one hour, and they completed marking the LZ with infrared lights while the initial aircraft was on final approach.¹⁹

During final approach while on NVGs, Dragon 02 endured a LAWS rocket strike on a fuel truck that lit up the night. This explosion and fire, along with the landing surface being comprised primarily of loose sand, made this operation extremely high risk. Up to this point, all training and rehearsals had been conducted on hard desert surface, so this dimension added risk and time to the overall operation.²⁰

While Dragon 02 was still being unloaded, Lampe moved the aircraft on the northern LZ based on the briefed mission schedule. Despite not seeing or hearing the order to move over the radio, he executed as per the mission rehearsal. It was this attention to detail that prevented a disaster, he moved the MC-130E just in time to avoid being hit by the second MC-130E on landing roll-out.²¹

Lampe was designated to set-up the “inverted Y”, an infrared light configuration that gave the helicopter pilots a visual reference to land, in the approximate location to conduct FARP operations. Due to under-powered FARP pumps, each refueling hose had a 50’ section removed to ensure fuel flow to the helicopters. The risk factor increased considerably by having the rotary-wing aircraft that much closer to the refueling EC-130 aircraft, coupled with the amount of sand and debris being blown around. During this time, Lampe only had one functional NVG tube due to the sand eliminating his ability to utilize the left eye tube.²²

After the “inverted Y” was set up, the initial RH-53D was inbound to land, but could not land in the designated area due to “brown out” conditions. Brown out is the condition developed by rotary-wing aircraft landing in a desert area and kicking up clouds of dust and dirt particles making visual flight near impossible. Despite not landing in the designated area, the following helicopters continued to arrive in intervals, until the sixth and final helicopter landed on the inverted Y and lost all hydraulic systems. With the loss of this helicopter, the ground forces commander determined that the mission was going to be aborted due to lack of rotary-wing airlift into the target area the following period of darkness. Meanwhile, as the helicopters were being re-positioned to hook up to refueling lines, they were forced to air taxi, thus kicking up even greater amounts of sand and dust.²³

Mitch Bryan, Combat Controller, had just finished passing control instructions to Bluebeard 03 to execute a left turn out, but if the helicopter elected to lift off and fly straight-ahead, then they would be closely deconflicted with the parked EC-130, Republic 04.²⁴ At 0255 zulu time, Bluebeard 03 attempted to ground taxi, his damaged nose gear prevented this movement, so he lifted off to air taxi. “There was a combat controller standing forward and to the right of the helicopter, between it and the EC-130. The controller was there as an observer, since this was basically a straight-ahead maneuver and once the dust was churned up he wouldn’t be seen anyway.”²⁵ Then next, Lampe said “I felt the heat and saw the night turn into day” as he watched the hostage rescue force start egressing from the EC-130 through a single rear door. He credits the professionalism and training of the force in emergency procedures in the aircraft, which saved the lives of many operators.²⁶ It was a miracle other aircraft, such as Republic 06 parked next to Republic 04, was not engulfed in flames, but the astute pilot moved his aircraft forward and away from the burning catastrophe.

The original plan was for all M/EC-130E’s to depart empty, however, when the order was given to terminate the operation, they departed with men and equipment. Needless to say, with all the running engines, and the aftermath of the collision between the EC-130 and RH-53, environmental conditions were abysmal. Lampe believed he was at most risk during exfiltration on a loaded MC-130E during take-off, which included clearing the mountain range southwest of the Desert One location. Lampe recalled, “we held hands and prayed; everyone had religion at that point.”²⁷ He exfiltrated on the second to last aircraft, Dragon 03 (Talon 63-7785),²⁸ with Dick West and Rex Wollman, after recovering the remote control infrared lights. During take-off, they were all loaded on top of fuel bladders and hit a massive bump, which was the road that bisected the LZ’s, and made them feel as though they were going to crash. To complicate

matters, there were some missing explosive blasting caps, so no one moved in fear of initiating a cap and blowing the aircraft up. As the aircraft strained to get off the ground, using every foot of surface, it barely cleared the mountain ridgeline. Once clear, “we popped the crew hatch on top off the MC-130 to ventilate the aircraft due to all the fumes from the semi-full fuel bladders.”²⁹



Nine operators of Brand X prior to the execution of Operation EAGLE CLAW. Chief Lampe is third from the left. Other members from left to right: Mitch Bryan, John Koren, Lampe, Bud Gonzales, Dick West, Coach Carney (on bike), Bill Sink, Rex Wollman, and Doug Cohee. (Picture courtesy of Chief Lampe).

On the flight back to Masirah, Oman, there was an overwhelming feeling of disappointment due to leaving remains of men behind and possible reprisal on the hostages. “No one said a word on the flight back, we knew we could pull this mission off” said Lampe.³⁰ He and many others, such as Army Ranger officers Abizaid, Vines, and Grange, would get the opportunity to train for another attempt.

Although not a revelation to the way Lampe conducted business, but an extremely hard lesson learned from the fiasco at Desert One, it galvanized him to ensure no operator ever failed on target. As Chief Master Sergeant Jim Lyons articulated, “Chief Lampe employed ‘*the seven P’s*’, which he preached and beat us up on these: *Proper, Prior, Planning, Prevents, Piss-Poor, Performance.*’ He emphasized time spent planning and coordinating paid huge dividends on the airhead, especially when things went wrong and something always goes wrong. He played the ‘Why’ game with us during back briefs, you did not want to be the one on his feet and in the

spotlight, but everyone learned the plan from listening and trying to prepare in order to shine during the grilling. Backbriefs were our time, and even through someone did not know something or made a mistake, Chief Lampe ensured we talked through and that everyone understood. You did not fear making a mistake or asking a question during briefs or rehearsals. After one of his backbrief sessions, you could almost visualize the entire operation and anticipate in your mind what you were going to do. Much like pro athletes do today prior to it being in vogue.”³¹

With his seven P technique, Chief Lampe was immediately re-rolled into the planning and preparation for Operation HONEYBADGER, the second attempt to rescue the hostages held in Iran, with then-Lieutenant Jeff Buckmelter. Although they never executed the mission, Chief Lampe brought the leadership and real-world experience to ensure that the task force didn't repeat the disastrous mission. Chief Lampe stated, “if there is one thing I would like to do again, that is Operation EAGLE CLAW.”³²

Operation URGENT FURY

On 25 October 1983, Chief Lampe was on the lead MC-130E, Dragon 01 (tail number 64-0572) piloted by Capt Bach,³³ headed directly for the tiny Caribbean island of Grenada. It was five o'clock in the morning and the weather was extremely cloudy with rain. Due to the bad weather, the aircraft Chief Lampe was on-board was directed to break off its run in to airdrop the Combat Controllers and Rangers. The Air Mission Commander re-sequenced the air armada, which put the number three aircraft piloted by Lt Col Hobson across Point Salines International Airport first. This aircraft across the airfield was engaged by enemy small arms fire and AAA fire, which drove them to drop the Army Rangers and Combat Controllers at five hundred feet.

Fortunately for the lower altitude airdrop, the MC-130E's flew below the AAA fire, the gun crews were not able to get a clean shot on the aircraft, although, they were riddled with small arms fire.³⁴

Chief Lampe was initially task organized against another target, but at the last moment, he was re-aligned to the Point Salines airfield seizure mission with 2nd Battalion, 75th Infantry (Ranger), as the CCT assault team NCOIC. Lampe exited his MC-130E at five hundred feet at sunrise and under heavy enemy fire. Fortunately, during the thirty minute halt to airborne operations after the initial aircraft dropped, an AC-130 rolled in and destroyed some of the more formidable threats. Once he hit the ground, Lampe was responsible for the clearing of the runway surface, which had obstacles on it, and the subsequent establishment of the control point. From the control point, he directed precision AC-130 and AH-1 fires onto enemy positions, and commenced airland operations to bring in additional ground combat power.³⁵



Chief Lampe (on the left) pictured with LTC Bucky Burruss post-hostilities at Point Salines International Airport in Grenada. (Picture courtesy of Chief Lampe).



Special Tactics Combat Controllers after the initial assault on Point Salines, Grenada. From left to right: Technical Sergeant Rex Evitts, Lieutenant Jeff Buckmelter, Lieutenant Colonel John “Coach” Carney, Chief Lampe and Staff Sergeant Rob Griffin. (Picture courtesy of Chief Lampe).

On the re-deployment back to Ft Bragg, Lampe had a lengthy conversation with Rex Evitts about who was going to replace him and Chief Kiraly. Lampe developed his thoughts about an assessment and selection process into Det 4, 23rd Air Force Combat Operations Squadron (Det 4, NAFCOS). His idea would provide a window into an operator through skills testing, psychological evaluation, solo and team exercises in austere conditions, and physically demanding regimen. He briefed his proposal to unit leadership, who endorsed it, and then formalized the process to become a member in the unit.³⁶ This process has become the cornerstone to selecting all unit members and has been validated over time.

In February 1986, Chief Lampe, along with four other USAF members including TSgt. John C. Jones who was assigned to Det 4, 1722nd Combat Control Squadron and twelve members from other services, was invited by President Ronald Reagan to return to Grenada. According to Chief Lampe, “President Reagan met with each individual for just a few seconds and then spoke

to the sixteen service members as a group. I can't quote him exactly, but basically what the President said was people will never appreciate or understand the sacrifices, commitment and pain that you and your fellow servicemen went through during this operation. But I deeply appreciate it myself for what you gentlemen and your fellow servicemen have done. I think you can see what you've accomplished."³⁷ Lampe noticed a considerable change to the island, the airport, roads and the school were in excellent shape. The Grenadians really think a lot of President Reagan, they call him "Uncle Reagan."³⁸



Then-Senior Master Sergeant Lampe shakes hands with President Ronald Reagan during a 20 February 1986 wreath laying ceremony honoring 19 U.S. servicemen killed during URGENT FURY. (Picture courtesy of Chief Lampe).

Mishap

On 18 February 1985, Chief Lampe experienced a mishap during a Pacific Command military exercise on Tinian Island, Guam, which would challenge him physically and mentally. As part of a runway clearing team conducting a rotary-wing insertion onto a runway, he was inadvertently bumped out of the helicopter by another assault team member. The team had already been given the one-minute out warning call, thus the safety strap was removed and the doors were already open on the MH-60. The helicopter was approximately forty feet above the

ground preparing to land on the airfield surface. Chief Lampe, now in unplanned free-fall with all his standard gear load-out weighing approximately fifty pounds, impacted the coral runway and embedded his left forearm approximately three inches into the landing surface with his weapon still in his hand. Additionally, he broke his wrist and his arm was at a ninety degree angle. Ironically, Lampe had told the commanding general hours prior to this exercise, “this exercise should be postponed, I don’t believe we’re ready for execution.”³⁹ How intuitive and insightful this observation would bear out for the Joint Special Operations Task Force (JSOTF).

Fortunately, Carlos, a Special Forces medic, immediately responded to the emergency and “yanked his elbow and forearm out of the runway.” Chief Lampe stated “I don’t feel any pain, but get me out off the runway so an aircraft doesn’t land on me.”⁴⁰ Carlos administered basic trauma response to control the pain and shock, while applying a splint to immobilize Chief Lampe’s left arm, which was initially held together by muscle and tendons. The critical aspect was to now get Chief Lampe to higher medical care that had advanced orthopedic capability. Unfortunately, there were several other personnel injured on the training evolution due to poor coordination between all units involved in the exercise. Catastrophically, the helicopter assault force never acknowledged a change in hit time, thus a MC-130 operating off the new hit time, attempted to land on the runway while helicopters were still on the landing surface. The MC-130 attempted to land, despite not having communications with the Combat Controllers, was due to the blacked out box and one was operational. Standard operating procedures authorize aircraft to land in a no-communications situation with the control point provided the box and one lighting pattern is lit.⁴¹

With the MC-130 striking a MH-60 during landing, there were numerous Rangers injured in the flipped helicopter. The rotor head sheared off and scattered debris and Rangers

everywhere. Several Rangers were more critical than Lampe, so he waited for a USMC CH-46 to airlift him to Guam's Naval Dispensary. He walked to the helicopter under his own power, but could not make it up the ramp. Once Chief Lampe arrived at the Naval Dispensary, the staff was not equipped or staffed to handle such an influx of critical patients, much less his massive injury. After initial triage by the surgeon, he told Chief Lampe, "I might have to cut off your hand," which Lampe told him "just get me set and headed towards Fort Bragg."⁴² Lampe chewed on a towel for seven hours due to the severe pain. The anesthesiologist believed Chief Lampe was going to die due to mistaking the camouflage on his face as burn areas.⁴³ When Lampe was seen by the doctor, they drilled a hole in his elbow and ran a wire up his forearm and pulled his thumb back. He was too a point that he could be airlifted to the next higher medical care facility, Tripler Army Medical Center in Hawaii. Unbeknownst to Chief Lampe at the time, the medical staff did an outstanding job and inevitably set conditions for his eventual recovery and rehabilitation.

When Chief Lampe departed Guam, he was a patient in the DoD medical system. He arrived in Hawaii and was admitted to Tripler, however, Chief Lampe desired to go back to Fort Bragg and Womack Army Medical Center. Due to the amount of Special Operations personnel and 82nd Airborne Division paratroopers, Womack was deemed the premiere hospital for orthopedics. Additionally, Lampe knew the best surgeon on staff, so he wanted him to work on his shattered wrist and arm. Disregarding his patient status at Tripler, he left the hospital after learning that a C-141 re-deploying personnel from the exercise was transiting through Hawaii, so he headed to Hickam Air Force Base. Major General George Worthington was able to get Chief Lampe onboard the C-141 for the flight back to Pope Air Force Base, and medics onboard watched over him. Upon arriving at Pope, he drove himself over to Womack, and immediately

sought out Doctor Nash to request his immediate attention to his injury. The surgeon laid into Chief Lampe due to atrophy and he should have remained in Hawaii due to the considerably longer delay in attention to his arm and wrist. Upon evaluation of the injury and the surgery required to repair Chief Lampe's left arm, Doctor Nash speculated that Lampe would be medically boarded out of the Air Force.⁴⁴

The surgery repaired and re- set his broken bones. He was told not to expect full utility of his left arm, and his days of being a Combat Controller were over. This did not sit well with Chief Lampe and ultimately added fuel to his fire for a full recovery and to get back on operator status. Through nine long painful months of physical therapy with Specialist Cumaloski, a cute red-headed female, Lampe achieved unprecedented results. He credits her for his full recovery due to her lack of compassion and desire to see him succeed in recovery. Chief Lampe regained full use of his arm and passed the Combat Control physical ability and stamina test. The will and desire to push through the pain for what he loved to do overrode any medical assessment of his future. This is a testament to the heart and soul of a true warrior and the perseverance to beat the odds. This same attitude and demeanor is what Chief Lampe imparted on his troops and joint military brothers.⁴⁵

TWA 847

Trans World Airlines flight 847 was hijacked on 14 June, 1985, by the Organization for the Oppressed of the Earth, which is a group with alleged ties to Hezbollah. The flight was enroute from Athens, Greece to Rome, Italy, with 153 passengers and crew. TWA 847 was commandeered shortly after takeoff by two Lebanese men who had smuggled pistols and grenades through Athens airport security. During this seventeen-day international crisis, the

airplane was in Lebanon on day three when the terrorists murdered Navy diver Robert Stetham, and his body was dumped on the tarmac. TWA 847 departed Lebanon for Alegeria and President Reagan ordered his most elite task force into action. Despite not being fully recovered from the helicopter fall, Chief Lampe finessed his way on a C-141 headed to Sigonella, Italy, with the task force leadership.⁴⁶ Over the course of two weeks, the opportunities to execute an airliner takedown never materialized, so the operators trained in hopes of a chance to execute the mission.

Lampe worked the movement of the task force from Sigonella to Cyprus, and it was during this move that he had a conflict with Military Airlift Command (MAC). MAC would not authorize their C-5's into Cyprus to download the task force helicopters due to the narrow taxiways and runway. "Lampe had noticed in the based operations office a photo of a C-5 on the ramp there and realized there was some sort of disconnect. He came to realize that the taxiways did not meet peacetime operating standards, and Mike argued that their mission was essentially a wartime one."⁴⁷ Lampe coordinated with base operations to reposition some aircraft and he was able to successfully bring in the C-5's and download the helicopters. He developed the parking plan and employed wing walkers to ensure the safe movement on the aerodrome. The following day, the deputy commanding general for the task force called Lampe during his sleep cycle, so Lampe came to the phone after being woken up. Lampe was given a direct order not to land the C-5's and to acknowledge the order as per MAC. Lampe said "copy, let MAC know that the operation went well and the C-5's have already departed after unloading the helicopters."⁴⁸ The TWA 847 hostage rescue mission was defused via diplomatic efforts and the remaining hostages were freed by the terrorists. This mission was a prime example of Chief Lampe always mission ready and pressing the parameters on leadership decision-making during a crisis.

ACHILLE LAURO

US military forces were called to action again on 7 October 1985, when four men representing the Palestine Liberation Front took control of the *Achille Lauro* off Egypt while she was sailing from Alexandria to Port Said. The hostage rescue force deployed direct from the United States to Larnaca, Cyprus, during deteriorating weather in the eastern Mediterranean. The hijackers had been surprised by a crew member and acted prematurely. Holding the passengers and crew hostage, they directed the ship to sail to Tartus, Syria, while demanding the release of fifty Palestinians in Israeli prisons. They were refused permission to dock at Tartus, so the hijackers shot an American wheelchair-bound passenger, Mr Leon Klinghoffer. After the rescue force arrived at Larnaca, the *Achille Lauro* was temporarily lost, but the Israelis located the ocean liner and the rescue force was able to launch for the assault shortly after arriving in Cyprus. “An assault party from SEAL Team Six, with all nine of the Special Tactics men attached, came within fifteen minutes of taking down the *Achille Lauro* as it turned toward Alexandria. The team was speeding up to the *Achille Lauro*’s stern in a helicopter skimming the waves—ready to fastrope down onto the aft deck and blow the obstructions to let a larger boarding party to land there—when the ship disappeared again from our instantaneous satellite readout system.”⁴⁹

The hijackers ultimately abandoned the ocean liner after two days of negotiations, and were flown towards Tunisia aboard an Egyptian commercial airliner. The airliner was intercepted by U.S. Navy F-14 Tomcats on 10 October and forced to land at Naval Air Station Sigonella with a C-141 in trail with General Stiner and Chief Lampe onboard plus a small battle staff. Meanwhile, the hostage rescue force waited in a hanger in anticipation of surrounding and possibly assaulting the aircraft to capture the terrorists. Once the aircraft came to a stop on the

tarmac, the C-141 parked in close proximity, General Stiner and his staff de-planed and linked up with the SEAL team now surrounding the B-737. Lampe immediately established communications with the pilot on the Italian Air Traffic Control ground frequency, which was getting extremely cluttered with transmissions from the tower attempting to determine what was going on. Since this was not a coordinated action with the Italians, there was a lot of confusion from the Italians. “Stiner and Lampe realized that the Sigonella control tower couldn’t match Special Tactics’ capability to readily switch between HF and UHF frequencies, and Stiner had Lampe contact the EgyptAir pilot and tell him to switch to a new frequency. He complied. With clear communications, Stiner took Lampe’s microphone and told the pilot, in effect, ‘This is the American general commanding a task force that has your plane surrounded. Off-load your passengers now or we’ll have to storm the aircraft’.”⁵⁰ The pilot requested to de-plane and discuss the matter with General Stiner. Approximately one hour later, the Italian Carabinieri converged on the grounded EgyptAir 737 aircraft, “Things got tense,” Lampe recalled later in a typical understatement.⁵¹

The Italian authorities surrounded the US assault force and debated jurisdiction of the hijackers, while General Stiner conferred with Joint Chiefs of Staff and the American ambassador in Rome. To no avail, the hijackers were taken into custody by Italian Carabinieri and were subsequently brought back to the airfield to continue their journey via the EgyptAir B-737. In a last-ditch effort to capture the mastermind of the hijacking, General Stiner directed Bucky Burruss and a T-39 aircrew to follow the Egyptian airliner the next day when the Italians allowed Abu Abbas to depart Italy. Suspecting the American task force would attempt to repeat their bold actions, the Italian authorities blocked all the taxiways to allow the B-737 to takeoff. In a brave act to comply with General Stiner’s directive, the T-39 pilot took off from the parallel

taxiway and got behind the B-737. Unfortunately, the Italian ATC system in Rome vectored the T-39 through controlled airspace and they lost sight of the B-737, thus allowing Abu Abbas and his fellow hijackers to escape without being prosecuted for their crimes.⁵²



Combat Controllers of Det 1 MACOS at Sigonella Air Base with the Egyptian B-737 used to transport the mastermind terrorist Abu Abbas out of Italy. Pictured from left to right is Bob Martens, Rick Caffee, Chief Lampe and Tony Snodgrass. (Picture courtesy of Chief Lampe).

12 Outstanding Airmen of the Air Force

Chief Lampe, then a Senior Master Sergeant, was recognized as one of the Air Force's twelve outstanding Airmen (12 OAY) in 1986, and was the first Combat Controller ever recognized with this prestigious honor. "The top 12 airmen were selected based on job performance and leadership qualities; leadership in social, cultural and religious activities; demonstrated ability as an articulate and positive representative for the Air Force; and government or civilian awards and recognition."⁵³ At the time of his selection, Lampe was a Chief-select and the superintendent of the Combat Control Team, Det 4, NAFCOS. He was also recognized as MAC's Outstanding Combat Control SNCO leading up to the 12 OAY. In the

January 1987 edition of Airman Magazine, this is Chief Lampe's comment, "You play the game the way you practice. I was at Grenada, Desert One, in Iran, and the evacuation from Southeast Asia. If you don't approach training realistically, it might cost you your life, someone else's life or make the mission fail. I've had my tail on the line many times, and there's no substitute for being ready."⁵⁴ Given the actions listed prior to his honor, Chief Lampe has made a career of being ready, and ensuring his team was ready, for this nation's most challenging and sensitive missions.

Operation JUST CAUSE

After a series of international issues by Manuel Noriega, President of Panama, the United States declared war against the dictator. The scope of strategic objectives included two separate and simultaneous nighttime parachute assaults into two airfields. The airfields were Rio Hato and Omar Torrijos International Airport/Tocumen military airport complex. This was to be the largest employment of Special Tactics and Rangers in combat, involving Combat Controllers and Pararescuemen from the 1723rd and 1724th STS, along with all three Ranger battalions and the Regiment Headquarters. In preparation for a possible invasion of Panama after Christmas, a series of mission rehearsals, named Operation BLUE SPOON, were conducted at Eglin AFB, FL, and culminated on 14 December 1989.⁵⁵ Chief Lampe was tasked to 2/75 Ranger Battalion tactical operations center (TOC) and his team leader was Major Mike Longoria. Since this was a two-battalion airfield seizure, long-time friend Wayne Norrad was jumping with 3/75 Ranger Battalion TOC, and Capt Schuldheiss was task organized with the Regimental TOC. All personnel returned to their home bases to await the order to move to their assembly areas, Fort Benning and Hunter Army Airfield.

After being home for a few days, all personnel were recalled to their assembly areas to gear up for the invasion of Panama, now named Operation JUST CAUSE. Major General Wayne Downing commanded the JSOTF, a future USSOCOM commander while Lampe was the Command Chief. The issue surrounding the recall was the weather throughout the southeastern United States was miserable, with snow, ice and rain. Maj Longoria stated, “the weather was horrible and I was concerned that Lampe and his guys weren’t going to make it from Fort Bragg to Benning. The pucker factor was high, because you can’t measure the impact of not having Lampe there.”⁵⁶ Lampe was considered the most experienced Combat Controller and proven combat warrior, therefore, he was absolutely critical to the mission. Chief Lampe and his crew arrived four hours prior to launch.

Due to the cold weather conditions, the airborne invasion force bundled up in several layers of warm clothing. The challenging dynamic would be the amount of personnel loaded on each aircraft based on the size of each airdrop. Longoria recalled, “we floor loaded all personnel to maximize each C-130, with all our warmies on, and launched on an eight hour low level, in order to avoid detection by any Cuban radars, for the airborne assault. The combination of the low-level and warm clothing proved to be too much for many of the assault force, so prior to exiting into combat, we were dealing with a lot of folks getting sick.”⁵⁷ It was so cold, the toilet drains on the C-130 had frozen over. Fortunately, Lampe “had taken along a large box of quart-sized zipper-lock bags; thus, his men and the Rangers were able to make it to Panama without bladders bursting.”⁵⁸

On 20 December 1989, at one o’clock in the morning, Lampe and the assault force jumped into Rio Hato military airfield via C-130 while receiving enemy fire.⁵⁹ This was Lampe’s second combat static line jump under fire into enemy territory. He functioned as the

assistant jump master for his C-130, making him the last man out. Lampe did not think he would get out due to an 81mm mortar man falling in front of him during airborne insertion. He helped the Ranger back up and got him out the door, then Lampe followed him into the night.⁶⁰

There was a significant firefight upon reaching the ground. Lampe quickly made an assessment on the pre-assault fires, determining the F-117 airstrike had not achieved the desired effects, and immediately started coordinating terminal guidance efforts. He and the others from the 2/75 TOC used the bomb craters as cover during the firefight.⁶¹ As the sun began to rise on the airfield, he moved to the Panamanian Non-Commissioned Officers Club, where one of the buildings was turned into a makeshift operating room, and he started coordinating the medical evacuation of wounded Rangers.⁶² Lampe was instrumental in the coordination and deconfliction of follow-on airdrops of paratroopers and equipment, airlands bringing in additional combat power and the evacuation of American wounded and killed in action. Longoria stated, “the ST inter-team and the operators made it happen. Our ability to communicate issues and information was very quick and efficient, which enabled us to effectively manage the air to ground environment for fires, air delivery and medical evacuation.”⁶³

The following day, Lampe and a platoon of Rangers executed an assault on Noriega’s hideaway beach house, which was in the vicinity of Rio Hato, and a tasked mission for the assault force. Intelligence indicated that Noriega could very well be holed up in this house, and this mission was given priority. Despite missing the dictator by fifteen minutes, it was a well-executed mission, and another example of Chief Lampe’s tactical acumen and abilities.

As evident in this operation, Lampe proved instrumental to the success due to his combat experience in Iran and Grenada. This assault served as the initial combat employment of Special

Tactics Pararescumen. Lampe ensured their task and purpose, and validated their employment. His attention to detail and experience paid off during rehearsals and exponentially multiplied the success.⁶⁴

Operation DESERT STORM

As the coalition military geared up for a showdown with Saddam Hussein after his bold attack on Kuwait, Chief Lampe prepared to execute a daring rescue of the American hostages in the U.S. embassy. It was during this timeframe, while conducting a mission rehearsal in North Carolina, that Chief Lampe discovered he had been hired for the USSOCOM Command Chief position. He had interviewed for the position in October 1990, and thought he slipped out of the job, but the deputy commander for SOCOM congratulated Lampe on getting hired after observing the mission rehearsal. Chief Lampe transported Lieutenant General Schneider to the airfield and asked when he was going to head down to Tampa. Due to the emerging mission requirements for Operation DESERT STORM, General Stiner allowed Lampe to remain at the 1724th Special Tactics Squadron for another eight months. Much to the chagrin of Chief Lampe, the rescue mission never materialized and hostilities ceased in the Iraqi theater of operation, along with the other significant reason for Lampe not wanting the job, working the plan to manage the increased unit manpower gains.⁶⁵ General Stiner allowed Lampe the time to see through this manpower project, but time had run out for the Chief.

The Senior Enlisted Advisor (SEA) position was temporarily filled with a part-time Chief Master Sergeant, which says a lot about General Stiner's patience to wait for the right Chief.⁶⁶ "It's an honor, but in another aspect, it's bittersweet," Chief Lampe said of his new job. "I've

been with the unit 10 years. It's going to be difficult leaving the unit and the people up there."⁶⁷
Thus, Chief Lampe and his family left the 1724th STS for USSOCOM in June 1991.

U.S. Special Operations Command

Chief Lampe avoided being General Stiner's SEA earlier in his career when Stiner was the commander of Joint Special Operations Command. He wanted Lampe, and in retrospect, Lampe should have taken the job.⁶⁸ To this day, Lampe believes he could have positively impacted the STS and SOF community to a greater degree had he taken the position. Regardless, Stiner wanted him at USSOCOM and he was not going to be denied this time. For the reasons General Stiner wanted Lampe at USSOCOM, Lampe did not let his boss down. He took the position over from the longest serving SEAL, Rudy Boesch, and took the command and his position to higher levels.

Chief Lampe tackled many issues and superbly represented the Special Operations enlisted force during a six year stint in the Command Chief billet. One of those issues was his duty title and the USAF position which played out over several years. Being the first USAF Chief Master Sergeant to serve in the position known as the Command Sergeant Major's (CSM) position, he took the traditional naming convention for the USAF, Senior Enlisted Advisor. However, the Chief Master Sergeant of the Air Force, CMSAF Pfingston, specifically told Lampe that he was not authorized to use that title since the USAF did not recognize the position, and recommended that he use the title Command Sergeant Major. Disgruntled with that position, and clearly not desiring to use an Army title, Lampe developed a strategy to overcome this difference of opinion. Rumor had it that the MAC SEA, CMSgt Campanale, was going to be the next CMSAF. Lampe visited with Campanale and got to know him, in anticipation of his next

posting, with the intent to engage him on the subject at a later date. Campanale was hired as the CMSAF and Lampe paid him a visit to discuss the issue of his duty title and why the USAF would not recognize the position as a service equivalent SEA. Campanale did not support it and directed Lampe not to use the official USAF title for his position. General Wayne A. Downing, the new commander of USSOCOM, supported Lampe and blew off the USAF, so the USAF sent an official letter to USSOCOM stating the USAF position and re-iterating not to use the duty title. Interestingly, during a ceremony recognizing Chief Lampe as an honorary Ranger at Fort Benning, Georgia, CMSAF Campanale, called Lampe and gave him approval to use the Command Sergeant Major duty title. Lampe, still not convinced that was right, worked with his fellow Combat Controller and long-time friend, CMSgt Wayne Norrad, Senior Enlisted Advisor to Commander, Air Force Special Operations Command (AFSOC), for alternatives. Norrad suggested that Lampe claim the duty title “Command Chief Master Sergeant.” With the support from the AFSOC SEA, Lampe started using that title on all his correspondence and during introductions at ceremonies and visits around the globe. In the end, the USAF recognized his new duty title and evolved their SEA duty title into Command Chief two years after Campanale retired from the USAF.⁶⁹

Another interesting issue he tackled through his position at USSOCOM, Chief Lampe positively impacted all fellow Command Chief’s and Command Sergeant Major’s when he suggested that they receive similar compensation as their commanders. As a Command Chief moves up from wing and higher, they weren’t getting compensated for all the entertainment, events and programs they were responsible for, however, their respective commander’s were increasingly getting compensated for these expenditures. During a meeting with the Chairman, Joint Chiefs of Staff (CJCS) General Shalikashvili, and his aide, Colonel John Abizaid, Lampe

described the sequence of promotion for Command Sergeant Majors. His detailed analogy using a CSM moving with his commander from Battalion, to Group, to Special Forces command, to Army Special Operations Command and finally to a service or combatant command, illustrated for them the disparity for the CSM while his responsibility and requirements increased exponentially. CJCS was sold on the issue and had Lampe work with Colonel Abizaid to get the appropriate compensation for Command Chiefs and Command Sergeant Majors.⁷⁰

At the highest level, Chief Lampe's foresight and vision continued to permeate throughout the USAF, USSOCOM and DoD. His efforts and results continue to have impact today, from the tactical to the strategic levels, and will for years to come. A testament to his abilities and professionalism is the fact he served six years as the USSOCOM Command Chief for three different commanders. Two commanders, Stiner and Downing, Lampe had served with during combat/real-world operations, and his final commander, General Shelton, requested he remain as the single point of continuity for his entire command staff.

Conclusion

Chief Master Sergeant Jim Lyons describes Chief Lampe best in the following testimony: "Leader, team player, and tactician: Before I ever met Chief Lampe his reputation preceded him and when I did make his acquaintance he lived up to everything I had heard about him everyday. The one aspect about him I remember most is his leadership. This encompasses his integrity, trust, loyalty, intellect, compassion. I do not believe there was an individual in the unit that felt they were less important than other, no matter what job they performed. Chief Lampe preached and lived one team and the team is more important than anything else and made sure everyone was included in the work and the rewards. He emphasized to the operators how

little we would be able to accomplish or do as in training if we had to take over the task of the support side of the house. During his leadership, we saw more recognition directed towards the support personnel and after a couple years the return in motivation and work ethics from the support personnel ranked them as the best in the business.

Chief Lampe's leadership qualities and abilities put him on par with General officers and several times I witnessed GO's pulling Chief Lampe aside to discuss where and how they should proceed. His counsel was always respected and desired. He exemplified strong leadership; he participated in everything we were asked to do. Every Ranger JRT, he would be a member of the Jump Clearing Team (JCT) or a LNO for a jumping TOC. He never skipped a rehearsal, and would spend time with all of the team discussing what was going to happen and what was expected from each of us and as a team. Chief Lampe was very proficient at his craft, but was more than willing to listen to ideas and/or improvements. He was willing to learn and pass on his learning's from the past, but was adamant about not living in the past."⁷¹

Chief Lampe and his persona never settled for second. He always pushed hard to better himself and his men. Professionally, he ensured his men and his unit were at peak performance at all times and he demanded the same thing from himself. It should be no surprise that he made Chief Master Sergeant in sixteen years, which surpassed the average time of twenty-two years. Therefore, Chief Lampe served as an E-9 for ten and a half years at the squadron and service equivalent level. Which interestingly is a feat in itself, "to move from a squadron level Chief position directly to USSCOM, which at the time of this writing, hasn't been repeated in USSCOM, nor has it ever happened the U.S. Air Force."⁷²

The best way to conclude this historical account of significant events in the career of Chief Mike Lampe is from his peer, Chief (retired) Wayne Norrad. Chief Norrad shared many

memories as their storied careers shaped the Combat Control career field with their rise to Chief. Norrad said, “Lampe is the best nuts and bolts guy in the business,” and went on further to say, “he sets up a schedule and follows it.”⁷³ The respect and admiration for Lampe was evident in the fact that Chief Norrad named his son after him while they were in Combat Control School. There has been very few that have been able to impact a career field and service they way Chief Lampe has done through his career. And the most intriguing aspect of Chief Lampe is that he still influences and shapes the SOF community and STS today.

Notes

- ¹ John Carney, Col., USAF, Retired, Personal Interview, 17 January 2007.
- ² Rick Crutchfield, CMSgt, USAF, Retired, Personal Interview, 7 February 2007.
- ³ Henry Cunningham, "Lampe Named Top SOCOM Enlisted Man," *Fayetteville Observer* 1991, 14B.
- ⁴ Forrest L Marion, Dr, *Chief Lampe Interview* (Maxwell AFB, AL: Air Force Historical Research Agency, 2006), Video Interview.
- ⁵ Cunningham, "Lampe Named Top SOCOM Enlisted Man," 14B.
- ⁶ Michael I. Lampe, CMSgt, USAF, Retired, Personal Interview, 11 February 2007.
- ⁷ Ibid.
- ⁸ Ibid.
- ⁹ Richard Secord, *Honored and Betrayed* (New York: John Wiley & Sons, Inc., 1992), 57.
- ¹⁰ Lampe.
- ¹¹ Ibid.
- ¹² Department of Defense, "The Airman's Medal," (Southeast Asia: 1972).
- ¹³ Lampe.
- ¹⁴ Jeff Buckmelter, Col, USAF, Retired, Personal Interview, 8 February 2007.
- ¹⁵ Jim Jones, "Master Sgt. Lampe Honored as One of Air Force's Top 12," *Air Force Times* (1987): 2-B.
- ¹⁶ Lampe.
- ¹⁷ Jerry L Thigpen, Col, USAF, Retired, *Praetorian Starship* (Maxwell Air Force Base, Alabama: Air University Press, 2001), 216.
- ¹⁸ Lampe.
- ¹⁹ Ibid.
- ²⁰ James H. Kyle, Col, USAF, Retired, *The Guts to Try* (New York: Ballantine Publishing Group, 1995), 310.
- ²¹ Lampe.
- ²² Marion, *Chief Lampe Interview*.
- ²³ Lampe.
- ²⁴ Marion, *Chief Lampe Interview*.
- ²⁵ Kyle, *The Guts to Try* 332-33.

Notes (Continued)

²⁶ Marion, *Chief Lampe Interview*.

²⁷ Lampe.

²⁸ Thigpen, *Praetorian Starship*, 216.

²⁹ Lampe.

³⁰ Ibid.

³¹ Ibid, James A Lyons, CMSgt, USAF, Personal Interview, 24 January 2007.

³² Lampe.

³³ Thigpen, *Praetorian Starship*, 277.

³⁴ Ibid.

³⁵ Lampe.

³⁶ Michael I. Lampe, CMSgt, USAF, Retired, Personal Interview, 31 March 2007.

³⁷ Unknown, "Pope Sergeant Joins President in Grenada," *Pope Air Force Base Paper*, 28 February 1986.

³⁸ Ibid.

³⁹ Lampe.

⁴⁰ Ibid.

⁴¹ Ibid.

⁴² Ibid.

⁴³ Ibid.

⁴⁴ Ibid.

⁴⁵ Ibid.

⁴⁶ _____.

⁴⁷ John Carney, Col., USAF, Retired and Schemmer, Benjamin F, *No Room for Error* (New York: Ballantine Publishing Group, 2002), 172.

⁴⁸ Lampe.

⁴⁹ Carney, *No Room for Error*, 175.

⁵⁰ Ibid., 177.

⁵¹ Ibid., 178.

⁵² Lampe.

Notes (Continued)

- ⁵³ Unknown, "Pope Nco Chosen One of the 12 Best in the Air Force," *Unknown*, Unknown 1986.
- ⁵⁴ Brian Hoey, Capt, USAF, "Outstanding Images," *Airman XXXI*, no. 1 (1987): 23.
- ⁵⁵ Mir Bahmanyar, *Shadow Warriors* (Oxford, United Kingdom: Osprey Publishing, 2005), 126.
- ⁵⁶ Michael A. Longoria, Brig Gen, USAF, Personal Interview, 13 April 2007.
- ⁵⁷ Ibid.
- ⁵⁸ Carney, *No Room for Error*, 202.
- ⁵⁹ Bahmanyar, *Shadow Warriors*, 127.
- ⁶⁰ Lampe.
- ⁶¹ Ibid.
- ⁶² Carney, *No Room for Error*, 204.
- ⁶³ Longoria.
- ⁶⁴ Ibid.
- ⁶⁵ Lampe.
- ⁶⁶ Ibid.
- ⁶⁷ Henry Cuningham, "Lampe Named Top SOCOM Enlisted Man," *Fayetteville Observer* 1991.
- ⁶⁸ Lampe.
- ⁶⁹ _____.
- ⁷⁰ Ibid.
- ⁷¹ Lyons.
- ⁷² Lampe.
- ⁷³ Wayne Norrad, CMSgt, USAF, Retired, Personal Interview, 7 February 2007.

BIBLIOGRAPHY

- Bahmanyar, Mir. *Shadow Warriors*. Oxford, United Kingdom: Osprey Publishing, 2005.
- Buckmelter, Jeff, Col, USAF, Retired. Personal Interview, 8 February 2007.
- Carney, John, Col., USAF, Retired. Personal Interview, 17 January 2007.
- Carney, John, Col., USAF, Retired and Schemmer, Benjamin F. *No Room for Error*. New York: Ballantine Publishing Group, 2002.
- Crutchfield, Rick, CMSgt, USAF, Retired. Personal Interview, 7 February 2007.
- Cunningham, Henry. "Lampe Named Top SOCOM Enlisted Man." *Fayetteville Observer* 1991.
- Cunningham, Henry. "Lampe Named Top SOCOM Enlisted Man." *Fayetteville Observer* 1991.
- Defense, Department of. "The Airman's Medal." Southeast Asia, 1972.
- Hoey, Brian, Capt, USAF. "Outstanding Images." *Airman XXXI*, no. 1 (1987): 23.
- Jones, Jim. "Master Sgt. Lampe Honored as One of Air Force's Top 12." *Air Force Times* (1987).
- Kyle, James H., Col, USAF, Retired. *The Guts to Try* New York: Ballantine Publishing Group, 1995.
- Lampe, Michael I., CMSgt, USAF, Retired. Personal Interview, 11 February 2007.
- . Personal Interview, 31 March 2007.
- Longoria, Michael A., Brig Gen, USAF. Personal Interview, 13 April 2007.
- Lyons, James A, CMSgt, USAF. Personal Interview, 24 January 2007.
- Marion, Forrest L, Dr. *Chief Lampe Interview*. Maxwell AFB, AL: Air Force Historical Research Agency, 2006. Video Interview.
- Norrad, Wayne, CMSgt, USAF, Retired. Personal Interview, 7 February 2007.
- Secord, Richard. *Honored and Betrayed*. New York: John Wiley & Sons, Inc., 1992.
- Thigpen, Jerry L, Col, USAF, Retired. *Praetorian Starship*. Maxwell Air Force Base, Alabama: Air University Press, 2001.
- Unknown. "Pope Nco Chosen One of the 12 Best in the Air Force." *Unknown*, Unknown 1986.
- . "Pope Sergeant Joins President in Grenada." *Pope Air Force Base Paper*, 28 February 1986, Unknown.