

Newsletter of the Flying Leatherneck Historical Foundation

**SUMMER 2024** 

## **MAJOR STEPHEN W. PLESS – MEDAL OF HONOR**

AND THE "UH-1" (UNCOMMON HEROISM OF 1st ORDER)

By George A. Haloulakos, CFA, MBA



By Combat Artist Lt. Colonel A. Michael (Mike) Leahy, USMC (Ret.)

eroism – superlative courage in the face of great odds – and Marine Corps aviation – the "Nine-One-One" unit of the United States military – have a long tradition in our nation's history. The heroic emergency actions taken by Major (then Captain) Stephen W. Pless piloting his UH-I Iroquois *Huey* Helicopter during the Vietnam War on August 19, 1967, embody the highest standards of Corps aviation and is the focus of this article. The usage of the alpha-numeric designation of "UH-I" in the title of this article – "U" for uncommon, "H" for heroism and the number "I" for first or highest order – is a "play on words" tribute to a legendary Marine aviator flying an iconic helicopter in the face of intensified enemy attack to rescue stranded soldiers.



## Chairman's Message

#### Welcome to the Summer Edition of the Log Book for 2024.

## Your Board wishes all of you a safe, relaxing and adventure filled summer season!

Your Foundation continues to make tremendous progress in advancing our milestones and timelines to open the only museum in the world dedicated solely to honor those brave citizens who have been involved in Marine Corps aviation since the Corps' inception. Our museum will cover every major era since Lieutenant Alfred Cunningham became the first designated Marine Corps Aviator, to the men and women of present day who fly, fix, maintain and support through communications and logistics all aspects of Marine Corps aviation. As you can see from BGen Aguilar's update, we have made giant strides in preparing and moving our aircraft to Hangar 297 at the *Great Park*. Movement of the remaining aircraft at MCAS Miramar will be completed by the end of August. We have also started in earnest to begin restoration of the assets and cataloguing each and every artifact the Flying Leatherneck Museum owns or has physical custody.

We continue to ask for your support financially as we move closer and closer to opening the museum in 2026. Our Capital Fundraising campaign continues as we seek to build the largest facility we can to house and display the collection. Due to limits on the size of the area given to us by the City of Irvine, the largest facility we can now build is 141,000 square feet. This will still provide us enough space to build a world class museum all of you will be proud of.

This summer, I am once again asking each and every person who reads this edition Log Book to consider ongoing and sustained financial support for the Foundation and pass along to your friends and associates our story and dream in hopes that they too may be able to contribute. Go directly to our website <a href="www.flyingleathernecks.org">www.flyingleathernecks.org</a> and scroll to the bottom of the page and click on the donate button. Please do this today, as your financial contributions will be put to immediate good use.

I want to pass along our personal and profound condolences to the family and friends of our longtime friend and Board member Dale Mann. Dale passed away unexpectedly earlier this summer. His presence, talents, and friendship will be sorely missed by all who knew him.

This year we added a new Board member, Judge R. Shawn Nelson. Judge Nelson has been a longtime resident and legal member of the Orange County community. Currently he presides over the most important civil cases of the county. His talents and passion for our museum's mission make him a great addition to the Board. Welcome aboard Judge Nelson!

Semper Fi,

Terry G. Robling Lt. General, USMC (Ret.) Chairman

## MAJOR STEPHEN W. PLESS... Continued from page I

To appreciate the uncommon heroism of the 1st order shown by Major Pless, we will first look at his biography, followed by the backstory of the UH-1 helicopter and how this all came together on August 19, 1967, the Marine Corp's finest hour in Vietnam.

## US MARINE CORPS AVIATOR MAJOR STEPHEN W. PLESS

The Beginning: Answering the Call to Serve Born September 6, 1939, in Newman, Georgia, Stephen Wesley Pless attended Decatur High School (Decatur, Georgia) and graduated from Georgia Military Academy (College Park, Georgia) in 1957. He marked his 17th birthday by enlisting in the US Marine Corps Reserve (USMCR) on September 6, 1956, during his time at Georgia Military Academy and served with the 1st Motor Transport Battalion, USMCR, Atlanta, Georgia. Following recruit training and advanced combat training at Parris Island, South Carolina and then graduating in October 1957, Pless served as an Artillery Surveyor, 10th Marine Regiment, 2nd Marine Division until September 1958. Pless was commissioned a Marine Corps Second Lieutenant on September 16, 1959, while attending flight training at Pensacola, Florida. Promoted to First Lieutenant on March 16, 1960, Pless was designated a Naval Aviator upon graduation from flight training on April 20, 1960. As a squadron pilot, his sequence of service in this role was with HMR(L)-262, Marine Aircraft Group 26, at New River, North Carolina; with HMR(L)-264 aboard the USS Boxer; with HMR(L)-264 aboard the USS Wasp, again with HMR(L)-262, Marine Aircraft Group 26, at New River; as Assistant Administrative Officer of HMR(L)-262 aboard the USS Shadwell; and as Squadron Adjutant,

HMM-162, Marine Aircraft Group 26, at New River.

#### The Vietnam War

During his Vietnam War service, Pless flew 780 combat missions. His superb piloting skills that included an intuitive feel for flying the UH-1 helicopter during the most difficult circumstances was demonstrated time and time again. Pless was assigned to Southeast Asia in June 1962 where he served as Assistant Administrative Officer of HMM-162, MAG-26, in Thailand, and at Da Nang, in the Republic of Vietnam. One year later (June 1963) Pless returned to the U.S. where he served as a basic flight instructor, VT-1, and later as Officer in Charge, Aviation Officer Candidate School at Naval Air Station Pensacola. On July 1, 1964, he was promoted to Captain.

Following his April 1966 detachment, Pless served as Brigade Platoon Commander, 1st ANGLICO, Marine Corps Air Station Kaneohe Bay, Hawaii. In August 1966, he became Officer in Charge, Republic of Korea Detachment, and later Brigade Air Officer, 1st ANGLICO, Sub-Unit 1, with the 2d Brigade Korean Marine Corps, at Chu Lai, Republic of Vietnam. From March 20th to September 22, 1967, Pless served in Vietnam as Assistant Operations Officer, VMO-6, Marine Aircraft Group 36, 1st Marine Aircraft Wing. While serving in this capacity, on August 19, 1967, near Quang Nai, Pless performed the heroic emergency actions which earned him the Medal of Honor – the focus of this article.

Return to the U.S. After Vietnam War Combat Service
Following his Vietnam War combat service, Pless served
as administrative assistant of Aviation Officer Candidate
School at Naval Air Station Pensacola, Florida. While

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## FLYING LEATHERNECK HISTORICAL FOUNDATION

In Transition www.flyingleathernecks.org



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## PRESIDENT'S MUSEUM UPDATE

## Snyder Langston Selected as Master Builder



y museum update for this issue of the *Log Book* will be brief! However, I have some very exciting news to share as we move forward with the relocation and building of the Flying Leatherneck Aviation Museum.

I'm pleased to announce that the Board of Directors has selected *Snyder Langston* as the official Master Builder for construction of the new museum facility at *Great Park*. This partnership marks a significant step forward in bringing the museum's vision to life and creating a premier destination for honoring Marine Corps Aviation history.

Snyder Langston, known for its expertise and excellence in construction projects, will be instrumental in translating the museum's construction plans into a reality. With a shared commitment to quality craftsmanship and attention to detail, Snyder Langston brings a wealth of experience and innovation



to the table. Their reputation for delivering exceptional results aligns perfectly with our vision for creating a world-class museum that showcases the legacy of Marine Corps Aviation.

The selection of *Snyder Langston* reflects the museum's dedication to ensuring the highest construction and design standards for its new facility at the *Great Park*, Irvine. Together, the Flying Leatherneck Aviation Museum and *Snyder Langston* are committed to creating a space that preserves history and inspires and educates visitors for generations to come.

In business since 1959, *Snyder Langston* has been involved in the development and construction of numerous iconic and well-known facilities/buildings in Southern California. They have well established business relationships with some of the finest developers, architects and subcontractors in the region. I have full confidence that *Snyder Langston* is the right organization to support our efforts.

If our plans continue to progress as planned, construction should commence in the first quarter of 2025, with an anticipated completion date in 2026. Your Board of Directors and staff looks forward to working closely with *Snyder Langston* to achieve a successful and impactful museum build.

Semper Fidelis,

Mike "El Jefe" Aguilar
Brigadier General, USMC (Retired)
President & Chief Executive Officer

## Major Stephen Pless... Continued from page 3

serving in this role, he was promoted to Major on November 7, 1967. On January 16, 1969, Major Pless was awarded the Medal of Honor by President Lyndon Johnson in a White House ceremony. Just six months later, on July 20, 1969, Major Pless perished in a motorcycle accident in Florida. While the moon landing of *Apollo 11* on the very same day obscured news of his death, it did not diminish Pless' legacy of honor, courage and commitment. As noted in the immediate section that follows, the life of Major Pless continues to resonate with each new generation who answer the call to serve in our nation's armed forces.

#### Personal Impressions

Like many individuals throughout history who have shown exceptional performance in their field of endeavor, Major Pless had both ardent admirers and detractors. He was a multifaceted person whose combat record and willingness to place himself at risk in service to others is unquestioned. Here are three personal impressions of this remarkable Marine aviator. A fourth but very important personal impression is cited later in this article in the section covering the August 19, 1967 rescue mission.

From Captain Bill McCamy (USN – Ret): "Major Pless, CMOH, was on the staff at the Training Command when I was going through AOCS and Flight School in 1968/1969. He was a fixture at Musting Beach O-Club on Friday night and attended as many student parties on Saturday night as he could. What a character!! Legendary Marine *Huey* pilot who was loved or hated depending on who you talked to. Unfortunately, died one night on his motorcycle in 1969 near Pensacola Beach."

From Cpl. Steven Jenkins, Headquarters Bn., MCB Hawaii, Administrative Clerk: "In boot camp, we learn about all the heroes of the Marine Corps. Of course, Chesty Puller, Dan Daly and Smedley Butler always jump to a Marine's mind, but Major Stephen Pless is one Marine that always stands out for me. For one, he basically went on a suicide mission to save those men in Vietnam. He had to know there was probably no way he was going to survive, but he refused to leave American fighting men behind. Somehow, he survived and got them all to safety. That's why Marines fight so hard, because they know there are men like Major Pless who've got their backs. That's why Marines are called a brotherhood. Major Pless is the poster of what you would want a Marine to be."

<u>From Ken Ray (First Cousin to Major Pless)</u>: "Stephen started out as an enlisted man and had great aspirations. He had it in his mind that he was going to be Commandant someday. There were no selfish motives behind his dream; he was just a goal setter. He was an inspiration. God uses

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## **Colonel Tom O'Malley**

# **USMC (Retired)**Board of Directors



olonel Tom O'Malley's military service to our Country spans better than three decades. He started his career with six years of enlisted service with the United States Naval Reserve, followed by over 28 years of active service with the United States Marine Corps.

During Colonel O'Malley's distinguished Marine Corps career, he held several key command positions. He served as the Commanding Officer of two Marine Corps Squadrons (*Headquarters & Headquarters Squadron*, and *VMGR-352* "Raiders," both at MCAS El Toro). Colonel O'Malley also served as the Commanding Officer of Marine Air Control Group-48, Naval Air Station, Glenview, IL, with 11 Marine units in 8 States.

Colonel O'Malley served two combat tours of duty in Viet Nam, served in the 1973 Yom Kippur War and flew combat support missions during both Desert Shield & Desert Storm. He also held high level staff tours in both the Pacific

and Europe. He logged over 12,000 flight hours as a Marine Aviator.

Upon retiring from the Marine Corps in 1992, Tom was recruited by Alexis International and assigned as Senior Program Manager for the establishment of a formal training program and facilities for the Royal Saudi Air Defense Forces, with headquarters in Jeddah, Saudi Arabia.

Following the completion of his assignment with the Royal Saudi Air Defense Force, Colonel O'Malley relocated to Southern California, and was hired as Deputy Executive Director for the El Toro Reuse Planning Authority (ETRPA). In this role, he had responsibility and oversight for maintaining direct contact with representatives from the Department of Transportation (DOT), the Federal Aviation Administration (FAA), the Department of the Navy (DON), as well as County/City Government Agencies and community outreach organizations.

Shortly after ensuring that there would be no commercial airport at the former MCAS El Toro, Tom was recruited by the Transportation Corridor Agencies (TCA) and served as the Government Liaison Officer. Tom continues to serve as a consultant on an "as needed" basis for the TCA.

Tom is currently active on the Advisory Board for the Dana Point 5th Marine Regiment Support Group, assists with the Annual Marine Corps / West Coast Region Wounded Warrior Trials, served for over 5 years as a Commissioner on the Orange County Airport Land Use Commission, and served on the Board of Directors for the Marine Corps Scholarship Foundation (West Coast Division).

Colonel Tom O'Malley joined the Flying Leatherneck Historical Foundation's Board of Directors in December 2022. He has actively participated in many Foundation activities, including the relocation of the Museum back to *Great Park* in Irvine, the Foundation's Student Education programs and community outreach.

## **DALE BURNETT MANN**

## Artist, Businessman, Patriot & Friend

June 20, 1950 - June 10, 2024

he Flying Leatherneck
Historical Foundation regrets
to announce that Board of
Directors member Dale B. Mann passed
away unexpectedly on Monday, June
10th at his home in Rancho Bernardo.
He was 73 years of age.

Dale was born in San Diego, California on June 20, 1950. He grew up in La Jolla and San Carlos and graduated from Crawford High School in 1968. Dale was a gifted and talented illustrator and

nurtured a deep appreciation for the arts. He attended Grossmont Junior College earning an Associate of Arts Degree, later attending California State University, San Diego majoring in graphic design with a minor in business administration. Deciding to pursue other entrepreneurial endeavors in 1974, Dale ventured out on his own to establish a retail art supplies business in Escondido known as *Vintage Arts*. He developed long-lasting friendships with many young, aspiring and accomplished artists during his years at *Vintage Arts*; friendships he cherished until his passing.

Following his success with *Vintage Arts*, Dale developed a new retail program providing unique and creative products designed specifically for small to medium-size museum gift shops and historical societies, incorporating graphic design and illustration. He designed and produced products for the Maritime Museum, the San Diego History Center, the Coronado Historical Association, the La Jolla Historical Society and the Flying Leatherneck Aviation Museum.

His work with the Flying Leathernecks was especially dear to Dale. Over the past few years, Dale worked tirelessly to support the Flying Leatherneck Aviation Museum and Museum Gift Store, working to enhance the store's display and marketing capabilities and by



developing timeless gifts representative of the important work conducted by the Marine Corps Aviation Association (MCAA) and the Flying Leatherneck Historical Foundation (FLAM). In September 2019, Dale was appointed to the Foundation's Board of Directors and was actively involved in helping to preserve the Museum's extraordinary aircraft collection. The plans to relocate the Aviation Museum to

Great Park in Irvine was an exciting undertaking, one Dale relished, and he contributed his expertise to the effort, in concert with his Foundation and Museum colleagues and staff. Additionally, in working to preserve the heritage of Marine Corps Aviation, to teach Patriotism and good citizenship and to educate young people in the process, Dale founded and developed the annual Student Art Contest. Dale's vision for the Art Contest was for it to be a platform for students to learn about aviation history through artistic expression. The 2024 "Marines in Flight" Art Contest was a success and the contestants, student awards ceremony and receptions brought him great joy.

Dale made friends easily throughout his life, and he especially enjoyed the Flying Leathernecks community of friends. And he looked forward to the new fellowship of friends he developed with the B&B Group, a weekly gathering of retired fighter pilots and veterans. And his dear and lasting friendships on Pequot Drive in Poway, in Ramona, Stonebridge and Lakeside always gave him pause as he often reflected on being a neighbor, a friend and a companion. He remained so appreciative of all the people in his circle of life.

Courtesy of Linda Mann Umacher

## MAJOR STEPHEN W. PLESS... Continued from page 5

ordinary people to do extraordinary things, and I think Stephen was an example of that. "He was my hero long before he became a hero in the war. He always will be."

## <u>UH-1 IROQUOIS HELICOPTER: A</u> WHIRLYBIRD FOR THE AGES

The Textron Bell UH-1 Iroquois / HU-1 Huey Helicopter remains a resilient, solidly profitable, world-renowned, market leading brand. The Huey first flew in 1956. Today, military and civilian variants are still in service worldwide. As such, among aviation historians, it is known as the DC-3 of the helicopter world. (Note: The DC-3, launched in 1935, served on the battlefields of World War II, Korea and Vietnam. Today, the DC-3 remains in service worldwide doing civilian and cargo transport plus firefighting. Accordingly, it is an appropriate comparable aircraft in measuring the legacy of the UH-I Helicopter.) The Iroquois got its nickname Huey from its original designation HU-1. It was re-designated UH-1 in 1962. The name Huey remained in common use despite redesignation. Military models are designated UH (UH-1B, UH-IH, etc.) while civilian models are designated by numbers (204, 205, etc.). Approximately 16,500 units were built from 1956-1987. Primary users of this helicopter are the four major US armed services (Air Force, Army, Marine Corps and Navy) plus various international forces.

The *Huey*'s versatility, adaptability, longevity and uncommon excellence – expressed with the acronym VALUE – are the basis for this capital project being a major financial driver for Textron's Bell Helicopter company. Like the Boeing Company serving two major end-user markets (military and civilian) with its 707/KC-135 jetliners during the same era, Textron Bell Helicopters did the same with its UH-1. The *Huey*'s military roles included troop transport, utility, cargo, medical evacuation/rescue (aka "Dust Off") plus armed reconnaissance/gunships. Its civilian roles included civil transport, cargo lifting, crop dusting and aerial firefighting. Like the Boeing Company, Textron Bell Helicopters achieved economy of scale by creating two product lines (military and civilian) that shared a 65% commonality of

major parts and components. This two-thirds commonality factor enabled Textron Bell to achieve high profit realizations by serving two end-user markets that offered strong demand plus diversification. The formula of strong demand plus diversification plus high commonality of major parts translating into economy of scale, is depicted in this matrix.

WHAT MADE THE TEXTRON BELL "HUEY"
HELICOPTER A FINANCIAL & OPERATING SUCCESS

MILITARY VARIANT - UH Series of Helicopters

COMMONALITY / CIVILIAN VARIANT INTERSECTION 65% Commonality of Major Parts 204/205 Series of Helicopters

For the August 19, 1967 mission highlighted in this article, Major Pless flew a UH-1E *Huey* gunship as part of Marine Observation Squadron Six (VMO-6). This very same helicopter is now on static display at the National Museum of the Marine Corps in Quantico, Virginia. As part of its Vietnam War collection, the Collings Foundation operates a VMO-6 UH-1E *Huey* helicopter that was flown by Major Pless in combat. Both helicopters symbolize the uncommon heroism of the 1st order shown by Major Pless and the operating excellence of the legendary Textron Bell UH-1.

#### AUGUST 19, 1967: CORPS AVIATION AT ITS BEST

On August 19, 1967, while piloting a UH-1E *Huey* gunship as part of Marine Observation Squadron Six (VMO-6) on an escort mission in Quang Nai Province, Major Pless (then a captain) and his three crewmates Captain Rupert "Skeets" Fairfield (copilot), Lance Corporal John "Gordo" Phelps (crew chief), and Gunnery Sergeant Leroy "Top" Poulson (gunner), received a distress call. Nearby on a beach south of Chu-Lai, a U.S. Army CH-47 Chinook helicopter was shot down by the adversary. While the four soldiers aboard the Chinook survived the crash, they were soon attacked by approximately 50 enemy troops. Although the assigned mission for Pless and his crew was medical evacuation escort for several UH-34D Seahorse helicopters, his UH-1E gunship was the only available

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# The President of the United States takes pride in presenting the MEDAL OF HONOR to MAJOR STEPHEN WESLEY PLESS UNITED STATES MARINE CORPS

#### for service as set forth in the following CITATION:

The President of the United States of America, in the name of Congress, takes pleasure in presenting the Medal of Honor to Major Stephen Wesley Pless (MCSN: 0-79156), United States Marine Corps, for conspicuous gallantry and intrepidity at the risk of his life above and beyond the call of duty on 19 August 1967, while serving as a helicopter gunship pilot attached to Marine Observation Squadron SIX (VMO-6), Marine Aircraft Group THIRTY-SIX, First Marine Aircraft Wing, in action against enemy forces near Quang Nai, Republic of Vietnam. During an escort mission Major Pless monitored an emergency call that four American soldiers stranded on a nearby beach were being overwhelmed by a large Viet Cong force. Major Pless flew to the scene and found 30 to 50 enemy soldiers in the open. Some of the enemy were bayoneting and beating the downed Americans. Major Pless displayed exceptional airmanship as he launched a devastating attack against the enemy force, killing or wounding many of the enemy and driving the remainder back into a tree line. His rocket and machinegun attacks were made at such low levels that the aircraft flew through debris created by explosions from its rockets. Seeing one of the wounded soldiers gesture for assistance, he maneuvered his helicopter into a position between the wounded men and the enemy, providing a shield, which permitted his crew to retrieve the wounded. During the rescue the enemy directed intense fire at the helicopter and rushed the aircraft again and again, closing to within a few feet before being beaten back. When the wounded men were aboard, Major Pless maneuvered the helicopter out to sea. Before it became safely airborne, the overloaded aircraft settled four times into the water. Displaying superb airmanship, he finally got the helicopter aloft. Major Pless' extraordinary heroism coupled with his outstanding flying skill prevented the annihilation of the tiny force. His courageous actions reflect great credit upon himself and uphold the highest traditions of the Marine Corps and the United States Naval Service.

## MAJOR STEPHEN W. PLESS... Continued from page 8

option to rescue the Army soldiers now besieged with overwhelming enemy fire.

A pair of A-4 Skyhawks flying a helicopter escort mission were asked to divert to where the CH-47 went down and arrived seven minutes later. The A-4s were asked to fire upon the adversary (tree line from a 7 o'clock position) to provide support as Major Pless and his crewmates of the UH-IE Huey sought to rescue the four soldiers under enemy attack. It was noted by one of the Skyhawk pilots that the anxiety or angst in the voice of the CH-47 Chinook pilot – plus the background combat noise - as his helicopter was going down while taking fire remains an unforgettable moment in time. Furthermore, the sight of the Marines (Major Pless and his crew) helping the Army during the most intense, ferocious firefights imaginable was a display of incredible bravery. The rockets and machine gun attacks were at such a low level, that Pless and his helicopter crew had to fly through debris created by the explosions from their own rockets. With dozens of enemy troops descending upon the four Army soldiers trapped on the beach, Pless was able to drive the enemy back off the beach and into cover of the tree line by making several passes with his Huey while firing the helicopter's rockets and guns. As the enemy troops withdrew, Pless landed his helicopter between the Army soldiers and the adversary to create a shield while two of his Huey crew exited the helicopter to help bring the downed soldiers on board. Pless and his gunner remained aboard holding off the enemy, which had now renewed its furious attacks with a barrage of rifle fire on the whirlybird. With all four soldiers now aboard, Pless now sought to pilot his overloaded Huey out of harm's way and return to safety.

At this point, Pless' major challenge was getting his aircraft airborne. The helicopter was barely able to get off the ground, and Pless could not risk flying over the heavily forested inland terrain. Instead, he flew his UH-1E gunship along the beach, skipping across the waves three-to-four times trying to gain momentum. After jettisoning everything not bolted down – including the helicopter's armor plating and rocket tubes – the whirlybird was safely

airborne and Pless flew it back to the nearest field hospital. The margin between success and failure of this daring rescue mission was later underscored when it was discovered that the *Huey* had both a tail rotor drive shaft and an engine oil line severed by enemy fire. In most circumstances, damage this extensive should have caused the helicopter to crash during its return trip.

Three of the four rescued Army soldiers survived. The fourth died from his wounds shortly after arriving at the hospital. All four of the *Huey* crewmen received the Navy Cross, with Pless ultimately being awarded the Medal of Honor for this daring rescue. The crew on this mission/operation are the highest decorated air crew in United States Marine Corps history. Major General Bob Butcher, who was one of the A-4 *Skyhawk* pilots providing air support during this rescue operation, summed up the heroic actions that day on the beach by observing that "Major Stephen Pless was the right guy at the right time."

#### **CLOSING THOUGHTS**

Major Pless is buried at Barrancas National Memorial Cemetery in Pensacola, Escambia County, Florida in Section 21, Grave 929A. His memorial has the following inscription:

STEPHEN W
PLESS
MEDAL OF HONOR
MAJ
US MARINE CORPS
VIETNAM
SEP 6 1939
JUL 20 1969

These few lines pay tribute to a man whose gallantry and intrepidity in service to his nation and comrades in arms went above and beyond the call of duty. May the memory of Major Stephen Wesley Pless be eternal and may this article enable future generations to read between the lines to learn about how this extraordinary life reflects the highest traditions of the United States Marine Corps.

In preparing this article, Mr. Haloulakos referenced several sources. If you wish to see a list of these sources, please contact the FLAM offices.



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