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OA/ID Number: 13749
Folder ID Number: 13749-011

Folder Title:
Welcome for Returning Troops Sumter, South Carolina 3/17/91 [OA 6856] [3]

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G	26	21	3	2

363 TFW
RESOURCE PLANS DIVISION
Facsimile (FAX) Cover Sheet

1. FROM: (UNIT, PAS, LOCATION)	2. PHONE NUMBER OF ORIGINATOR	3. FROM FAX #
~~363 TFW/LGX~~ PA	965-2961 (DSN) 965	965-3279
4. TO: UNIT, PAS, LOCATION)	**5. DOCUMENT IDENTIFICATION**	**6. # OF PAGES**
~~363 TFW/LGX (DEPLOYED)~~	~~CONFIRMATION~~	3 COVER PAGE

7. REMARKS:

CONFIRM RECEIPT OF:

COVER SHEET _____

PAX MANIFEST _____

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ATTN: CAROLINE CAWLEY

NOTE: INCLUDE ORIGINATORS NAME MAJ MURRAY

8. DATE AND TIME SENT	9. CLASSIFICATION	10. Rreleaser's SIGNATURE
1800	UNCLAS	RDMurray

"STRENGTH THROUGH MOBILITY"

Backgrounder
United States Air Force

363rd Tactical Fighter Wing (TAC) Public Affairs Office
Shaw AFB, S.C. 29152 (803) 668-3621 DSN 965-3621

BRIEF INFO POINTS ON KEY PEOPLE AND UNITS DEPLOYED FROM SHAW

MILITARY LEADERSHIP
(Deployed)

Lieutenant General Charles (Chuck) Horner, 'architect of the air campaign,' Joint Forces Air Component Commander and Commander, Headquarters 9th Air Force/U.S. Central Commander Forces (based at Shaw Air Force Base, S.C.)

Col Ray Huot, Commander, 363rd Tactical Fighter Wing

(At Shaw AFB)

Col Bob Gatliff, 363rd TFW Vice Commander

Col Tom Owens, Commander, 507th Tactical Air Control Wing

Col Carl Pannell, 363rd Combat Support Group Deputy Commander

SPOUSES:

Mary Jo Horner

Barbara Huot

Sherrard Owens

Sue Gatliff

MORE

KEY UNITS
2-2-2-2

DEPLOYED UNITS

9TH AIR FORCE/U.S. CENTRAL COMMAND AIR FORCES (USCENTAF)

— Began deployment in August 90

— Provided Joint Forces Air Component Commander (Lt. Gen. "Chuck" Horner, who departed Aug. 5)

— Provided core & cadre of operations and planning staffs for coalition and allied operations for Desert Shield and Desert Storm beginning Aug. 7 (augmented by liaison forces from Navy, Marines and Army and allied officials)

— Responsible for the air campaign — air campaign consisted of classic air support, counter-air, reconnaissance, close air support, enemy interdiction and intelligence and combat assets (equipment and supplies)

— Focal point for extremely successful "Air Tasking Order," which served as the document to execute the air war for all U.S. and allied/coalition air forces

— From the get-go, responsible for the deployment of all Air Force fighters, tankers, bombers, reconnaissance, cargo and transport aircraft; personnel; and equipment/supplies.

363D TACTICAL FIGHTER WING/COMBAT SUPPORT GROUP/HOSPITAL

— Fighters arrived in Persian Gulf region Aug. 10.

— First combat air-to-ground, F-16 fighter unit to deploy to Desert Shield (Persian Gulf region)

— Two squadrons deployed (33rd/17th Tactical Fighter squadrons) and associated maintenance units

KEY UNITS
3-3-3-3

— **F-16 FIGHTERS RESPONSIBLE PRIMARILY FOR:**

- air-to-ground combat operations
- interdiction
- close air support

— **COMBAT SUPPORT GROUP RESPONSIBLE FOR: (examples)**

- (Civil Engineers) laying out and setting up compound
- (Services) dining facilities and laundry
- (Morale, Welfare and Recreation) movies, game rooms, setting up Officer/NCO clubs, arranging for bands and other entertainment and activities
- personnel actions, legal services (powers of attorney, wills and court actions), security and overall safety

— **HOSPITAL RESPONSIBLE FOR: (examples)**

- first Air Transportable Hospital to be operational
- 90-bed casualty receiving hospital mission at Shaw
- activated a critically needed blood donor center at Shaw

507TH TACTICAL AIR CONTROL WING

— Detachments and units under this wing deployed from Shaw and other locations in the United States. Provided for:

- Command and control for close air support
- the nerve cell: the Tactical Air Control Center
- "Air Task Order" production
- radar control, communication modes at virtually all locations in theater, tactical radar for airspace, tactical intelligence gathering, air liaison function to virtually all Army/U.S./Allied forces, and numerous augmentees from translators to postal clerks

KEY UNITS
4-4-4-4-

— 14 Units from the 507 TAIRCW began deploying on 8 Aug 90 from locations throughout the eastern U.S.

— **507th Tactical Air Control Center** - Produced Air tasking order (the daily "Game Plan"). Ran the ongoing air campaign.

— **20th and 21st Tactical Air Support Squadrons** - Performed liaison duties and provided close air support control on the battlefield for U.S. Army and Allied Forces.

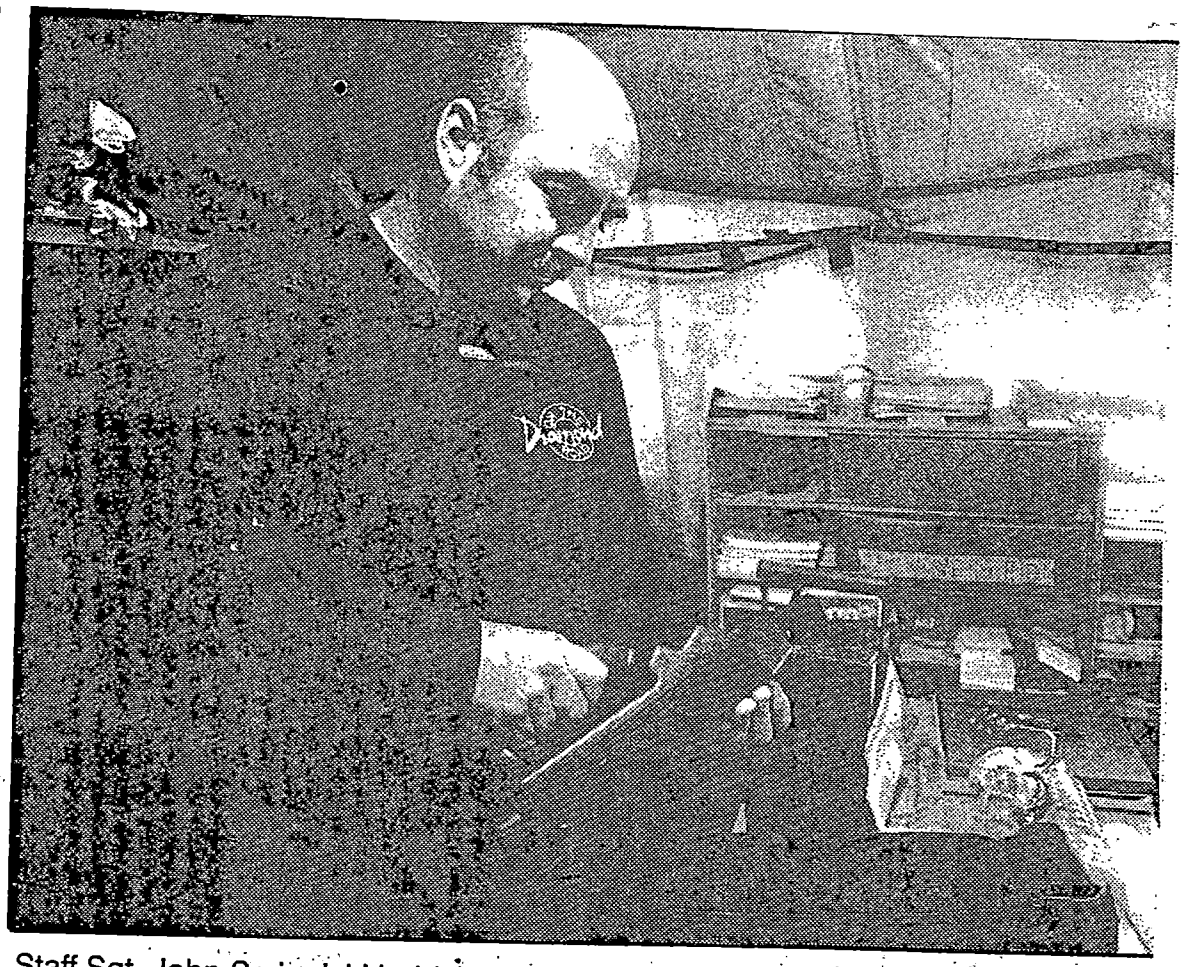
— **6802nd Air Support Operations Center (ASOC)** - Provided direct command and control of close air support sorties for the 18th Airborne Corps.

— **9th Tactical Intelligence** - Collected, analyzed and presented current intelligence summaries for execution of the air war.

— **Control and Reporting Centers** - Correlated and distributed offensive/defensive air situation information to command centers.

— **Combat Communications** - Provided long haul communications between operations center and CENTAF Headquarters. Furnished mobile control tower, air traffic controllers and liaison to integrate allied forces.

END



Staff Sgt. John Smigelski holds a chemical agent monitor.

In NBC Tent, Life Is A Gas

ALONG THE PERSIAN GULF – At Tent City, NBC has nothing to do with peacocks. But in a world where chemical warfare is a daily hazard, the Nuclear, Biological and Chemical Survivability Branch is the No. 1 station in town.

Nine people staff the 24-hour-a-day operation that is responsible for warning the 363rd Tactical Fighter Wing if a chemical attack is about to take place, while training airmen in the use of gas masks and suits.

"Our job is to advise the base commander after we've been notified that an attack has started," said Staff Sgt. John Smigelski. "We also dispatch reconnaissance teams around the camp with chemical agent monitors (for routine determinations of the presence of chemicals in the air)."

Before the NBC was in place at Tent City, gerbils were brought to the base as an early warning device. Research shows that smaller animals would begin experiencing the effects of chemicals in the air before humans would.

Today the gerbils are kept in cages as pets at the base hospital.

Staff Sgt. D.L. Powell holds mask.

Photocopy-Preservation

Shaw's Pilots, Crews Working In Top Facilities

ALONG THE PERSIAN GULF – When money is no object, you build TAB-V's. And that suits Shaw Air Force Base pilots deployed here just fine.

Members of the 363rd Tactical Fighter Wing figured they were in for substandard hangars, runways and related facilities when they were sent in early August to the Persian Gulf. But when the pilots of the 17th and 33rd Tactical Fighter Squadrons arrived at their assigned base, they were shocked to find the finest airfield facilities in the world.

"They're the best we've ever seen," said Col. Bud Templin, head of maintenance.

The reason is simple. With petrol dollars to burn, the nation hosting Shaw's pilots methodically scoured military bases around the world for the best designs for runways, terminals and, most especially, hangars that can withstand a bombing attack.

The German-designed TAB Vs (known in English as Hardened Aircraft Shelters), won out. The concrete structures can take a direct hit from most bombs, while also providing a safe environment for personnel inside in the event of a chemical attack.

"It's a state-of-the-art base," said Col. Steven Rust, the 363rd's deputy commander for resource management. "The fuel system is cosmic."

Fuel lines feed right into the TAB-V's, and are also protected from attack by lying 30 feet beneath a labyrinth of runways. The base would require hundreds of direct hits over hundreds of acres before it would have to shut down.

TURNER

"They're great facilities – I love them," said Master Sgt. Tommie Turner, who debriefs crews to help solve any problems that arise during test flights.

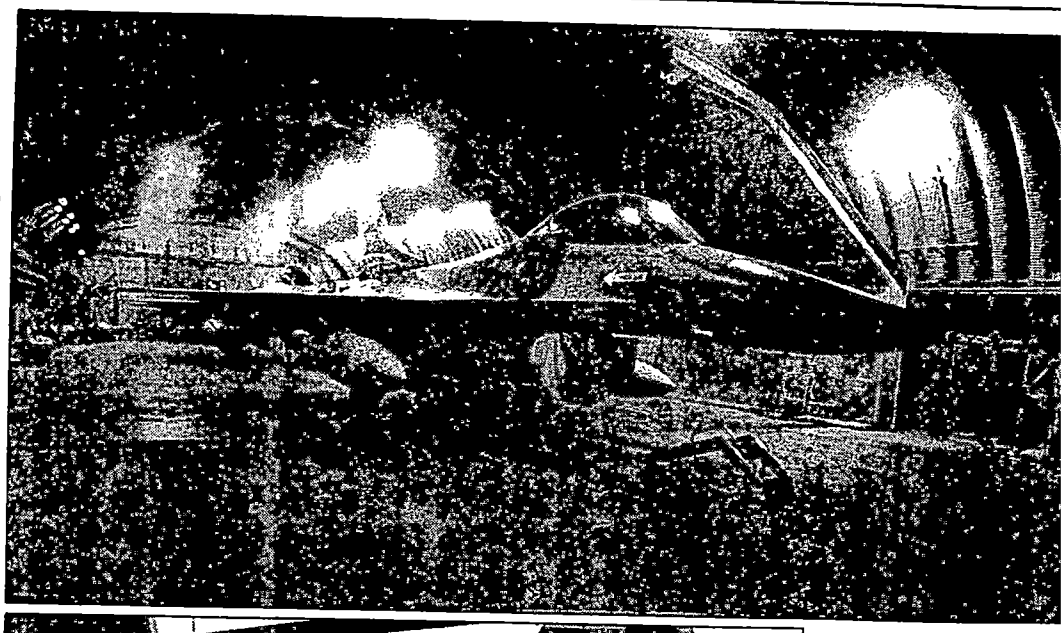
"If I ever have to be sent to another country, this is what I'd want to be there."

Templin said that while Shaw pilots and support crews have enjoyed working in the world's finest facilities, they in turn have been able to help the host country understand the scope of technology it owns.

"Our host wasn't aware of the capabilities of what they had bought," said Templin. "After we leave, they will know to how to operate this base more efficiently."

The TAB-V's were critical to the 363rd beyond offering security to its F-16s when the squadrons arrived in August. With temperatures exceeding 120 degrees in the day and 100 degrees at night, the climate-controlled TAB-V's became home to dozens of airmen until Tent City could be erected.

The constantly blowing winds – shamals – across the Arabian Desert become extreme in the months of December, January, May and June. If you are caught in a shamal that is blowing sand with any force, stop your vehicle and wait for the wind to die down. Sand from these shamals has been driven with enough force to take the paint off a vehicle.

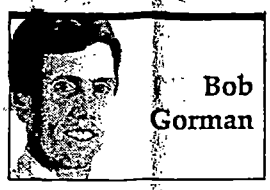


Facilities Fit for Falcons

Three F-16 falcons, above, can fit in one of the TAB-V's housing the jets of the 363rd Tactical Fighter Squadrons. Checking on a recent order of a jet engine, left, are Col. Bud Templin, right, and Maj. Mike Karr. Templin says the facilities are some of the best in the world.

Photocopy-Preservation

You hate to fight for the right to take the next flight



Bob Gorman
Assistant Managing Editor

The worst moment during our eight-day trip to and back from the Middle East was not getting bumped off our initial flight out of Charleston Air Force Base.

That was bad, but it wasn't the worst.

And it wasn't trying to sleep in a tent with no blankets or sleeping bag while gusts of wind brought 45-degree air swirling around our cots.

That was bad, but it wasn't the worst.

The worst moment also wasn't helping push a four-wheel hydraulic-lift ladder across a tarmac so we could rescue our luggage out of a C-5 while our connecting flight was revving its engines hundreds of yards away.

That was real bad, but it wasn't the worst.

No, the worst moment was this:

We were sitting in a terminal in Moron, Spain, with 35 Army infantrymen and officers, all on emergency leave to visit dying fathers or mothers, deathly ill wives or a combination of the three. We had been at the terminal for hours, waiting on some word of when we might be allowed to continue on our journey home.

We all wanted to get back to the States desperately, but when an airman from the base entered the room and asked the group which of us had "an emergency," everyone raised his hand except for the four of us – three journalists and our escort from Shaw Air Force Base.

We were desperate, but we weren't *as* desperate.

Another hour passed. The airman returned again to explain that there wouldn't be enough flights with enough seats that day to get all of us out of Spain and to the U.S.

Then she said this: According to the rules of "space available" travel, and according to the orders we journalists were traveling under, our group of four would have first priority to leave.

"You mean," asked an Army colonel incredulously, "the media gets to go before we do?"

"That's right," the airman said, matter-of-factly.

I can't begin to describe to you the rush one receives from having 35 armed men turn in their seats to look at you.

I considered rising from my chair to explain that our group was not responsible for the predicament we were in, nor were our four seats going to prevent 35 people from eventually reaching home. I also considered saying something along the lines of:

"That's right, Colonel, we go first. Just 20 minutes ago I phoned the Pentagon collect and told them to rewrite the section on space available travel. They just faxed the new rules here two minutes ago. I know what you're thinking. First Walter Cronkite loses the Vietnam war, and now this. But what good is the media if it can't screw up somebody's life at a moment's notice?"

Instead, I kept all of this to myself. I've never been in the military and I'm not sure if the Army's entrance exam includes essay questions on the role of satire and hyperbole during times of stress.

When men have guns you hate to be wrong.

We survived the stares and even a few words you wouldn't share with your mother to eventually get home, via Barksdale Air Force Base in Shreveport, La. Our return trip – from the moment we ended our visit with the 363rd Tactical Fighter Wing until I got home to Sumter – took 41 hours, which military-type folks tell me isn't too bad.

Such delays are common in the Middle East, as thousands upon thousands of servicemen fly into the country every day, and then must be transported to their respective job sites. Throughout the Arabian Peninsula today, waiting room upon waiting room contains stoic men and women sitting, reading and sleeping while hoping to get the next flight from eastern Saudi Arabia to central Saudi Arabia to western Saudi Arabia.

How complex is it all? Any flight line is a good place to start. At Dover Air Force Base, 35 C-5s, the largest of America's cargo planes, sit in line, waiting their turn to be filled with jeeps, tanks, food, troops, etc., to make yet another trip across the Atlantic Ocean.

At Torrejon Air Force Base near Madrid, Spain, C-5s and C-141s sit on the ramp, the skies above them filled with screaming F-16s completing their sorties for the day. A hangar has been turned into a makeshift dormitory, complete with showers, library, post office, and TV room.

Sleepy? Claim a cot, and until you move it's yours.

In eastern Saudi Arabia, a Saudi air base has been taken over by American and British troops as the major hub of the region. It used to be said that you couldn't go to hell without first going through Hartsfield Airport in Atlanta. Hundreds of thousands of American servicemen now beg to differ.

Our servicemen and women are strangers in a strange land; yet there are so many of them there, they can't really say they've fully experienced what it is like to be accidental tourists.

But they are experiencing things that are new, exotic, exciting and sometimes silly.

• **DUGAN'S LAW:** Members of the 363rd Tactical Fighter Wing are sensitive about saying the wrong thing to the press. And with good reason. The last guy to shoot off his mouth at the base was Gen. Michael Dugan, who during a delicate moment in world negotiations, announced that the U.S. Air Force would kill a lot of Iraqis – and Saddam's mistress – if given the chance.

Dugan was fired after that, proving that the truth – if spoken by the wrong man at the wrong time – can set you free.

• **THOSE WHO SLEEP AND WAIT:** When our group arrived in Saudi Arabia around 9:30 p.m. on Dec. 27, we noticed a female airman reading a book. She was in a sleeping bag on one of the many cots in the base's hangar. We missed a flight to central Saudi Arabia that night, and so spent the night in the adjacent Tent City. The next day we returned to the hangar to catch a flight at 9 a.m., but we were bumped. We finally got a flight – with the Army, no less – at 3 p.m. Dec. 28. Over that 18-hour period of walking in and out of the hangar we never saw the woman leave her cot once. She said she had been waiting three days to catch a flight to join her unit, which I'm sure was lost trying to figure out what to do without her enthusiasm.

• **WE DON'T NEED NO STINKING BADGES:** In Saudi Arabia, drivers determine who has the right of way by which car reaches an intersection first. Yes, streets there are paved. Yes, there are traffic signs. Yes, there are traffic cops. It's all irrelevant. Ground transportation in Saudi is one giant game of "Chicken."

• **SO WHERE'S R2D2?:** Saudi Arabia is mostly flat, except where it isn't. Central Saudi is 2,000 feet above sea level, and portions of western Saudi are 8,000 feet above the Red Sea. Erosion has dug huge trenches in some portions of the peninsula, leaving canyons that jets can fly through. Pilots refer to such flights as "going Star Wars."

• **UNDERSTATEMENT AWARD:** The Navy base at Bahrain has so many cargo planes and jet fighters on the tarmac that you can't see the other side of the base. Asked about all the activity, a seaman replied, "We've been a little busy lately."

• **IT'S JUST A THEORY:** In Saudi Arabia, servicemen aren't allowed to drink alcohol. In other areas of the peninsula, beer is available. We found that the best food was served at bases where alcohol wasn't available. The 363rd TFW can get beer, but they also have to make their own sandwiches for lunch occasionally. Everything in life is a trade-off.

• **EAT TO YOUR HEART'S FERMENT:** MREs, the military's famous Meals Ready To Eat, are everywhere on the Arabian Peninsula, and are handed out like candy, which of course they aren't. With each individual entree (a word too strong for what is about to be consumed) sealed in plastic, MREs can withstand cold, heat and water. Their shelf-life is similar to nuclear waste in that every 1,000 years they lose half their potency. Man can blow up the world, but there will always be cockroaches and MREs. They're made with love in Mullins, South Carolina.

• **BY THE WAY, IT'S MORE COMPLICATED THAN THAT:** This whole Iraq-Kuwait thing began in the 1920s when the British drew the lines that basically left Iraq landlocked. They've been upset ever since. But solving that little problem of turf is just one of many complicated land squabbles in the region. Saudi Arabia thinks it should own most of the United Arab Emirates, and Iran thinks it should own Bahrain. At least South Carolina and Georgia solved their border dispute along the Savannah River last year.

One final word

Maj. Paul Herrmann of the 507th Tactical Air Control Wing says this sign contains the most important information to U.S. forces in Saudi Arabia. It's the Arabic word for "exit."

Photocopy-Preservation

SUN FEB 17 1991
(John Fritz)
(Fatalities-Misc)

Crash kills Shaw pilot

By JOHN FRITZ
ITEM Staff Writer

An F-16C fighter pilot became Shaw Air Force Base's first casualty of the Gulf War when his plane crashed in Saudi Arabia Friday while returning to base after a mission.

Capt. Dale Thomas Cormier, 30, died in a crash on the Saudi Arabian peninsula about 12:50 p.m. EST or 8:50 p.m. Saudi time, the Air Force announced Saturday.

"His aircraft was returning to base from an operational mission, but did not sustain any battle damage. Capt. Cormier died as a result of the crash," a Shaw press release said. "This was a non-hostile death."

Department of Defense spokesman Howard Hicks said that Cormier crashed "while performing an instrument landing." He could provide no more details.

Cormier was assigned to the 17th Tactical Fighter Squadron of Shaw's 363rd Tactical Fighter Wing.

Nancy Diehl, whose husband is the squadron commander, was at the Cormier's Sumter home Saturday night, but said the family would have no comment.

Cormier is survived by a wife, Shelley, other relatives said.

"Everyone here is saddened that the accident oc-

See **CRASH,** page **12A** ▶

Crash investigation planned, official says

▶ FROM PAGE 1A

curred," Shaw spokesman Dave McMahon said. "All our thoughts and wishes are with the family."

The Air Force will investigate the crash, according to the press release.

Air Force Capt. Ralph Scott, a spokesman for the Central Command Joint Information Bureau in Riyadh, Saudi Arabia, said that the investigation could take weeks or months, depending on the circumstances of the crash.

Scott could provide no further details about what happened.

Cormier's uncle, William Cormier of Lansing, Ill., said he was shocked to hear that his nephew had been killed, but said that Dale Cormier died doing something that he loved – flying.

"His father was a pilot, and he followed in his footsteps as far as flying," he said.

Cormier's stepbrother, Thomas Speechley of Crystal Lake, Ill., said Cormier's father, Robert, was a retired American Airlines pilot.

His father, mother and stepmother all are deceased, Speechley said. Cormier also has a brother, Scott, who lives in Phoenix, Ariz., he said.

Friday's crash resulted in the first loss of life for Shaw forces in the Gulf area and the second loss of a Shaw aircraft there.

A Shaw pilot ejected safely Sept. 3, 1990, before his plane crashed during a training exercise over the southern Arabian peninsula.

Lt. Richard F. Sester of the 33rd Tactical Fighter Wing was treated at a local hospital and released after the crash, which occurred at 7:51 a.m. EST, or 3:51 p.m. in Saudi Arabia.

Cormier, who graduated in 1982 from Auburn University with a bachelor's degree in aviation management, entered the service in April 1983 and was stationed at Shaw last March.

His military awards and decorations include the Air Force Commendation Medal, Achievement Medal, Longevity Service Award Ribbon and Training Ribbon.

March 13, 1991

MEMORANDUM

TO: TONY SNOW

FROM: CAROLYN CAWLEY

RE: REMARKS -- SUMTER, SOUTH CAROLINA

Contacts: Steve Creech, Mayor of Sumter
803/773-3371 or 773-1398

Capt. Carol Grimmig, Shaw AFB PAO
803/668-3621

Event: Sumter's Troop Welcome

Date: March 17, 1991
Sunday

Place: Sumter Memorial Stadium
(a high school football stadium)

Time: 4:10 - 4:40 p.m.

Attendees: 10,000 +

Intro of POTUS: Governor Carroll Campbell

Acknowledgements:

* Sumter Mayor Steve Creech

* Colonel Raymond Huot (hewitt)
Shaw AFB Wing Commander

* A special acknowledgement, in absentia, for General Charles "Chuck" Horner -- the 3-star commander of the 9th Air Force Headquarters, located at Shaw AFB. He is known as the "architect of the air war" under General Schwarzkopf and is very well known in the community. His wife Mary Jo will be there as a greeter.

SPECIAL EVENT NOTES

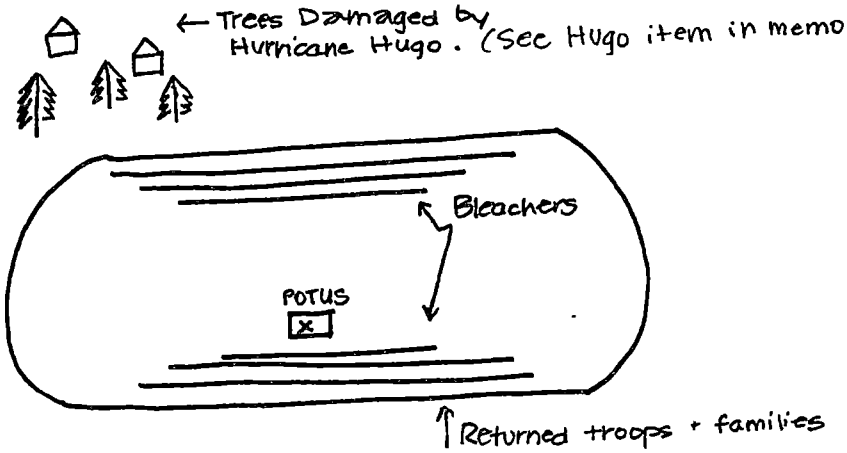
The primary sponsor of this event will be held the city of Sumter, though Shaw Air Force Base will also be participating.

It should be stressed that this is the only troop welcome in which the President will be participating until July 4th. This is not a POTUS event -- for the remarks, you may want to explicitly thank the town of Sumter for their hospitality and hosting of this event.

The event will be held in the city of Sumter, then, with troops from Shaw as their primary honorees. You should note, however, that South Carolina is home to several military bases and thousands more troops. Governor Campbell's office is coordinating the buses for them.

The President will speak on a stage set up on one side of the football, on the fifty yard line. The bleachers behind him will serve as the back drop -- this area will be reserved for newly returned troops and their families with flags and signs.

Most of the troops from the area will have been returning the whole week before POTUS visits. The largest single group (of pilots) returned today, March 13, and an immense crowd turned out, even in the rain.



Campbell
Creech
Olson, MG
McNeil, Capt.
Ruben Gray

(Snow, Cawley)
March 14, 1991
Draft 1
SUMTER

PRESIDENTIAL REMARKS: SUMTER WELCOME TO U.S. TROOPS
March 17, 1991

SC cong'l delegation (except Thurmond; wife will be there.) Not on stage though

Thank you so much, Governor Campbell.

Mayor Creech, thank you. General Olsen ~~Col. Huot [Hewitt],~~ thank you. But most of all, thank you, Sumter. /// Thank you for your courage -- your sacrifice -- your example. Thank you for showing just what a great land this is. Thank you for letting me share in your reunion.//

City Council Chairman Rubin Gray

This is wonderful. ///

What is it about Sumter and Sumter County that breeds war heroes? // In this century alone, you have supplied some of our greatest warrior-citizens. General George Mabry, who died just last year, was the second most decorated soldier in U.S. history. // As many of you know, he helped train a young ~~Lieutenant~~ 1st LTC ~~Major~~ [M=CoS, USF-VN S=XO] ~~Colonel~~ LTC 1st in Vietnam. That ~~colonel~~ major/~~officer~~ 1st LTC was Norman Schwarzkopf. ///

ne Item 7-14-90 pl. Bell-Aide to gen. Schwarzkopf in Riyadh 402-5300 Lt. Webb Army Historian's Office 475-7553

But Sumter's contribution doesn't end there. The coalition victory in Kuwait would not have been possible without General Chuck Horner, the commander of ~~the~~ 9th Air Force Headquarters + US Central Command Air Forces /// General Horner mapped out the largest, most successful air assault in history. He helped the coalition forces crush Saddam Hussein without subjecting our troops or innocent Iraqi citizens to the horrors of total war. /// Can you think of a better way to celebrate the 50th anniversary of Shaw Air Force Base? //

haw PAO fax

But you don't have to wear a star to be a hero. We are surrounded by such people today. // Let's all thank the 363d

Per Mr. Webb

SCHWARZKOPF = LTC 8/68 - 75 XO to CoS

MABRY = Gen; Chief of Staff - US Forces Vietnam

} together in '69

Tactical Fighter Wing. // Including the 17th Tactical Fighter Squadron. // The 19th Tactical Fighter Squadron. // The 363d Combat Support Group. // And the 363d Medical Group. // Let's thank the 507th Tactical Air Control Wing. // And the 9th Air Force.

For those of you who are a little groggy from last night's flight, welcome home. // For the rest of you, welcome home. I cannot tell you how proud we are of all you have risked and all you have done. // And to all our servicemen everywhere, the veterans of this and every conflict: Those of you who have returned, God bless you. Those who toil still: Bless you. ///

You not only helped liberate Kuwait, you helped this country liberate itself from old ghosts and doubts. When you left, it was still fashionable to question American decency, courage and resolve. No one doubts us any more. // You helped revive the America of our hopes and dreams.

This nation learned something else during Desert Storm: You don't have to wear a uniform to be a war hero. Here, crowded on the bleachers at Sumter Memorial Stadium are heroes and heroines of all ages: mothers, fathers, sisters, brothers, children, neighbors, friends. While you in the service were overseas, your loved ones hung yellow ribbons, unfurled flags, sent letters and gifts. And here's a sign of this nation's special spirit: So did strangers from every hamlet and town, city and suburb across our country.

While you servicemen and women huddled on distant sands, those back home talked and prayed. I have fought far from home and I know: Every little thought, every good wish, every whispered prayer somehow echoes in the hearts of fighters far away. No one understands this magic, but it is the kind of blessing that enables good people to accomplish great deeds.///

But there is something very special about Sumter's sacrifice and its triumph, and you all know it.

I had the pleasure of visiting you in 1988. Since then, Hurricane Hugo has ripped through 12,000 homes in this area, and destroyed nearly $700 million worth of property. Its high winds and rains shredded your homes and neighborhoods, turned trees into tinder.

Sumter gathered its strength and began literally to pick up the pieces. But just as things seemed to be turning around a war erupted far away. And you did something extraordinary: You sent many of your finest men and women to serve. Reservists left their workplaces. Factories closed. 2,000 people lost their jobs.

Some people, newly married, were separated by war. Mothers bore children to fathers who looked across the horizon at an unseen foe. Captain Dale Cormier died fighting for his country, and Captain Spike Thomas was plucked up from behind enemy lines.

Yet Sumter did not give in to despair or fear. You recruited new business and new jobs. While the troops were away,

you began to build a new city, a better city, a city that is more like a large family.

In 18 months you retraced American history: You planted the seeds of prosperity among hardship's ruins. Hugo's winds and Saddam Hussein's Scuds could not stop you. /// They snarled. You straightened before them. They made noise. You won.//

Nexis - Sept. '89

I have talked in recent weeks about an American renewal. Here it is. // I am amazed, but never surprised at the incredible things our people do. Our success on and above the desert battlefields demonstrated that we take a back seat to no one when it comes to courage, ingenuity and dedication to principle. /// It also showed that we do great things when we trust our people.

We would not have enjoyed such success if someone had tried to run the war from Washington. We entrusted operations to Sumter's products and heirs -- and look where we are today!///

We should use that same approach at home. Why should someone in Washington tell you the best way to heal old wounds and create new hopes in Sumter? You didn't wait for instructions when misfortune slapped you. Why should this nation be shackled to the limited wisdom of a small political class? You have made spectacular progress without lectures from the capital. It's time Washington told the rest of this country: We believe in you. Not: Prove yourselves to us. ///

We know the challenges we face. So, let's just do it.///

Each year we become a more diverse and exciting society. We pioneer new paths in industry and culture. Our diversity opens up fresh ideas, new ways, unexpected opportunities.

We have stepped into the bracing air of a new age -- an age in which America is not afraid to demonstrate its ability. An age in which this nation takes on the challenges and opportunities that an international marketplace offers. An age in which the government doesn't demand virtue of its people -- but assumes it. A government that encourages Americans to do what they do naturally -- help each other, compete against each other, enrich each other with our ideas, inspirations, cultures.

I ask you to join me today in rejecting the tiring politics of division and derision. Let the spirit of brotherhood and cooperation shove aside the stale fog of class and racial conflict. That is the path Sumter has chosen. You tell me: Does it work?

Americans don't need to be protected from anyone, especially themselves. /// We need to have the courage to feel good about ourselves and our fellow citizens. We need to reach out and join the new world awakening over the horizon. ///

Look around you: Here is today's triumph and tomorrow's hope. // Here is what we fight for. // Here is what we love. ///

Thank you again for letting me share in your reunion. /// And God bless the United States of America.

# # #

pre
P. ann.
Honor - SHS Band
Work closely to date
City council - Ruben Gray
chr intro
Capt. Jackie McNeil
MD
Thomas
Maj gen. Olson
intro
Creech
intro
Campbell &

Maj Tom Olson
Campbell
Creech
Stephen
Chr City Council Ruben Gray

Chamber - appreciation Thomas
Brig. L - dep exec
but Mrs. wife

7/5

8

9th US AF Combat Comm
Air Forces

(Hurricane Effort, Shaw AFB)

Pilots from Shaw flying home this week

▶ FROM PAGE 1A

loved ones as soon as possible," Fitzwater said.

"Sumter is the kind of celebration he will participate in, where the community and the county gets together to celebrate all the returning troops.

"I noticed the event at Norfolk over the weekend when the dignitaries started making speeches and the crowd started yelling, 'Let them go, let them go'," Fitzwater said.

"I think the right tone for these returning events is to let these troops get off the plane and into the arms of those they want to be in the arms of."

Presidential spokesman Marlin Fitzwater said the Sumter celebration will be a general one, put on by the community and the county. Fitzwater said Bush would make the stop on his return from Bermuda, where he was to meet with British Prime Minister John Major on Saturday.

He said Bush had decided he did not want his presence in greeting returning troops to interfere with the actual homecomings.

"The president believes that these homecomings should be just that: for the families, primarily, and get them with their

The Associated Press contributed to this report.

JSH

Bush to attend rally here

President George Bush will come to Sumter Sunday to welcome Shaw Air Force Base troops home from the Persian Gulf War.

Sumter Mayor Steve Creech said this morning that the president will appear at a 4 p.m. celebration for the returning troops. It was an announcement he'd waited four days to make.

"I'm more excited today than I was Thursday when I was told that he might be coming and I should keep my mouth shut – which was pretty difficult for me," Creech said.

"We're going to have a rally Sunday – probably at 4 p.m. at Memorial Stadium," the mayor said. "I'm sure the governor will be here, and members of the congressional delegation and other dignitaries."

Final choice of the location will be up to the Secret Service, Creech said.

The White House confirmed the visit to Sumter this morning.

Shaw spokesman Dave McMahon said the president's plane will likely land at Shaw, but could not provide details of the visit.

Creech also confirmed that Shaw pilots will be returning home Wednesday and Thursday. Reports from fliers' wives have said the 17th Tactical Fighter Squadron will fly in at 3 or 4 p.m. Wednesday, followed by F-16s from the 33rd TFS on Thursday.

Tucker Eskew, a spokesman for Gov. Carroll Campbell, said the governor invited Bush to Sumter after learning that an event had been planned for the returning troops. He said Campbell spoke to Bush about coming to South Carolina in January after the President spoke in North Carolina.

Bush campaigned in Sumter in 1988, speaking at a rally at Swan Lake park.

See **PILOTS**, page **12A** ▶

Visit of THE PRESIDENT to Sumter, South Carolina
Sunday, March 17, 1991

* Conversation with Bob Cates, Governor's Authorization Representative, Office of the Governor of South Carolina regarding **Hurricane Hugo.**

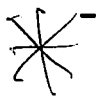
- The eye of Hurricane Hugo passed directly to the west of the City of Sumter. The city was hit head-on.
- Sumter County one the first of seven (and eventually twenty-four counties) declared as Federal Disaster Areas. Sumter was declared such an area the day after the storm.
- Most costly natural disaster that has ever struck the State of South Carolina and thus, Sumter County with total damage for Sumter estimated at $700 million. According to Mr. Cates, it looked as if a war had been fought and lost in Sumter.
- Example of effort to clean up after hurricane: there were 21 dump sites established throughout the county. Local citizens delivered enough trash to fill 61,251 truck loads of debris (1,225,000 cubic yards of trash).

* Conversation with Phil Ballenger, Executive Director, Greater Sumter Chamber of Commerce regarding **Sumter's economy.**

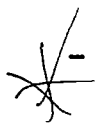
- In August of 1990, Sumter's economy was just starting to rebound after the long-ranging impacts of Hurricane Hugo. The millions of dollars in repairs had contributed plenty of money to the local economy.
- The advent of Operation Desert Shield crippled many segments of the local economy once again: housing, car dealerships, etc. Just a month after many of the troops shipping off to Saudi Arabia, the Campbell Soup Company Plant closed its door (1200 jobs). A few weeks later, the Interlake Plant (150 jobs) and Scholler Textile Plant (220 jobs) also closed.

  Luckily, Sumter is not a one industry town. There are presently 10 Fortune 500 companies operating plants in the area which have contributed greatly to the economy while other segments were not as active.

- Examples of notable/innovative companies located in Sumter area:


- Gold Kist, a chicken processing plant, is replacing the Campbell Soup Company in its old plant with just over 600 employees.

- Becton-Dickinson, world's largest manufacturer of Vacu-tators (surgical suction devices). Opened their Sumter operation in 1970 with only 100,000 feet of office space. They now have over 500,000 feet of space and an investment of over $100 million in Sumter.


- The Bendix Automotive Plant of Allied Signal now has 2 plants in the Sumter area. These are referred to as their model plants.

- Union Camp will soon a new plant in the area adding just over 100 jobs to the economy with an investment of $30 million. Diebold, a safe company, opened their plant last October, contributing 80 jobs to the local market and $15 million to the economy.

GSCC

The SUMTER Connector

NEWSLETTER OF THE GREATER SUMTER CHAMBER OF COMMERCE ACCREDITED

FEBRUARY 1991 VOL. 3, NO. 1

No need to sing economic blues in Sumter County → Doubles as State Commerce Board

Development Board Announces "Banner Year"

Do you read and hear the bleak economic picture being painted by the news media across the nation? Do you hear other towns which house military bases singing the blues about their economic woes now that so many troops have been deployed to the Persian Gulf?

Well, you can be grateful you live in Sumter County, where the economic base is more diversified. As a matter of fact, meeting with State Development staff members a few days ago, the Sumter County Development Board reviewed recent successful recruitment and expansion, and announced its intentions "not to participate in the nationally-forecast recession" – citing the diversified economy, which is getting better every day, for the optimistic statement.

The following review of the past year is offered by **Leon McDonald** (SCNB), Chairman of the Sumter County Development Board:

"**Phil Ballinger** and **Jim Alexander** have done an exceptional job this past year in recruiting new industries into the area. Included are Union Camp's Fine Paper Division; Diebold, Inc.; Metal Leve, Inc.; Kaydon Corporation; and Universal Industries. They have also assisted in the expansion and upgrading of other facilities already in operation in Sumter County.

"When in full operation, these new industries will provide close to $950,000 in school and special-purpose taxes, along with an additional $664,000 a year to the county coffers after their five-year exemption ends.

"These new industries also bring 320 jobs at start-up, with exceptional promise for the creation of approximately 460 more jobs within the following three years.

"All of this indicates that Sumter County is undergoing an exceptional growth period.

"When you add the expansion and equipment upgrades to our local industries, we will have added another 90 new jobs and an estimated $327,000 in school and special-purpose taxes with the county getting approximately $200,500.

"City and County staff cooperation and the City-County Planning Commission's efforts have been key to our success. Mr. **Eddie Newman**'s County Public Works Department and **Al Harris**' City Engineer's Department have responded exceptionally well to requests for information by prospects and to new and local industrial expansion needs.

"We foresee the same increased level of activity for 1991-92 that we have had this year."

So if you have been fearing the worst economically, or if you hear anyone else voice those concerns, help spread the word: The economic picture here is far brighter than in most communities which can give us all something to smile about.

Legislative Tour Scheduled for Feb. 26 Cancelled

The second annual tour of the State Capitol, sponsored by the Governmental Affairs Committee (J Seth, Chairman), has been cancelled.

The Chamber appreciates all the work the committee did in the preparation of this scheduled event.

The Greater Sumter Chamber of Commerce

OFFICERS

BILLY GOODSON..... Chairman
BOBBY BOYKIN..... Chairman-Elect
ORBY FERGUSON..... Vice President-Organization
PETE FLANAGAN..... Vice President-Community Betterment
JEFF AIKEN..... Vice President-Public Affairs
SCOTT McKENZIE..... Vice President-Economic Development
LEE HOLLOWAY..... Vice President-Financial Support
T.J. BREWER..... Immediate Past President

ORGANIZATIONAL DIRECTORS

LIBBY AIKEN..... President, Sumter Merchants Assn.
CHRIS CAISON..... President, Sumter Industrial Assn.
LEON McDONALD..... Chairman, Sumter County Development Board

DIRECTORS

JACK ANDERSON
KATHY BURNAM
JAY COX
IONE DWYER
CHUCK FIENNING
JON INGRAM
MARCO LARDI
HUBERT OSTEEN
LORIN PALMER-FIELDING
STAN SCHAETZLE
J CABOT SETH
KAY STOCKBRIDGE
KAY TEER
DON TESENIAR

EX-OFFICIO

REP. JOE McELVEEN
RUBEN GRAY
MAYOR STEVE CREECH
BILL NOONAN
TALMADGE TOBIAS
COL. DONALD VANN
MAYOR HENRY GRIFFIN
MAYOR JAMES MAYES
VERNON GEDDINGS
BOB GALIANO
ROWLAND ALSTON
SEP HARVIN

STAFF

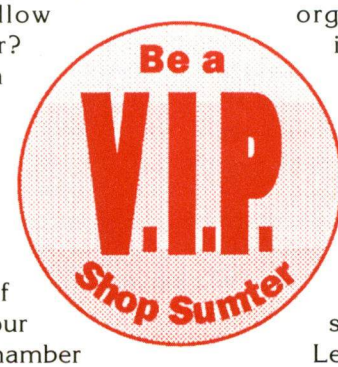
PHIL BALLINGER
GRIER BLACKWELDER
JIM ALEXANDER
MARY JACKSON
ELLEN JUSTICE
ALICE TATUM
SUSIE SHEPARD

The SUMTER Connector
is the official newsletter of
The Greater Sumter Chamber of Commerce
215 N. Washington St. • P.O. Box 1229
Sumter, SC 29151-1229
Telephone (803) 775-1231
SUSIE SHEPARD, Editor

Bill Reynolds points out details in his commemorative painting celebrating Shaw Air Force Base's 50th anniversary. Looking on are Cliff Goodwin III, Orby Ferguson, and Mayor Steve Creech, all members of the 50th Anniversary Committee.
Signed and numbered prints of the painting are available at: Creative Picture Framing, Design Gallery, The Framery, and Mickey's Art and Crafts.
Each print is accompanied by a Certificate of Authenticity.

Shop with Sumter Chamber Members

When you shop around town, do you ever stop to see if you are supporting a fellow Chamber member? If so, do you let them know that their membership in the organization is important to you and to the orderly economic growth and development of Sumter County? Your investment in the Chamber of Commerce benefits every business, organization, and individual in the county. Make sure you let others know you are a Chamber member and that their membership and investment in the organization is equally important.



As the Chamber grows, so grows Sumter County. Those people who choose not to join the Chamber are "riding on your coattails." They benefit, but they don't support.

Let them know, too, that their contribution could make a big difference, both in terms of economic growth and in terms of their own business dollars.

Duke Power, N
Eastman Kodak, N
Family Dollar, N
Federal Mogul, N
Fieldcrest Mills, N
First Fed. of S.C., OTC
First Union, OTC
First Wachovia, N
Food Lion A, OTC
GTE, N
General Electric, N
Giant Corp., N
IBM, N
Interlake, N
International Paper, N

Closings made big headlines, but there was good news on the business front this year too

By BILLY QUARLES
ITEM Staff Writer

Phil Ballinger has seen a lot of businesses and industries come and go since he began working with the Greater Sumter Chamber of Commerce in 1970.

But the chamber's president and CEO says 1990 beat everything.

"It was unusual," said Ballinger, Sumter County's head industrial recruiter. "The Campbell Soup event was the big news, but we also scored some big hits that are going to be tremendously good for our area."

Campbell Soup officials announced in June that they would close the Sumter poultry-processing plant, which employed about 1,266 when the year began. Campbell Soup is the largest private employer in the tri-county area.

That surprise move was the first in a rash of plant closings in Sumter and Clarendon counties that claimed about 1,900 jobs this year.

In addition to the Campbell announcement, children's clothing manufacturer Elkay Industries Inc. closed plants in Turbeville and Sumter, while Schoeller Inc. shut down a Sumter textile plant and the Interlake Corp. closed one of its two Sumter facilities.

Coupled with a number of layoffs that affected a cross-section of the local economy, the closings boosted Sumter's unemployment rate from 5 percent in January 1990 to 6.6 percent in October.

"I'd say it was somewhat of a transitional year," said Leon McDonald, chairman of the Sumter County Development Board.

"Some of the closings were caused by severe economic pressure, but we were fortunate to recruit some quality industries to make up for the ones we lost."

Four major industries announced in 1990 plans to open facilities in Sumter, and perhaps none made area residents happier than the news about Gold Kist Inc., an Atlanta-based firm that paid about $40 million for the Campbell plant.

Gold Kist, also in the poultry-processing business, plans to start processing chickens in Sumter shortly after Campbell vacates the plant on Jan. 27.

Gold Kist won't be able to keep all of the approximately 1,100 employees now working at the Campbell plant, but the company plans to hire as many as possible.

"The Gold Kist project needs to be kept in focus as a tremendous project," Ballinger said. "From all of the indications we have, they are going to greatly expand the poultry-growing operation.

"We've had trouble in our local agricultural sector in the past – (Hurricane) Hugo was a direct hit and then we had the (October) flooding. So that could mean a big boost."

Sources have said that Gold Kist could eventually process up to four times the poultry now being processed at the local plant.

Gold Kist will use the plant to eviscerate chickens and sell the whole or cut-up birds to institutions, retail supermarkets and restaurants.

Prior to news of the layoffs at Campbell Soup, economic development in the area was rolling.

The Union Camp Corp. announced in February that it would build a $25 million-plus paper-converting plant in the county's industrial park on U.S. 15 South.

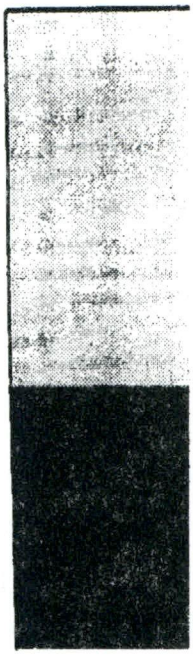
And in April Ohio-based Diebold Inc. purchased a $1.1 million speculative building in the Black River Industrial Park. Diebold has already put about 120 people to work manufacturing automated banking equipment.

The economy got another boost in November when the Metal Leve Corp. of Brazil unveiled plans to build a piston-manufacturing facility here. The plant will employ about 130 people in 1992 and could eventually employ as many as 800.

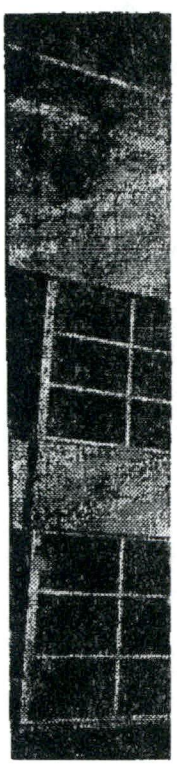
Ballinger said 1990 will probably never be forgotten by those who follow Sumter's economy, but he believes most people will look back at the year favorably.

"Manufacturing jobs in general are declining across the country, and to keep bringing in quality jobs is a real accomplishment," he said. "And we've still got the vacant CP&L speculative building (on U.S. 15 South) and the vacant building (left behind by Interlake), and those will get buyers.

"Things look good for 1991, and we'll keep slugging."



Fred Sign 2



CASH, page 3D ◄

BUSINESS ITEMS

1990 See

Hugo's one night tab: $700 millio

To: Fred Sainz
From: Graham Osteen
The Item, Sumter SC

By MARGE BARBER
ITEM Staff Writer

Hurricane Hugo turned one of Sumter's assets – trees, in great number and variety – into a liability.

During that black night, trees became instruments of destruction. They stabbed into houses and crashed across roads, dragging power and telephone lines down with them as they fell.

At last count, more than 12,000 homes in the greater Sumter area were victims of the hurricane – 6,777 with minor damage, 3,417 with major damage and at least 1,933 destroyed. Falling trees caused much of that damage.

And a county official estimated that when the storm ended, as much tree debris lay on the ground in Sumter County as would normally fall in 25 years. The size of the cleanup task was mind-boggling.

So was the cost. Latest damage estimates put Hugo's tab at $694,256,800 – and that includes only property damage.

Civil Defense Director Vic Jones says he could add millions to that figure to cover lost earnings and business productivity, personal property, cars, boats, fences, outbuildings and swimming pools.

"And the impact in terms of homeless people will rise," Jones says. "We know there are homeless people, who have not come in, needing shelter. We know there's a house with 26 people living in it. We know people are staying with friends and relatives. We don't know how long that can last."

- Family homes account for more than half the total damage, standing at $395,762,700 as of Wednesday.
- The next largest amount – at $150 million almost one quarter of the total – represents damage to trees and crops.
- Approximate damages to public utilities are $32.2 million.
- Soil conservation damage – soil erosion, blocked streams and drainage systems – is $20 million.
- Damage to county businesses is $5.84 million.
- Damage to city businesses is $18.9 million.
- Vision Cable damage is $5 million.
- Debris removal will cost $3 million.
- Damage to industry is $20 million.
- Schools and public property damage is at least $3 million.
- Shaw Air Force Base estimates damage at $40 million.

Not everyone expressed Hugo's devastation in numbers. Some used superlatives. Soon after the storm, Gov. Carroll Campbell estimated the damage to his state at "hundreds and hundreds and hundreds of millions of dollars."

Campbell said after a flight over the hurricane's path, "It's

Residents of Lynam Road, above, cut their way out of the debris that littered their neighborhood after Hugo hit Sumter. The cost of repairing downed power lines in Sumter County was tied directly to the 1,000 workers sent to the county by out-of-state electric companies, right.

And American Red Cross officials say the Sumter area is part of "the largest-ever storm-relief operation" in the organization's history. Hugo's victims statewide will get at least $38 million in Red Cross aid.

Power and water are back in most areas. Many homes even have cable TV again. Houses are being repaired. Debris is being hauled away and burned. But something is missing from the Sumter skyline, and that loss won't be repaired for years to come.

There's a lot of daylight where the trees used to be.

Did you say BUSINESS

Despite the grim warnings, local retailers say business is good

By BILLY QUARLES
ITEM Staff Writer

Like many merchants around the country, Sumter's Halsell Roberts is a little worried this holiday shopping season.

But while a slowed economy, high energy prices and the threat of war in the Middle East have many retailers braced for a blue Christmas, Roberts' worries are of a different sort.

"I think this weather is having more of an effect on us than the economy," said Roberts, who owns the University Shop on Bultman Drive.

"The weather's just been so warm that we aren't selling much outerwear."

Other than that, Roberts is having a merry Christmas season, and many other local merchants are reporting brisk sales, even with thousands of troops from Shaw Air Force Base deployed in the Middle East and 2,000 announced industrial layoffs coming from Sumter area plants over the past six months.

"Business overall has actually been pretty good," Roberts said. "I wouldn't say this is our best year, but it's been good."

Other retailers are reporting similar success during the annual Christmas-shopping season, the period in which many of them complete 50 percent of their annual sales.

"This is better than any other Christmas we've had," said Lucy Byrd, who with her husband has owned Byrd's Country Store for nine years.

"I can't say how much business is up from last year, but we're delighted."

So are Patsy Blanding and Eddie Lathan. Blanding said sales at her women's apparel store on Bultman Drive are 10 percent ahead of last year's, and 1990 will be the best ever for Lathan's 8-year-old computer business on North Guignard Drive.

Grier Blackwelder, the general manager of the Greater Sumter Chamber of Commerce said he's heard similar stories all over town.

"If you listen to the news, it's surprising," he said. "If you believe that we're in a recession or about to go into one like the experts say, it's very surprising.

"But the people I'm seeing in the retail sector who depend heavily on Christmas shopping are telling me that it's been a good season. economy is not so bad ever

"I realize that thousan are gone," Blackwelder somebody's at home doing mas shopping for them. Claus is still going to s We're not canceling Christ

Maybe not, but some na ers, including Sears, Roe

HALSELL ROBERTS, owner of the University Shop, hel Roberts said the season has been a good one for area ret

> "Maybe the economy is not so bad everywhe alize that thousands of people are gone, bu body's at home doing their Christmas shop them. And Santa Claus is still going to see t We're not canceling Christmas."
>
> **GRIER BLACKWELDER**
> Chamber official

Deaths	1
Injuries	328

	Amount
Damage	395,762,700
Homes (with personal property)	150,000,000
Forest/Agriculture	20,000,000
Soil Couserv.	250,000
Sewer	13,000,000
CP&L	8,000,000
Black River	10,000,000
GTE	1,500,000
Farmers Telephone	5,000,000
Vision Cable	4,000,000
Debris Removal	3,000,000
Public Buildings (schools)	3,000,000
Industry	39,000,000
Shaw Air Force Base	
Commercial Damage to County	5,844,100
Commercial Damage to City	18,900,000
Total:	677,256,800

Industry

23 MM

Greg Shaw 2230

QUOTES

America

- "It is not our affluence, or our plumbing, or our clogged freeways that grip the imagination of others. Rather, it is the values upon which our system was built. These values imply our adherence not only to liberty and individual freedom, but also to international peace, law and order, and constructive social purpose. When we depart from these values, we do so at our peril."
  -- Senator J. William Fulbright, 6/29/61

- "We in this country, in this generation, are -- by destiny rather than choice -- the watchmen on the walls of world freedom. We ask, therefore, that we may be worthy of our power and responsibility, that we may exercise our strength with wisdom and restraint, and that we may achieve in our time and for all time the ancient vision of "peace on earth, goodwill toward men." That must always be our goal, and the righteousness of our cause must always underlie our strength. For as was written long ago: "except the Lord keep the city, the watchman waketh but in vain."
  -- JFK, remarks prepared but not delivered in Dallas on 11/22/63

Patriots/Soldiers

- "The patriot volunteer, fighting for country and his rights, makes the most reliable solider on earth."
  -- Attributed to Thomas (Stonewall) Jackson

- "Honor to the soldier, and sailor everywhere, who bravely bears his country's cause. Honor also to he citizen who cares for his brother in the field, and serves, as best he can, the same cause -- to honor him, only less than to him, who braves, for the common good, the storms of heaven and the storms of battle."
  -- President Lincoln, letter, 12/1863

- "...the highest merit, then, is due to the solider."
  -- President Lincoln, 3/18/1864

- "These endured all and gave all that justice among nations might prevail and that mankind might enjoy freedom and inherit peace."
  -- Author unknown. Inscription at Normandy Chapel. Similar to WWI inscription at Oise-Aisne cemetery

<u>After the War</u>

- "In War: Resolution
  In Defeat: Defiance
  In Victory: Magnanimity
  In Peace: Good Will"
  -- Winston Churchill, <u>The Second World War</u>

- "I hear America singing, the varied carols I hear.
  -- Walt Whitman, 1867

- "The mystic chords of memory, stretching from every battlefield and patriot grave to every living heart and hearthstone all over this broad land."
  -- President Lincoln, First Inaugural

- "The greatest Glory of a free born people
  Is to transmit that Freedom to their Children."
  -- William Harvard, "Regulus: A Tragedy" Regulus is speaking

<u>Kuwait Now</u>

- "A war to protect other human beings against tyrannical injustice; a war to give victory to their own ideas of right and good, and which is their own war, carried on for an honest purpose by their free choice, -- is often the means of their regeneration."
  -- John Stuart Mill, <u>Dissertations and Discussions</u>, 1862

The Peace

- "The peace we seek is nothing less than the fulfillment of our whole faith among ourselves and in our dealings with others. This signifies more than the stilling of guns, easing the sorrow of war. More than an escape from death, it is a way of life. More than a have for the weary, it is a hope for the brave."
  -- Eisenhower, First Inaugural

- "The real and lasting victories are those of peace, and not of war."
  -- Ralph Waldo Emerson, 1860

- "We should do all in our power to hasten the day when there shall be peace among nations -- a peace based upon justice and not upon cowardly submission to wrong."
  -- TR, 6th msg. to Congress, 12/4/06

The Argument of Some US Soldiers that they deployed so that their children will not have to

- "If there must be trouble let it be in my day, that my child may have peace."
  -- Thomas Paine, article, 12/19/1776

The Scenes Troops Proudly Saluting the Flag Before Battle

- "There is the National flag. He must be cold, indeed, who can look upon its folds rippling in the breeze without pride of country. If in a foreign land, the flag is companionship, and country itself, with all its endearments."
  -- Charles Sumner, 11/19/1867

- "Thank God. I -- I also -- am an American!"
  -- Daniel Webster, upon completion of the Bunker Hill Monument, 6/17/1843

Post War Domestic Agenda

- "America means opportunity, freedom, power."
  -- Ralph Waldo Emerson, 1870

- "A man who is good enough to shed his blood for his country is good enough to be given a square deal afterwards...."
  -- TR, 6/4/03

- "For what avail the plough or sail,
  or land or life, if freedom fail?"
  -- Ralph Waldo Emerson
  Inscribed on a plaque in the pedestal of the Statue of Liberty

- "For we put the power in the people."
  -- William Penn, founder of Pennsylvania
  1797

MORE ON GEN. MABRY

Note: He is a native of Sumter County, not Sumter the town.

DATE 3/14/91

14 A8:44

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WASHINGTON, D.C. 20540

TO

NAME Carolyn Cawley
White House / Research Dept.
FAX NO 202-456-6218
PHONE 202-456-1414

FROM

NAME Bill Laing

FAX NO 202 707-8366
PHONE 202 707-7125

SPECIAL INSTRUCTIONS

Carolyn, NOTE: Gen. N. Schwartzkopf (then a Lt. Col) served under Gen. Mabry in Vietnam!

COVER SHEET & 5 PAGES

The Item
FOUNDED OCTOBER 15, 1894
SATURDAY JULY 14, 1990 Sumter, S

Mabry dies at 72

War hero remembered as great American

wreath for Shaw AFB pilot is there.

By JEFF OWENS
ITEM Staff Writer

Retired Maj. Gen. George Lafayette Mabry Jr., a Stateburg native and one of the nation's most decorated war heroes, died Friday in Columbia after an illness. He was 72.

Mabry, a veteran of the June 6, 1944, Allied D-Day landing, was a recipient of the Medal of Honor for his bravery during World War II.

He became the nation's second most decorated soldier, receiving every military honor awarded by the United States to a combat soldier as well as several decorations from foreign governments.

MABRY

Mabry received the Medal of Honor for his bravery Nov. 20, 1944, in the Huertgen Forest near Schevenhutte, Germany, where he singlehandedly cleared a path through a minefield, captured three enemy bunkers, killed three enemy soldiers, put another out of action and captured nine more.

Mabry also served three tours in Panama, where he became a close acquaintance of Gen. Manuel Noriega. While there, he developed an invasion plan similar to the one the United States used in December 1989 when it invaded Panama and captured Noriega.

A South Carolina patriot

Mabry's family and friends described him Friday as a compassionate man who was dedicated to God, his family and his country. He was described by state and national officials as a man South Carolina can be proud of.

One of his closest friends, Col. William Alston of Sumter, fought back tears Friday as he described Mabry as "one of the greatest men who ever walked this earth.

"A great man and a great American has fallen and he will be sadly missed by everyone," said retired Marine Rudy Singleton, who engineered the establishment of the Gen. George L. Mabry Jr. Veterans Memorial Park that was recently dedicated near Shaw Air Force Base.

Singleton said the memorial park committee named the park after Mabry because "we wanted to make sure it was named after a great American."

At the park's dedication ceremony, fellow Medal of Honor recipient retired Sgt. 1st Class Webster Anderson of Winnsboro said, "This memorial has been named in honor of a man who is much greater than any of us."

Singleton said that though he met Mabry only a few months ago, "I'll always remember him as a very humble and a very appreciative man who was very dedicated to the survival of this nation."

"He cared about young people and how they would grow up if patriotism was not carried on. He was very concerned about patriotism in this country," he said.

Mabry was deeply honored that the park was named after him, according to his brother, retired Sumter educator Buford Mabry, who said Mabry's greatest regret was that his illness prevented him from attending the July 4 dedication ceremony.

Friends remember Mabry

Two of Mabry's closest friends, retired Chief Warrant Officer Harold "Speed" Wilson and retired Col. Charles Murray, who were also recipients of the Medal of Honor, said Mabry was a war hero all veterans admired and looked up to.

"And not only his contemporaries, but people under him and his seniors," Murray said. "He was a great friend and a real down-to-earth person who was liked by almost everybody. He was always going out of his way to be a friend to his country and everyone he met."

"He was an outstanding soldier and an outstanding gentle-

See MABRY, page 3A ▶

Army photo

MAJ. GEN. GEORGE MABRY, above right, delivers a speech at his retirement ceremonies in September 1975. At right, Mabry talks with Gen. William C. Westmoreland (right) in late May of this year after rains forced the cancellation of the dedication of the Veterans Memorial Park near Shaw Air Force Base off U.S. 78/378. Above, Mabry, in battle dress, checks a map while in the field.

by Thurmond, other lawmakers

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man," Wilson said.

Mabry was also a close friend of U.S. Sen. Strom Thurmond.

In a statement issued through his Washington office Friday, Thurmond said Mabry "served this country with great dedication and distinction and he deserves the highest plaudits of his fellow man.

"South Carolina has lost an outstanding citizen and our country has lost a brave and valiant soldier," he said.

U.S. Rep. John Spratt said, "I have the greatest admiration for General Mabry. He was a genuine good person as well as a genuine hero. He was well respected for his humanity as well as his military service."

Early days

Mabry was born in Stateburg on Sept. 14, 1917, a son of George L. and Alberta Stuckey Mabry. He graduated from Hillcrest High School in 1935 and from Presbyterian College in 1940.

He was commissioned a second lieutenant in the U.S. Army Reserve and began his active duty military career on July 5, 1940.

He married his high school sweetheart, Eulena Myers, in 1941 before he went to war. The wedding was in Hagood, where she lives today.

Their daughter, Abigail Mabry Ferrick, and younger son, Benjamin Myers Mabry, live in Columbia, while their older son, Lt. Col. George L. Mabry III, is stationed in Stuttgart, Germany, with the U.S. Army. The family also includes five grandchildren.

The Mabrys lived at military bases around the world during his Army career, including the southeastern U.S., Korea, the Canal Zone and the Pentagon in Washington, D.C.

During his second tour in the Canal Zone, Mabry was promoted to brigadier general and assigned in 1963 as director of operations for Southern Command headquarters at Quarry Heights, a key U.S. installation during the 1989 invasion.

He returned to the Canal Zone to lead the Southern Command from 1970 to 1975.

Mabry went to Vietnam twice during that conflict. In 1966 he led a 100-member team to evaluate U.S. Army combat operations in Vietnam. He returned to the battle three years later as chief of staff and assistant deputy commanding general at the Army's Vietnam headquarters.

Military honors

Mabry retired from the Army in August 1975 with 35 years' service and decorations including the Medal of Honor, Distinguished Service Cross, Distinguished Service Medal, Legion of Merit, the Silver Star and the Bronze Star, Purple Heart and the Presidential Unit Citation.

Several of his decorations had oak leaf clusters signifying multiple awards or valor in addition to service. He also received awards from foreign governments, including Vietnam's National Order 5th Class and Gallantry Cross with Palm.

His service medals included the World War II Victory Medal, the Distinguished Unit Badge, the European-African-Middle East Campaign Medal with four bronze stars, the Vietnam Campaign Medal and the Vietnamese Service Medal with three bronze stars.

Before college and the Army, Mabry developed many lifelong friends while growing up in Stateburg and playing football and baseball at Hillcrest High. He also played baseball for the local American Legion team and at Presbyterian College.

Alston, a classmate and teammate of Mabry's, remembers him as an outstanding athlete. He described him as a slick fielding shortstop and the leading hitter on his high school and American Legion baseball teams.

"He was one of the greatest athletes Hillcrest ever had back in the old days," he said.

A man of honor

Alston also described Mabry as a "very compassionate" and "very kind" person with strong religious beliefs.

"He could always make up his mind about what he wanted to do," Alston said. "He was just a fine person all around. I can't say anything but the highest about him and don't think anyone who knew him could."

Clarence McLaughlin, who also went to high school with Mabry, said he remembered him as a "very conscientious and very dedicated" person.

"Whenever he went after something, he went after it with all his ability," he said. "He was highly motivated."

McLaughlin said he was not surprised when he learned that Mabry had been awarded the Medal of Honor.

"It didn't surprise me at all," he said. "He was always the type of guy who would do something like that."

Former Sen. Henry B. Richardson said he first met Mabry when they played baseball together as youngsters and became reacquainted with him after World War II when they both became charter members of the Society of the High Hills of Santee, a group of Stateburg natives and their descendants.

"George was a man of real principle and a pleasant, attractive and articulate gentleman," he said. "We were all mighty proud of him. We were all proud of having the distinction of knowing such a brave man. He really helped put Stateburg on the map."

Spratt added, "Sumter County should all be proud of him as a native son."

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Mabry will be remembered at a funeral service with full military honors at 5 p.m. Sunday at the Church of the Holy Cross in Stateburg.

Opera ho

►FROM PAGE 1A

McDaniel said the Opera H... aster" when the council pur... in late September 1989.

What roof was left after H... through the county on Sept. ... second floor was soaked with... windows were blocked up; an... Main Street facade had been r...

McDaniel said the arts co... back and not modernize it, b... Opera House, located in the ... was built in the 1890s and is li... Register of Historic Places.

McDaniel predicted that th... tion will have a large economi... on Bishopville, possibly spark... town revitalization.

He also said he hopes a st... House will unite the commun... tertainment for people from ...

Noting that the arts have ga... of being elitist and only for th... "That's just not the case anym... in reaching out to the grassroo... munity."

When completed, he said, th... solicit performers for a wide ra...

Main Stree

►FROM PAGE 1A

for the fire, but would no... call it arson. He said the fir... started

"around the gas stoves o... the bottom floor," but de...

Hugo lesso

►FROM PAGE 1A

where improvement could be made," said George Bomar, a member of the Governor's Emergency Management Review Panel and chairman of the Greenville County Council.

The committee created by Gov. Carroll Campbell examined problems in the way government responded to the killer storm. The lessons learned from Hugo will help guide emergency responses in the future, panel members said.

"An important motivation for correcting deficiencies discovered in Hugo is the realistic expectation that another hurricane could visit South Carolina during the next hurricane sea-

David N. Newman

David Neil Newman, 20, d... 10, 1990, at Medical Univer... Charleston from injuries rec... mobile accident.

Survivors include his fathe... man Jr. of Sumter; his mothe... Katherine H. Newman Haye... Hayes of Rembert; a son, Ryan... Sumter; a brother, Robbie D. ... ter; three stepbrothers, Allen... Hayes of Rembert; his mater... Agnes C. Holland of Sumter; hi... parents, Mr. and Mrs. T. Boyd... Sumter; and his step-grandm... Hayes of Rembert.

Services were held at 3 p.... chapel of Elmore-Hill Funeral... Rev. Eddie Richardson officia... in Sumter Cemetery.

Pallbearers were Laverne N...

Carolyn
Note Gen.
Norman Sch...
(then a Lt. Col.)
served under
Gen Mabry in
Vietnam

Post news

Fort Jackson mourns old friend

By Leslie J. Dunson
Leader staff

Fort Jackson lost a friend Friday when Maj. Gen. (Ret.) George L. Mabry Jr. died at age 72.

Mabry, a Medal of Honor recipient, died of cancer at about 10:30 a.m. at Richland Memorial Hospital in Columbia.

Known for his dry wit and penchant for story-telling, Mabry spent much of his retirement years entertaining soldiers and civilian audiences alike with his memories of the Army since he began active service in 1940 with an assignment to the 4th Infantry Division at Fort Benning, Ga.

A veteran of the June 6, 1944, D-Day landing on Utah Beach at Normandy, Mabry received his Medal of Honor for his conduct during a German attack on his unit in the Huertgen Forest near Schevenhutte, Germany. Then a major, Mabry singlehandedly prepared a path through a German minefield, captured three enemy bunkers and killed three German soldiers, shooting two of them and bayoneting another who was attempting to shoot him with a pistol.

With his rifle butt, he injured another German soldier and capture nine others. The United Kingdom also recognized him for his bravery by awarding him the Distinguished Service Order. He eventually earned every decoration the U.S. government awards an individual during combat.

Photo by Dave Alridge

Maj. Gen. (Ret.) George L. Mabry Jr. greets 120th Army Reserve Command Chief of Staff Col. Thomas Hücks in the receiving line of a 120th ARCOM official function.

In a 1988 interview, Mabry explained the significance of receiving the nation's highest military decoration.

"When Medal of Honor recipients wear the medal, they try to represent all veterans, living or dead, of all wars. That's a big responsibility.

"We didn't *win* the medal; we earned it. Many people who deserved the honor didn't receive it because they, as well as the witnesses who could confirm their actions, died in action."

Mabry, who once aspired to become a professional baseball player, earned an athletic scholarship to Presbyterian College in Clinton, S.C., in 1936. He played semi-pro ball with the Syracuse Chiefs, but never made it to the big leagues. Instead, he graduated after serving in the college's ROTC program, and received a commission in the Army Reserves in 1940.

During his 35-year Army career, he played a major role in establishing the U.S. Army Jungle Warfare Training Center at Fort Sherman, Panama Canal Zone. During one of his last visits to Fort Jackson in March, Mabry, considered an expert on Caribbean and Central American geopolitical issues, conducted a military professional-development seminar, during which he outlined his part in the creation of the original operations plan for the December 1989 U.S. invasion of Panama and planned military strategies in response to political turmoil in the Central American region.

A native of Stateburg, S.C., Mabry rose quickly through the ranks during the World War II years, thanks to an almost innate understanding of sound leadership principles, according to many who served with him. Mabry himself believed the Army was his greatest teacher.

"The military is a hands-on learning experience, whereas college uses books as learning tools. Both are good, but it takes a while to refine what you've learned in college. In life you must develop the knowledge to detect subordinates who are doing things wrong. In the military, you may be called upon to put your leadership abilities to the ultimate test by requiring your subordinates to put their lives on the line in combat situations."

See 'Friend' on page 8A

'If we lose our freedom we lose everything.'

Briefs

Chief of staff to retire

a.m. and no later than 8:50 a.m. Attendees are encouraged to bring their spouses, and those who

mation, Tour and Travel office. Fees collected will support the installation's Morale, Welfare and

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'Friend' from page 2A

His golden rule, repeated time and time again at various Fort Jackson functions: "Never ask anyone to do anything you would not willingly do yourself." He adopted that philosophy as a commander and was visibly proud of the impact he made on the soldiers he led. "I still get calls from former servicemen with whom I served as a second lieutenant through general officer. I feel good hearing from outstanding soldiers and citizens with whom I have had the privilege of serving in our great Army."

Although he retired from military service in 1975, the longtime Columbia resident strayed from a life of leisure by maintaining a busy schedule of speaking engagements for active-duty and reserve members, ROTC students and local civic groups. He was also frequently interviewed by young school children about his war experiences for class projects. "I'll talk to anybody about the Army and what the armed forces mean to the United States," he said.

Mabry was also an active supporter of the Association of the U.S. Army, an organization which actively lobbies Congress on issues affecting soldiers, retirees and their families.

"When one retires, he often has health troubles. It was my understanding that the government would take care of medical needs, but those benefits are being eroded," said Mabry, who many area retirees considered a champion of former-servicemember rights.

A classic story-teller, he was often asked to speak at Fort Jackson dedications and social events, and usually peppered his war-time tales with amusing anecdotes.

Mabry is survived by his widow, Mrs. Eulena Myers Mabry; sons, Lt. Col. George L. Mabry III of Stuttgart, Germany, and Benjamin M. Mabry of Columbia; a daughter, Mrs. Abigail M. Ferrick of Columbia; and a brot Buford Mabry of Sumter.

Services were held Sunday Church of the Holy Cross in Stateb burial, with full military honors, at the Church of the Holy Cross Ce tery. Memorials may be made to George L. Mabry Jr. Scholarship Fu at Presbyterian College or the Am can Cancer Society.

"I have no qualms about the Arm Mabry once said. "If I had it to do o again, I'd join tomorrow. The arm forces are important; if we lose o freedom, we lose everything."

'ACS' from page 7A

lation Volunteer Coordinator and Family Advocacy Program.

Wise said the organization puts volunteers at its heart. "Volunteers must constantly assist the needs of military families," she said. "They must empathize with families to change their attitudes about seeking or receiving help from outside sources.

"We're committed to enthusiasm, dedication and customer service."

In its infancy, ACS was generally known as the Army's "pots and pans organization" because its lending closet program had always had a booming business for incoming families awaiting their household goods. "But we've finally gained recognition as being a helping agency," Wise said.

In recognition of its growing importance on the installation, it was moved from World War II barracks off the beaten path to a renovated facility on Jackson Boulevard.

In fiscal year 1989, ACS programs helped more than 17,000 soldiers. The Army Emergency Relief fund assisted soldiers at a cost of more than $186,000 for food, shelter and utilities.

As of the third quarter of this fiscal year, the installation Debt Management Program has enrolled 61 families with a total indebtedness of more than $908,000.

As ACS continues to progress, the Relocation and Outreach Program will move into the new Soldier Service Center, and the Family Advocacy Program will expand.

ACS has come a long way to get to its silver anniversary, and it still has a solid-gold future thanks to the volunteers who uphold the ACS motto: "self-help, service and stability."

United Service... Host families

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RACE RELATIONS IN SUMTER, S.C.

-- Somewhat of a sensitive issue. Sumter has had major problems in the past, most notably the incident three years ago when a white sheriff's deputy shot a black youth in the back at point blank range, even though the boy was cuffed and his hands on the top of his head. The deputy was tried and found innocent -- the black community was outraged and marches were held, led by a local black minister.

I'm told that today, though, race relations relative to the past are better than they have ever been, and that the President would not be mistaken in praising the community for working together.

-- Sumter's mayor, Steve Creech, has set up a race relations committee administered through the Chamber of Commerce. It has been highly praised for addressing issues before they become big problems. The program has reached the point where, if a minority feels he or she has a problem, they know they can take it to the committee and work it out -- rather than taking to the streets in march, etc.

-- I'm told that the establishment of Shaw AFB was larglely responsible for the integration of Sumter.

For one, because the military is integrated and the effect spilled over. For two: because the base holds ex oficio positions on community boards, etc. and often sent black servicepeople to serve on them; white Sumterites then worked with blacks for the first time and discovered they aren't so bad. In the following years, whites began to appoint blacks to community positions on their own accord.

-- The mayor's office was hesitant to list evidence of black-white cooperation. The idea, they say, is to quit framing it in those terms and instead to concentrate on the community working together.

I was given one example, however, it is a bit dated. Back in the mid-70's, Morris College (all black) was on the verge of bankruptcy and was preparing to close its doors. White businessmen in Sumter raised enough $ to keep it running -- and it's still in session today.

March 5, 1991

Memorandum

Re: The "lessons" of Desert Storm

I.

The cliche is that the President, for all his increased stature coming from victory in the Gulf, will have little success converting his momentum into a stronger domestic policy. Our opponents say: "The Pentagon did a great job. Now why can't America be great for the rest of us?" We should respond: "The Pentagon did well because it faced up to the challenge of change. Now it is time for the rest of America, especially those institutions that care for our most vulnerable citizens, to take the same hard look at themselves and make the needed reforms. Then, and only then, will the homefront be the kinder, gentler place we dream of."

The President has the opportunity to apply the momentum gained from the successful outcome of the Kuwait crisis toward solving domestic crises. But, he can say, solutions to chronic problems will require new medicine, as opposed to simply more of the same.

We must not be put on the defensive by Democratic Scuds. We can win the upcoming domestic struggle by getting out front with a domestic plan that seeks to duplicate the marvelous overseas success of the military here at home. Thumbs-up leadership, clear and confident about our goals as well as our technology, can overcome the domestic naysayers just as surely it did the critics of of Desert Storm.

The Gulf War has given the opposition new arguments:

-- First, that the "Can Do" attitude of the President in the Gulf contrasts sharply with the Administration's alleged hesitancy in domestic policy. The government can work here at home, our opponents will say, but only if the Chief Executive displays the will and the wallet to make things happen in education, health care, etc. Typically, the Senate Democrats have just released a document entitled "The US in Retreat on the Domestic Agenda."

-- Second, that we are not competitive; that the private sector is not up to the standard set by the Pentagon. That is, we have a state-of-the art military, but we can't make VCRs. (The attached story, from the front page of yesterday's New York Times cites Raytheon, which can build the Patriot missile, but can't sell washing machines.)

The success of our military proves our point, not theirs. The President has always valued public service. He himself said "I do not hate government." The point is that status quo government operations that ignore new ideas and blindly expend resources didn't work in South Vietnam and it didn't work in the South Bronx. Recent experience suggests that the Pentagon learned this lesson of accountability, while the domestic public sector did not.

The speed and relatively low cost should not make us lose sight of the full dimension of our victory. Recall that six weeks ago Iraq had the fourth largest military in the world, with some of the finest military equipment from not only the Soviet Union, but also Western Europe. The "experts" said it would be a bloody, if not lengthy fight. Our soldiers won because they focused on the bottom line; on outcomes, not inputs. Would that the rest of our society be as "good to go"!

The different results -- success on the one hand, failure on the other -- provide the bridge for us to move from our foreign victories to our domestic future. We do indeed have a 21st century military. If we want the rest of America to catch up -- especially those who have been left furthest behind -- then we will have to do things differently, just like the Pentagon has since Vietnam.

This positive, revisionist view of the Pentagon is not common among Beltway elites. We should all learn from the March 1 Gallup Poll, which showed that 88% of Americans have "a great deal" or "quite a lot" of respect for the US military, compared to 58% for organized religion and just 33% for Congress.

II.

Taking a moment to deal with the two Scud arguments mentioned above:

First, we have to define what the "lessons of Vietnam" were to the military as an institution and how it came back from the nadir of the early 70s. It is a myth that it was simply the spending of the 80s that got us where we are today. Money alone can't solve problems of drugs and race relations -- look at the larger society as proof! More money helped -- although we know that some of it was wasted -- but many of the fundamental systemic reforms date back to the 70s.

The lesson of Vietnam was the need for change: the old system had failed. If the military -- especially the Army -- was going to survive, it would need perestroika. Gens. Powell and Schwarzkopf are products of that highly successful restructuring. Consider their achievement: in the wake of humiliation in Vietnam, and in the midst of budget cuts at home, the military

transformed itself in a way that compares favorably to the restructuring of much of American heavy industry. DOD shrank -- as late as the 60s, it accounted for 10% of GNP. At the peak of the Reagan build-up, that share never got above 7%, and has been drifting down for the past half-decade. People were laid off as layers of management were cleared away. Programs and facilities were terminated. Hallowed dogma overturned. Like any institution, the military didn't make these painful changes because it wanted to. The military changed because it had to. Necessity is still the mother of invention.

And so the military came away from the Vietnam crisis stronger and better. Compared to Vietnam, or even World War Two, this was a smarter, leaner, and lighter military. For all the deprecation and underestimation it has endured for more than two decades, the US armed forces just achieved one of the greatest and quickest successes, at the least cost, of any military in history. To repeat: the military succeeded by adapting. How many domestic bureaucracies and associated interest groups have demonstrated the same willingness to experiment and if necessary, replace programs and functions that no longer work?

The military did well in the Gulf because it displayed the entrepreneurial dynamism that we frequently associate with small business and almost never with the government. But if we can do it for the Pentagon, we can do it for the rest of the government. Our approach should be: "It can be done!"

Second, we should make the point that the private sector is doing exactly what is needed to make itself competitive in the 90s -- they are getting leaner and meaner to face foreign competition. In the course of creating 40 million new jobs since 1972, there have been many painful, socially wrenching dislocations. Business may not be moving as quickly as we would like, but then the government has been more hindrance than help, from counterproductive tax policies to producing a high-cost poorly-educated work force. We should hammer at the point that the domestic bureaucracies -- local, state, and federal -- that have the worst cost/benefit ratio have also been the least responsive to the need for change. Why? In spite of their failures, politicians have never forced reform, as they quite rightly did to the Pentagon. This may be our window of opportunity!

The time has come, the President can say, for the Congress to move forward on a bold domestic agenda of reform and restructuring, so that our domestic public sector can face challenges as effectively as the Pentagon just did. That's why we need educational choice, enterprize zones, tenant managment and ownership of public housing, and other empowerment and competitiveness initiatives that would unleash all the optimism

and energy of the American people.

III.

The military has made many of these new ideas work.

The most important progress was the appreciation of the importance of people. Long before the rest of the country thought about the implications of the Workforce 2000 report, the military was grappling with the long-term implications of a labor pool that is blacker, browner, and more female.

Thoughtful officers concede that the draft led the Pentagon to a certain sloppiness about the use of its human resources, in combat and in peacetime. Today's volunteer military (the ultimate in "choice"!) has managed to not only attract and retain good people, but also to upgrade their skills. The mindless rotational ticket-punching that wrecked morale and cohesion in Vietnam was done away with. Officers were required to have college degrees, and were sent to get graduate training at outside universities in mid-career. Yet for all its emphasis on education, the military has avoided an excessive emphasis on credentialism: Colin Powell freely admits to being a "C" student at the City College of New York. The result of this progressive approach to human resources, as we have seen, is a "workforce" that is not merely competitive, but dominant around the world!

In some cases, technology was the answer. For example, "laser tag" enabled the military to measure more closely the results of war gaming exercises. For the first time ever, generals could ascertain which maneuvers -- and which officers -- were getting the best and worst results. To its credit, the military used this information as a guide to reform.

At the NCO level, the military clearly educates better than the public sector. Some might prefer to call it vocational training, but that's just another term for the process of diffusing knowledge. The military and McDonald's are the two most effective job training outfits in the country today. What do they know that the public schools do not?

(The fact that few if any in the education establishment have ever paused to think about how the Pentagon succeeds at motivation and training is a telling indicator of the invincible smugness that can accompany programmatic failure . We should give serious thought to more fully utilizing the human capital of the military for broader purposes, e.g. drill sergeants as vocational trainers, or medics in inner city hospitals.)

Another example: race relations. The military integrated in 1948, six before Brown v. Board of Education. What other American institution can point to such success, to the point

where a black man stands at the pinnacle of the organization? The military did this by adhering to a color blind, strictly meritocratic system that ignores social class and focuses on hard work and results. Note that it operates with no quotas.

And what other institution has given women such a variety of opportunities that historically had always been closed to them?

The military has made full use of "hot" organizational strategies such as management by objective, decentralization, streamlining, even empowerment.

In Desert Storm for example, we were routinely flying 2000 sorties a day. This sort of undertaking cannot be centrally coordinated. The same imperative for decentralization applies to ground forces. Victory today requires the flexibility that only comes from individuals being empowered to think and improvise for themselves. This stands in sharp contrast to Vietnam, where combat was overmanaged from the White House, the Pentagon, and Saigon. From the President on down, leaders in the chain of command set the goal and let their subordinates, closer to the situation, figure out exactly how to achieve their mission.

Our "new paradigm" tactics were in sharp contrast to those of these Iraqis, whose "old paradigm" ways were learned from the Soviets. The Red Army's top-down approach may have worked in 1945, but it is no more effective in contemporary warfare than Gosplan has been in the post-industrial economy.

Over and over again, the military has chopped away at its logistical tail and its bureaucratic overhang. There's still room for improvement, especially in the acquisitions process, but that that's a subject for another time, as it would require a broader consideration of the Congressional authorization and appropriations process.

While always working to further improve the military, we need to begin the same relentless process of streamlining and restructuring of domestic programs. For all the rhetoric of the 80s, this did not happen. Spending went up and performance went down. If we had had this level of performance in the Persian Gulf, the Iraqi flag would still be flying in Kuwait City.

IV.

The American people are not stingy. They have demonstrated over and over again that they will put money into things they believe in. They will invest in education, for example, but they have to be satisfied that they will get a reasonable rate of return. From the data during the last few decades, one can make a reasonable argument that the rate of return on incremental investment in public education is negative. The public is wise

to withhold more money until the education establishment puts itself through the same sort of wringer that the military and corporate America went through in the 70s and 80s.

Some people will tell you that America would be stronger and safer if the public schools, as is, got 10% more and the Pentagon got 10% less. Do most Americans believe that we need fewer Tomahawks and more school administrators? Most people would agree that the extra money would for the most part be wasted. Our critique of the status quo, combined with a positive plan for the future, would hasten the process of reform and improve education for all.

Crisis, followed by diagnosis and reform, leads to success. These are the lessons of Desert Storm.

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Letter writer marries once-deployed Shaw airman

DANVILLE, Ky. (AP) – Katina King sent a letter to "Any Soldier" in Saudi Arabia and wound up marrying the one who opened it.

King and Thomas Heskett were married Jan. 23, not quite a month after arthritis forced him to return to the United States and four months after she first sent her letter.

"Us getting together is just one of God's miracles," Mrs. Heskett said in a telephone interview from the couple's home at Shaw Air Force Base. "It's a fairy tale. It's still hard to believe."

Mrs. Heskett, 19, saw the address for Operation Desert Shield soldiers in a Danville newspaper.

Heskett, 25, returned to the United States before Christmas. A bicycle wreck a couple of years ago left him with arthritis in his back, and he was sent home because it is difficult for him to lift heavy objects.

Mrs. Heskett said she had been depressed before writing the letter.

"After those first two letters, my whole life changed," said the mother of 4- and 1-year-old daughters. Heskett has a 4-year-old son.

In addition to both being single parents, the Hesketts discovered that they had much in common after they started writing at the beginning of September. They both like going to the beach and on picnics and watching animated movies and comedies. Heskett plays guitar, and they shared a love of country music, some pop and oldies tunes. They wrote almost every day and had exchanged photos.

On Christmas Eve, after Heskett was already back in the United States, Mrs. Heskett received the letter saying he was going home.

They finally met Jan. 18 when Heskett traveled to Danville, and he proposed the next day.

After eloping to South Carolina, they returned to Danville for a ceremony at her sister's home.

OPERATION DESERT STORM

Pilots report major success in Kuwait, Iraq

By EDITH M. LEDERER
Associated Press Writer

AN AIR BASE IN CENTRAL SAUDI ARABIA – Allied tanks meeting light resistance tore through miles of Iraqi and Kuwaiti desert Sunday in the early hours of the ground war, fighter pilots said after missions over the battlefield.

One awed pilot said the vast ground invasion dwarfed the allied air assault that dominated the first month of the Persian Gulf War.

U.S. F-16A fighter-bombers – some from South Carolina – pounded Iraqi artillery positions in western Iraq, which had been firing at the advancing allied force, the pilots said. In one case, five of six Iraqi artillery batteries were left in flames, the pilots said.

"You can see occasional flashes from the ground fire that was going on – and it was happening both east and west of us," said Capt. Randy Garrett, 37, of Rome, Ga., an F-15E fighter-bomber pilot who attacked mobile rocket launchers in north-central Kuwait in a predawn raid. "The lights of Kuwait City are still on."

The advance stretched across a front estimated at 300 miles, from the Persian Gulf to western Iraq. It appeared to follow pre-battle scenarios for an air-land campaign to breach Saddam Hussein's wall of bunkers in Kuwait and flank his army from the west in the Iraqi desert.

Unlike in Kuwait, where Iraqi forces are heavily concentrated, the battlefield in western Iraq was thinly defended, according to Col. David Hamlin, 47, an F-16A pilot from East Bloomfield, N.Y.

Lt. Col. Randy Bigum, 41, of Springfield, Va., described flying over a broad front of allied tanks and armored units moving more than 12 miles north into the vast, open desert of western Iraq.

"They were in groups. I had expected to see a continuous line, you know, kind of like a kickoff return, but it wasn't like that at all," said the F-15C fighter pilot, who is the commander of the 53rd Tactical Fighter Squadron, based in Bitburg, Germany.

"I can't fathom the size of this (land) operation. I can't grasp it. It's enormous," Bigum said after returning to the largest U.S. air base in Saudi Arabia. "You have heard people talk about the enormity of this air power. – This (air power) pales in comparison."

"We got spectacular results," said Hamlin, a farmer and Vietnam veteran who commands a squadron of F-16s from the 138th Tactical Fighter Squadron, an Air National Guard unit based in Syracuse, N.Y.

Hamlin zeroed in with two other F-16s on six artillery batteries that had been shelling the U.S. soldiers.

Practically every pilot interviewed at this base in the first hours of the ground war said he had used extreme caution to positively identify Iraqi targets so as not to hit allied forces.

"We anticipate a real fluid situation in the next couple of days, and lines of battle are going to change constantly," said Lt. Col. George Patrick, 39.

Patrick is a South Carolina Air National Guardsman who flew an F-16 mission Sunday.

"The desert battlefield is going to get a lot tougher. There will be a lot of smoke and dust," said Patrick.

AP photo

F-16 PILOT SCOT Thomas, left, who is stationed at Shaw Air Force Base in Sumter, is pictured with his wing man, Lt. Eric Dodson, after he was rescued by a special forces mission in Iraq. Thomas' plane crashed during a bombing mission.

Sumter remembers Shaw pilot

Captain's death first loss of war for shaken base

By JAN TUTEN and DEBRA-LYNN B. HOOK
Staff Writers

Two red, white and blue ribbons that Jo Anne Morris made to show support for Shaw Air Force Base troops became symbols of grief Wednesday.

Representatives of Sumter's city and county governments attached the ribbons to a flagpole at a veterans memorial just outside the Sumter base. They also lowered the flag there to half-staff in memory of Capt. Dale Thomas Cormier.

The Stateburg resident was South Carolina's first F-16 pilot to die in the war and was the Sumter base's first loss to the Persian Gulf conflict.

The 30-year-old pilot's jet crashed Friday returning from a mission. The jet had received no battle damage.

A private memorial service Wednesday marked Cormier's death, with about 200 base leaders, personnel, family and friends attending the 25-minute ceremony at the base's brown brick chapel, spokeswoman Capt. Carol Grimmig said.

A four-jet formation flew over the base as the congregation left the church, one jet arcing away from the others over the chapel as a symbol of the base's lost airman.

Throughout Sumter, civilian and military residents also mourned the pilot, saying his death brings the severity of war closer to home.

"I can't imagine how those men must feel over there," said Sumter resident Sheila Stetson, who was swinging her 5-year-old son, Daniel, at a park.

"It's really getting close to home," she said.

Every night, she said, Daniel prays for "Mr. Christian," a deployed Shaw pilot who lives near the Stetsons.

"Everybody's connected to the base somehow," said Julie Trahan, whose Hair Force styling shop sits across S.C. 441 from Shaw and serves the families of deployed troops.

"The wives have not been discussing it. It's in the back of their minds that something like this could happen, but they don't want to talk about it," she said.

Morris, who coordinates the Sumter-Shaw support network called Keep the Home Fires Burning, has weaved more than 2,500 yards of ribbon into 2,000 bows that dot Sumter street signs.

Two of the four remaining bows went to the memorial park Wednesday. "We'll be writing a letter to his wife to let her know we did this for him," she said.

Smiley and Dale Cormier were married about six months ago and moved into a wooden home in the quiet Stateburg section of Sumter County, a neighbor, Jim Jones, said.

He and his wife realized their new neighbor was the fallen pilot when cars of relatives began lining the driveway, he said.

An on-base bulletin board announcing Wednesday's memorial service has reminded base personnel of their loss, Sgt. Mark Battle said.

"They're hanging in there pretty good," he said of Shaw's military men and women who have not been deployed. "We're constantly training for something like this to happen. I'm not crazy about it happening, but it's always in the back of your mind," the aircraft electrician said.

For Shaw spouses who've strived to be optimistic about the war and hopeful that all loved ones will come

Joe Davis, left, and Willie Singleton honor the late Capt. Dale T. Cormier at memorial outside Shaw AFB

"You can't go around with the attitude like, 'My husband is going to get killed,' or they'd have to put you away," said Allison Rowlin, the wife of deployed radar technician Sgt. Mark Rowlin.

"When everybody left from this base, I just thought everybody from this base would be coming back. It's just terrible this happened, and I feel so bad for his family," she said.

"Before, it was just names and people you don't know. Now it's somebody from our base. The base is pretty close. When one family gets it, everybody does," added Ellen Reisner, wife

"Before, you felt bad for them, bad for all our families. Now it's somebody you could have seen or talked to on base. It kind of gives you a chill just to think about it."

The pilot's death has not made Reisner any more afraid for her husband, who continues to call to assure her he is in a safe place. But the pilot's death has made her concerned for his emotional well-being.

"My husband was so proud every time they came back from a mission. Now that one of them's been killed, I know he's probably feeling bad right now. I know all the men are really

television footage of F-15 fighter jets for signs of EW, the military designation for Shaw, on the jet's tail. Few signs of the jets, however, have been seen.

That led some spouses to believe Shaw's jets might not have been frequent flyers in the air campaigns. Cormier's death changed their minds.

"We didn't know for sure, but we pretty much knew our pilots were in the air campaign. Now we know they're there. It brings the danger closer to us," said Terri Kenney, also the wife of a deployed radar jammer.

"This has brought the war aspects and the dangers and the death closer

them, it's part of our family. Shaw's a family. To have lost one of our own, it's something I can't explain. It brings the fighting aspect so much closer.

"We've heard from the base that our husbands are in a safe location, but obviously our pilots aren't. I know my husband's safe, but I want everyone to come home. I don't want just James to come home. I want every pilot, I want every technician, I want everyone to come home, and in one piece."

Kenney said base officials are releasing little information about Cormier's death, possibly out of respect

SNOW / CAWLEY
March 14, 1991
5 P.M.
SUMTER

PRESIDENTIAL REMARKS: SUMTER TROOP WELCOME
SUMTER, SOUTH CAROLINA
SUNDAY, MARCH 17, 1991
4:10 PM

Governor Campbell will introduce POTUS.

Mayor Creech, thank you. Col. Huot [Hewitt], thank you. But most of all, thank you, Sumter.// Thank you for your courage, your sacrifice, your example. Thank you for showing just what a great land this is. Thank you for letting me share in your reunion.//

This is just wonderful.///

What is it about Sumter and Sumter County that breeds war? heroes?// In this century alone, you have supplied some of our greatest warrior-citizens. Gen. George Mabry [May-bree], who died just last year, was the second most decorated soldier in U.S. history. //As many of you know, he helped train a young ~~Lt. Col.~~ Lieutenant Colonel in Vietnam. That colonel was Norman Schwarzkopf. ///But Sumter's contribution doesn't end there. The coalition victory in Kuwait would not have been possible without Gen. Chuck Horner, the commander of the 9th Air Force Headquarters.///Gen. Horner designed the largest, most successful air assault in history. He helped the coalition forces crush Saddam Hussein without subjecting our troops or innocent Iraqi citizens to the horrors of total war.///Can you think of a better way to celebrate the 50th anniversary of Shaw Air Force Base?//

But you don't have to wear a star to be a hero. We are surrounded by such people today. //Let's all thank the 363d Tactical Fighter Wing// Including the 17th Tactical Fighter Squadron.// The 19th Tactical Fighter Squadron.// The 363d Combat Support Group.//And the 363d Medical Group. And let's thank the 507th Tactical Air Control Wing.// And the 9th Air Force.

For those of you who are a little groggy from last night's flight. Welcome home.///For the rest of you, welcome home. I

cannot tell you how proud we are of all you have risked and all you have done.//

You not only helped liberate Kuwait, you helped this country liberate itself from old ghosts and doubts. When you left, it was still fashionable to question American decency, courage and resolve. No one doubts us any more.// You helped revive the America of our hopes and dreams.

This nation learned something else during Desert Storm: You don't have to wear a uniform to be a war hero. Here, crowded on the bleachers at Sumter Memorial Stadium are heroes and heroines of all ages: mothers, fathers, sisters, brothers, neighbors, friends. While you in the service were overseas, your loved ones hung yellow ribbons, bought flags, sent letters and gifts. While you servicemen and women huddled on distant sands, they talked and prayed. Sumterites helped each other through the fearful lonely days, and they helped the troops, too. I have fought far from home and I know: Every little thought, every good wish, every whispered, somehow echoes in the hearts of scared soldiers proud! far away. Thank you for your magic.///

But there is something very special about Sumter's sacrifice and its triumph, and you all know it.

I had the pleasure of visiting you in 1988. Since then, Hurricane Hugo has ripped through 12,000 homes in this area, and destroyed nearly $700 million worth of property. Its high winds and torrential rains shredded your homes and neighborhoods.

As you banded together and began to rebuild your lives and your towns, a war erupted far away. And you did something extraordinary: You sent many of your finest young men and women to serve. Factories closed, and 2,000 people lost their jobs.

Some people, newly married, were separated by war. Mothers bore children whose fathers were serving far away. Capt. Dale Cormier died fighting for his country, and Capt. "Spike" Thomas was plucked up from behind enemy lines.

But you did not give up. You recruited new business and new jobs. While the troops were away, you began to build a new city, a better city, a city that is more like a large family.

In 18 months you retraced American history: You have planted the seeds of prosperity among hardship's ruins. Hugo's winds and Saddam Hussein's Scuds could not stop you. /// They snarled. You won.//

I have talked in recent weeks about an American renewal. You have lived it. The success we experienced on the desert battlefields demonstrated that we take a back seat to no one when it comes to courage, ingenuity and dedication to principle./// It also showed that we do great things when we trust our people.

We would not have enjoyed the success we enjoyed if the president had tried to run the war from the White House. I entrusted operations to Sumter's products and heirs -- and look where we are today!///

We should use that same approach at home. Why should someone in Washington tell you the best way to heal old wounds and create

new hopes in Sumter? You have made spectacular progress without lectures from the capital. It's time that Washington told the rest of this country: We believe in you.///

We know the challenges we face. So, let's just do it.///

Each year we become a more diverse and exciting country. We pioneer new paths in industry, music, culture. Our diversity exposes us to new ideas, new ways, new opportunities.

Thanks to your contributions, we have stepped into the fresh air of a new age -- an age in which America is not afraid to demonstrate its ability. An age in which this nation takes on the challenges and opportunities that an international marketplace offers. An age in which the government doesn't try to impose virtue on its people, but encourages Americans to do what they do naturally -- help each other, compete against each other, enrich each other with our ideas, inspirations, cultures.

I ask you to join me today in rejecting that politics of division and derision. Let all of us and all of our countrymen rejoice in the path Sumter has chosen. The path of toil, cooperation, and confidence.

Americans don't need to be protected from anyone./// We need to have the courage to feel good about ourselves to reach out and grapple with the new world awakening over the horizon. Our faith in ourselves sustained us through hard times in the past. It will propel us to greater deeds in the future.///

The Chinese used to consider it a curse to live in exciting times. We see it as a blessing. The spirit of confidence courses

through our hearts again. The spirit of brotherhood and cooperation has begun to shove away the stale fog of class and racial conflict.

Look around you: Here is today's triumph and tomorrow's hope.///Here is what we fight for.///Here is what we love.///

Thank you again for letting me share in your reunion.///And God bless the United States of America.

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THE WHITE HOUSE
WASHINGTON

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We should use that same approach at home. Why should someone in Washington tell you the best way to heal old wounds and create

Idea: Sumter don't wait for Washington to give the word

THE WHITE HOUSE

WASHINGTON

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Thank you again for letting me share in your reunion.///And God bless the United States of America.

March 12, 1991

MEMORANDUM

TO: DAVID DEMAREST

FROM: CAROLYN CAWLEY cc

RE: REMARKS -- SUMTER, SOUTH CAROLINA

Tony

Business & Industry in Sumter
Access in
Call Sumter C. of Commerce

Contacts: Steve Creech, Mayor of Sumter
803/773-3371 or 773-1398

Capt. Carol Grimmig, Shaw AFB PAO
803/668-3621

Event: Sumter Welcome to their Troops

Date: March 17, 1991
Sunday

Place: Sumter Memorial Stadium

Time: Approximately 4:10 p.m.

Attendees: **TBD** -- preadvance

Intro of POTUS: **TBD** -- preadvance

Acknowledgements:

* A special acknowledgement, in absentia, for General Charles "Chuck" Horner -- the 3-star commander of the 9th Air Force Headquarters, located at Shaw AFB. He is known as the "architect of the air war" under General Schwarzkopf and is very well known in the community.

* **The rest -- TBD**

The primary sponsor of this event will be held the city of Sumter, though Shaw Air Force Base will also be participating. There are approximately 1,000 troops from the town and 2,200 from Shaw -- many will have been returning each day of the week preceding the event.

SUMTER HISTORY/COLOR/SOLDIER AND COMMUNITY STORIES

I. HISTORY -- Fort Sumter

NOTE: Sumter, the event site, and Sumter, the fort, are not the same place.

Just prior to the Civil War, most Southern federal installations had already capitulated to the Confederate states. Shortly after S.C.'s secession, the commander in Charleston withdrew his garrison to the formidable Fort Sumter. What to do about Sumter thus became the first test of the Lincoln administration, and the new President appeared determined to hold on to it. He dispatched a relief expedition but the South Carolinians chose not to wait and demanded the commander's immediate surrender.

When he refused, shore batteries opened at 4:30 on the morning of April 12, 1861 -- the opening shots of the Civil War.

The Civil War was the first in American history to suggest the awful possibilities of "total war". It also saw the first application to warfare of some new 19th century technologies: the railroad
the telegraph
the repeating rifle and the Gatling gun
and iron-clad warships.

((If you choose to take a historical bent in writing these remarks, the paragraph above would make an excellent segue to modern technologies, America is #1, the Patriot missiles, smart bombs, etc. etc.))

Fort Sumter has never again fired a shot in anger or been forced to defend itself. Today, as long ago, it is accessible only by boat. "Though the technology of warfare has long since passed it by, it still stands its vigil at the mouth of Charleston Harbor, a moving memorial to a war begun in a contentious South Carolina that left the state a permanent and important part of the American nation."

II. TOWN OF SUMTER, SOUTH CAROLINA

Named for Thomas Sumter ("the Carolina Gamecock"), one of the most celebrated leaders in the Revolutionary War. He is buried here.

-- City wide support for the troops can be seen everywhere.

- Like most cities and towns across America, Sumter has wrapped itself in ribbons -- though of the red, white and blue variety. They stretch as far as the eye can see.

  Jo Anne Morris has organized a Sumter-Shaw support network called "Keep the Home Fires Burning" -- they have woven more than 2,800 yards of ribbon into 5,000 bows that dot the Sumter street signs.

- The "Volunteer Sumter" organization has galvanized support, from billboards to videos. Virtually every business billboard, sign, and marquis carries a ribbon or words supporting the troops. The Taco Bell sign reads: "Saddam Hussein, Run For the Border"!

- The Item, Sumter's newspaper. Copies were mailed to the troops everyday.

- WIBZ Radio (Z 99) recorded call-in's and dedications and then sent tapes to the troops. Later, they participated in a media trip to the U.A.E., where they recorded messages from the troops to bring home.

Relationships

- Several marriages by phone.

- Births:
  Many Sumter/Shaw women gave birth gave birth while their husbands were deployed -- though the figures are not exact. **It's such a touching sight on the nightly news, though, to see returning fathers presented with their newborns -- we could speak nationally, saying that the Red Cross has delivered the good news to over 6,000 men. Exact figure to come tomorrow.**

SHAW AIR FORCE BASE: HISTORY/COLOR/SOLDIER STORIES

-- Shaw AFB is located 7 miles south of Sumter.

-- 1991 marks the 50th Anniversary of Shaw Air Force Base and a year long celebration has already begun. It was designated as Shaw Field on August 7, 1941 in honor of 1st Lieutenant Ervin David Shaw -- the Sumter native who was shot down while flying a recon mission over France during WWI.

It began as a tiny flying school and has grown to a premier USAF installation -- its squadrons have racked up many honors, in WWII and other conflicts like the Cuban Missile Crisis.

-- Shaw is currently the home of:

- o 363rd Tactical Fighter Wing
- o 507th Tactical Air Control Wing
- o 9th Air Force Headquarters (headed by General Chuck Horner)

-- POW's from Shaw: None

KIA's from Shaw: Captain Dale Cormier died in his F-16, in a "hostile loss". South Carolina's first F-16 pilot to die in the war; Shaw's first loss. A newly-wed. A base memorial service was held two weeks ago.

-- Shaw pilot rescued by helicopter

Capt. Scott "Spike" Thomas, an F-16 pilot, parachuted to safety in an enemy zone and was rescued by a US chopper. He'd made himself a shelter using two bushes and his liferaft. Iraqi soldiers fired shots as the chopper lifted

NOTE: Tuesday, March 12, 1991 -- POTUS is to sign an Executive Order designating the "Southwest Asia Service Medal". All deployed troops should be receiving one. I will get a copy of the order and the specifics from the Clerk's office.

SOUTH CAROLINA -- THE STATE

-- State Mottoes:

"Prepared in mind and in resources."

"While I breathe I hope."

-- S.C. is one of the original states -- #8.

QUOTES

America

- "It is not our affluence, or our plumbing, or our clogged freeways that grip the imagination of others. Rather, it is the values upon which our system was built. These values imply our adherence not only to liberty and individual freedom, but also to international peace, law and order, and constructive social purpose. When we depart from these values, we do so at our peril."
  -- Senator J. William Fulbright, 6/29/61

- "We in this country, in this generation, are -- by destiny rather than choice -- the watchmen on the walls of world freedom. We ask, therefore, that we may be worthy of our power and responsibility, that we may exercise our strength with wisdom and restraint, and that we may achieve in our time and for all time the ancient vision of "peace on earth, goodwill toward men." That must always be our goal, and the righteousness of our cause must always underlie our strength. For as was written long ago: "except the Lord keep the city, the watchman waketh but in vain."
  -- JFK, remarks prepared but not delivered in Dallas on 11/22/63

Patriots/Soldiers

- "The patriot volunteer, fighting for country and his rights, makes the most reliable solider on earth."
  -- Attributed to Thomas (Stonewall) Jackson

- "Honor to the soldier, and sailor everywhere, who bravely bears his country's cause. Honor also to he citizen who cares for his brother in the field, and serves, as best he can, the same cause -- to honor him, only less than to him, who braves, for the common good, the storms of heaven and the storms of battle."
  -- President Lincoln, letter, 12/1863

- "...the highest merit, then, is due to the solider."
  -- President Lincoln, 3/18/1864

- "These endured all and gave all that justice among nations might prevail and that mankind might enjoy freedom and inherit peace."
  -- Author unknown. Inscription at Normandy Chapel. Similar to WWI inscription at Oise-Aisne cemetery

<u>After the War</u>

- "In War: Resolution
  In Defeat: Defiance
  In Victory: Magnanimity
  In Peace: Good Will"
  -- Winston Churchill, <u>The Second World War</u>

- "I hear America singing, the varied carols I hear.
  -- Walt Whitman, 1867

- "The mystic chords of memory, stretching from every battlefield and patriot grave to every living heart and hearthstone all over this broad land."
  -- President Lincoln, First Inaugural

- "The greatest Glory of a free born people
  Is to transmit that Freedom to their Children."
  -- William Harvard, "Regulus: A Tragedy" Regulus is speaking

<u>Kuwait Now</u>

- "A war to protect other human beings against tyrannical injustice; a war to give victory to their own ideas of right and good, and which is their own war, carried on for an honest purpose by their free choice, -- is often the means of their regeneration."
  -- John Stuart Mill, <u>Dissertations and Discussions</u>, 1862

The Peace

- "The peace we seek is nothing less than the fulfillment of our whole faith among ourselves and in our dealings with others. This signifies more than the stilling of guns, easing the sorrow of war. More than an escape from death, it is a way of life. More than a have for the weary, it is a hope for the brave."
  -- Eisenhower, First Inaugural

- "The real and lasting victories are those of peace, and not of war."
  -- Ralph Waldo Emerson, 1860

- "We should do all in our power to hasten the day when there shall be peace among nations -- a peace based upon justice and not upon cowardly submission to wrong."
  -- TR, 6th msg. to Congress, 12/4/06

The Argument of Some US Soldiers that they deployed so that their children will not have to

- "If there must be trouble let it be in my day, that my child may have peace."
  -- Thomas Paine, article, 12/19/1776

The Scenes Troops Proudly Saluting the Flag Before Battle

- "There is the National flag. He must be cold, indeed, who can look upon its folds rippling in the breeze without pride of country. If in a foreign land, the flag is companionship, and country itself, with all its endearments."
  -- Charles Sumner, 11/19/1867

- "Thank God. I -- I also -- am an American!"
  -- Daniel Webster, upon completion of the Bunker Hill Monument, 6/17/1843

Post War Domestic Agenda

- "America means opportunity, freedom, power."
  -- Ralph Waldo Emerson, 1870

- "A man who is good enough to shed his blood for his country is good enough to be given a square deal afterwards...."
  -- TR, 6/4/03

- "For what avail the plough or sail,
  or land or life, if freedom fail?"
  -- Ralph Waldo Emerson
  Inscribed on a plaque in the pedestal of the Statue of Liberty

- "For we put the power in the people."
  -- William Penn, founder of Pennsylvania 1797

FAX FROM SHAW AFB PUBLIC AFFAIRS OFFICE.
(Originally done for a cheney visit, but they sent us a copy too.)

SUGGESTED THEMES/TOPICS & GENERAL INFO FOR SPEECH PREPARATION

-- PATRIOTISM
  -- Rekindled pride in America and our military forces
  -- Overwhelming public support via:
    - national and community support rallies
    - yellow and red, white, and blue ribbons
    - business marquee signs with "Go get 'em" and "We support our troops," slogans
    - American flags displayed day and night
    - news programs (TV, radio, print) highlighting information important to families and friends
    - billboards and posters with support slogans
    - blood drives specifically for deployed personnel
    - donations of clothes, food, games etc. . .
    - letter writing and care packages to "Any Servicemember"
    - clothes with flags, pictures and support messages
  -- Keen sense of community/military bonding and mutual support
    - support groups (churches, family support centers, schools, military units etc. . .)

-- COHESIVE POLITICAL FRONT
  -- President's clear objectives and goals stated early and never compromised
  -- Congressional support of the president
  -- Worldwide public outcry of Iraq's invasion
  -- Allied, UN, and Arab nation support/coalition
  -- Opportunities offered and available during Desert Shield for Iraq to pull out of Kuwait

-- PUBLIC'S CONFIDENCE OF MILITARY'S CAPABILITY TO DO THE JOB RIGET

-- POLITICIANS' CONFIDENCE IN THE MILITARY'S CAPABILITY

-- CLEAR MILITARY OBJECTIVES AND OPPORTUNITY TO PLAN AND EXECUTE THE WAR DECISIVELY

-- MILITARY PERSONNEL
  -- "Can-do attitudes"
  -- Well-trained, dedicated, motivated, loyal and confident
  -- Most all deployed in units
    - People knew each other
    - Enhanced esprit de corps and cohesiveness

-- OUTSTANDING MILITARY LEADERSHIP
  -- Lieutenant General Charles (Chuck) Horner, 'architect of the air campaign,' Joint Forces Air Component Commander and Commander, Headquarters 9th Air Force/U.S. Central Command Air Forces (based at Shaw Air Force Base, S.C.)
  -- Col Ray Huot, Commander, 363d Tactical Fighter Wing
  -- Leadership warriors at Shaw: Col Bob Gatliff, 363d TFW vice commander; Col Tom Owens, Cmdr, 507th Tactical Air Control Wing, and Col Carl Pannell, 363d Combat Support Group Vice Cmdr
SPOUSES: Mary Jo Horner, Barbara Huot, Sherrard Owens, Sue Gatliff

THE WHITE HOUSE

WASHINGTON

March 14, 1991

MEMORANDUM FOR CAROLYN CAWLEY

FROM: BOB SIMON

SUBJECT: AIR FORCE UNITS DEPLOYED FROM SHAW AFB

According to Master Sgt. Rivnak (668-3957), the following units deployed to Southwest Asia from Shaw AFB:

9th Air Force, including Gen. Horner, who was the commander of Air Forces for the Central Command. With them was the 9th Tactical Intelligence Squadron.

363rd Tactical Fighter Wing, which is made up of the 17th Tac Fighter Sqn. and the 33rd Tac Fighter Sqn.

363rd Medical Group, which deployed an Air Transportable Hospital (ATH).

2020th Communications Squadron, which set up an air traffic control system.

20th and 21st Tactical Air Control Squadron, whose pilots went with Army ground units to provide forward air control.

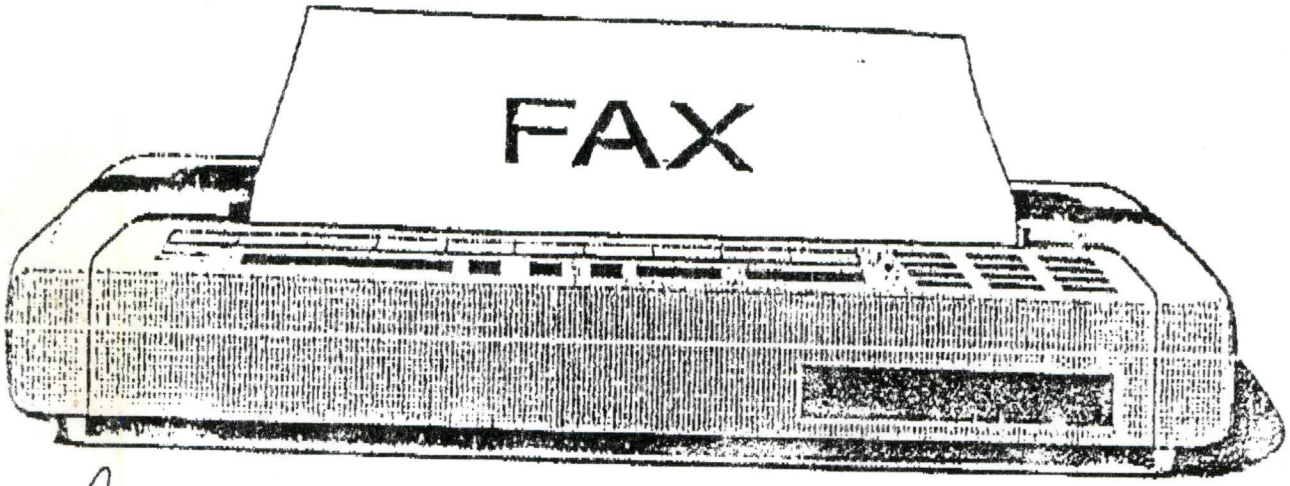
Path
363
LOS
AV
Mc
Kay
Path

CITY OF SUMTER
P.O. Box 1449
SUMTER, S.C. 29151
Telephone - (803) 773-3371
Fax - (803) 778-2025

91 MAR 15 A10:42

SOUTH CAROLINA
In The Middle Of Everything

SUMTER, SOUTH CAROLINA
THE GAMECOCK CITY
18 00



To: Carolyn Cawley

From: Kay Deer

Fax No. 202-456 6218

Date: 3-15-91

No. Pages: 4

MESSAGE

Enjoyed talking with you - thanks so much for understanding the "big" picture of our area - so many guardsmen and women and reservists from here are serving.

Kay Deer

Sumter County Museum

P. O. Box 1456 • 122 N. Washington St. • Sumter, SC 29151 • (803) 775-0908

INFORMATION FOR PRESIDENT BUSH'S MARCH 17 VISIT TO SUMTER, SC

Contact: Kay S. Teer, Director 773-9144

In addition to Thomas Sumter, another important South Carolina Revolutionary War General was Francis Marion. "The Swamp Fox" for whom the S.C. Air National Guard's famed F-16 Fighting Falcons are nicknamed. These modern-day "Swamp Foxes" won the Air Force's Top Gun competition in 1989.

The original "Swamp Fox" organized an irregular force of raiders who came and went as the need arose and they could be armed and in the saddle at a moment's notice. They provided their own horses and food, and numbered among them some of the best marksmen and riders in the state. Marion's brigade was only half equipped and often hungry, but to the British regulars they seemed everywhere at once. The British sent their best cavalry officer, Banastre Tarleton, to destroy Marion, but Tarleton could not find Marion in the swamps of S.C.'s mid-lands and lowcountry. Marion's men attacked often, took many prisoners and made communications impossible for the British troops in the Carolinas--not unlike the members of South Carolina's current "Swamp Foxes" and their support groups.

The modern day "Swamp Foxes" were one of the primary units in flying thousands of sorties against Saddam's forces. Based in Central Saudi Arabia at "Camellot" these men and women of the 157th Tactical Fighter Group and the 169th Services Flight, along with the 240th Combat Communications Squadron played a key part in the War.

Over 800 men and women, many from the Sumter and mid-lands area of South Carolina make up these Air National Guard units. Only a few of the Fighting Falcons have returned. None of the 169th or 240th members have been able to come home--in fact the 240th unit will remain until the very end, for their motto is "First in--Last Out". (They will not be returning until mid to late May.)

Lt. Col. John Marshall, Commander of the Fighting Falcons, and Lt. Col Stewart Teer, Commander of the 240th CC SQ, are both from Sumter.

As the only communications squadron serving the base of 5000 people, members of the 240th made short work of the massive communications requirements, stringing wire, installing telephones, the "giant voice" (satelites), as well as providing the air traffic control for the thousands of sorties flown.

If I can provide further information, please call. Thank you for including whatever of this information seems applicable.

Sumter County Museum

P. O. Box 1456 • 122 N. Washington St. • Sumter, SC 29151 • (803) 775-0908

For: President Bush's March 17th visit to Sumter
Contact: Kay Teer (803) 773-9144

Aged 30, Thomas Sumter came to South Carolina -- scene of his future greatness -- as an escapee from a debtors' prison and as a young man with only basic schooling. But behind him lay an adventurous youth. He had been a frontier boy and Indian fighter. He had met the King of England in his palace while serving as a intrepretor for an Indian chief. He had captured a French Canadian and enemy of his country single-handedly in a remote region and transported him, unaided, to imprisonment. He came to this state unknown, without friends. Today he is enshrined in the hearts of South Carolinians as a hero and as a real man, with a city, a county and a fort in Charleston harbor named in his honor.

As a military man, a product of his environment, a leader of mounted Irregulars and backwoods militia, his followers adored him. His "finest hour" came in 1780 when he was 46. It came following in the fall of Charles Town to the British; following the flight to N.C. by Governor Rutledge; during the absence from S.C. of all civil authority; and after the total defeat and rout of all military resistance in the state. This hour of glory came to Sumter wile he was a fugitive from a gutted home. His fellow backwoodsmen rallied to his banner, elected him "General", and from that point onward, the flame of resistance burned brightly and eventually, his adopted state -- our state -- became free.

The rank of General was confirmed by Gov. Rutledge from his capitol in N.C. when he wrote Sumter issuing him the commission of Brig. Gen. and directing him to embody as soon as possible "all the militia of S.C. "; to hold them ready to cooperate with the Continental forces; and until then to employ his men in the interest of the state as seemed best to his judgement, with no limitations except that "your own prudence will restrain you from entering upon too hazardous enterprises."

Sumter's was a "hit and run" warfare, his men frequently "fading away" to their homes where they were needed if their families were to live and be safe from the Tories. He had no commissary, nor could he have used one as a rule. The state of S.C., through its General Assembly, afterwards did that which Sumter aided it in doing -- it reimburses those from he had take that his loyal to their cause might survive (provided they had been loyal to their state, and not Tories).

Probably the most accurate measure of esteem in which Sumter was held by his fellow citizens, both those from whom he took that his men might live and win and those less affected by his patriotism, is the constancy with which he was elected to public office by their votes. He was elected a delegate from the district eastward of the Wateree to the First and Second Provincial Congresses which met in Charles Town in 1775 and 1776. There he was made a member of the Council of Safety; and immediately after the Skirmish at Lexington was made a captain of Rangers, and then Lt. Col. Commandant of a rifle regiment. He was also present and took part in the adoption of the second American State Constitution by the terms of which S.C. became an independent sovereignty.

In 1778 he was elected by his people to the first General Assembly under the new Constitution, and after his "War Days" was elected to the State Senate which met in Jacksonborough, S.C., in 1782. Meanwhile, after having moved to Stateburg in what was them Camden District, from his former home on the Santee River, he was elected to the Assembly which met in Charleston in 1785. He was re-elected and was a member of the Assembly when, in 1788, the proposed Federal Constitution which had been fashioned by the Philadelphia Constitutional Convention, was received. He was again a member of the legislature which met in 1789, this being his last session in the State General Assembly, he thereafter refusing other nominations.

He was elected to the First Congress which met in N.Y. in 1789. He was elected the Second Congress but suffered his only defeat in the election of 1793. He remained out of politics for three years but in 1796 he again offered and was elected as a member of Congress and in the fall of 1800 at the first session of Congress held in the new capitol in Washington, D.C., he was the only member from S.C. who voted for Jefferson instead of Burr when the election of President was thrown into Congress.

In December, 1801, the General Assembly of South Carolina elected Congressman Sumter over John Rutledge to fill Charles Pinckney's unexpired term as Senator when the latter was sent to the Court of Spain. At the expiration of the term he was re-elected in December 1810. But Sumter, them 76 years old, was beginning to be weary of public service and harassed by complications in his vast private enterprises to which he had been able to give less attention during his absences in Washington. Moreover, a wound he had received in the Revolution had abscessed, so, he resigned and retired to end his days among the High Hills of Stateburg, some 20 years thereafter.

In the last year of his life he took a stand on a principle of government closest to his heart--that of local self determination of local matters, that principle then, and now referred to as "States Rights." It was them (1832) that Calhoun's doctrine of the right of "nullification" by a state, in the event its reserved powers had been transgressed upon by the Federal government, was being insisted upon by South Carolina. The dispute was at its height when Sumter died at the ripe old age of 98.

SUMTER HISTORY/COLOR/

I. HISTORY -- Fort Sumter

NOTE: Sumter, the event site, and Sumter, the fort, are not the same place. Fort Sumter is quite a distance away, located on the water -- but it is holds an extremely prominent spot in the state's history and a reference to it would not be considered odd.

Just prior to the Civil War, most Southern federal installations had already capitulated to the Confederate states. Shortly after S.C.'s secession, the commander in Charleston withdrew his garrison to the formidable Fort Sumter. What to do about Sumter thus became the first test of the Lincoln administration, and the new President appeared determined to hold on to it. He dispatched a relief expedition but the South Carolinians chose not to wait and demanded the commander's immediate surrender.

When he refused, shore batteries opened at 4:30 on the morning of April 12, 1861 -- the opening shots of the Civil War.

The Civil War was the first in American history to suggest the awful possibilities of "total war". It also saw the first application to warfare of some new 19th century technologies: the railroad
the telegraph
the repeating rifle and the Gatling gun
and iron-clad warships.

((If you choose to take a historical bent in writing these remarks, the paragraph above would make an excellent segue to modern technologies, America is #1, the Patriot missiles, smart bombs, etc. etc.))

Fort Sumter has never again fired a shot in anger or been forced to defend itself. Today, as long ago, it is accessible only by boat. "Though the technology of warfare has long since passed it by, it still stands its vigil at the mouth of Charleston Harbor, a moving memorial to a war begun in a contentious South Carolina that left the state a permanent and important part of the American nation."

II. TOWN OF SUMTER, SOUTH CAROLINA

-- Named for Thomas Sumter ("the Carolina Gamecock"), one of the most celebrated leaders in the Revolutionary War. He is buried here.

-- Residents refer to themselves as Sumterites.

-- POTUS campaigned here in '88, speaking at Swan Lake Park.

-- **City wide support** for the troops can be seen everywhere.

o Like most cities and towns across America, Sumter has wrapped itself in ribbons -- though of the red, white and blue variety. They stretch as far as the eye can see, on every street, door, church, and lamp post.

Jo Anne Morris has organized a Sumter-Shaw support network called "Keep the Home Fires Burning" -- they have woven more than 2,800 yards of ribbon into 5,000 bows that dot the Sumter street signs.

o The "Volunteer Sumter" organization has galvanized support, from billboards to videos. Virtually every business billboard, sign, and marquis carries a ribbon or words supporting the troops. The Taco Bell sign reads: "Saddam Hussein, Run For the Border"!

o The Item, Sumter's newspaper. Copies were mailed to the troops everyday.

o WIBZ Radio (Z 99) recorded call-in's and dedications and then sent tapes to the troops. Later, they participated in a media trip to the U.A.E., where they recorded messages from the troops to bring home.

In Columbia, S.C., a radio station played the national anthem at noon each day and asked drivers to flick on their headlights during the song.

o At Tuomey Regional Medical Center, workers created the "Coming Home Tree" -- ribbons were placed on it bearing the names of deployed troops and will remain until the soldiers come home and personally remove them.

o Airplanes from Shaw AFB are bear the tail designation "SW". This is common knowledge, so Sumter's television viewers watched closely for those initials.

- The Elks Lodge held a Day Out Celebration recently for children with deployed parents -- a day of fun, games, contests, and clowns to relieve stress and worry in the kids.

- Residents rang bells to hail the cease fire -- at all the fire houses, churches, the Opera House, and private citizens brought bells to parks to ring together.

- Flag stores can't keep them in supply.

Relationships

- Several marriages by phone.

- Births:
Many Sumter/Shaw women gave birth gave birth while their husbands were deployed -- though the figures are not exact. **It's such a touching sight on the nightly news, though, to see returning fathers presented with their newborns -- we could speak nationally, saying that the Red Cross has delivered the good news to over 6,000 men.** ~~**Exact figure to come tomorrow.**~~ That covers those births reported by the Red Cross. For all births, the figure is over 14,000.

Hurricane Hugo

Sumter was one of the towns hardest hit by Hurricane Hugo -- the mayor told me that 3,000 homes were destroyed. They have done a quite a bit of reconstruction, but many buildings and sewage drainers are in the repair process. The city is still awaiting FEMA funds.

One side of the Sumter Memorial Stadium is sparsely lined with tall trees, with homes on the other side visible. The broken tree tops were very apparent and I was told that before the hurricane, the grove was extremely dense and one couldn't see the houses.

SHAW AIR FORCE BASE: HISTORY/COLOR/SOLDIER STORIES

-- Shaw AFB is located 7 miles south of Sumter.

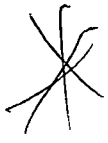
-- 1991 marks the 50th Anniversary of Shaw Air Force Base and a year long celebration has already begun. It was designated as Shaw Field on August 7, 1941 in honor of 1st Lieutenant Ervin David Shaw -- the Sumter native who was shot down while flying a recon mission over France during WWI.

It began as a tiny flying school and has grown to a premier USAF installation -- its squadrons have racked up many honors, in WWII and other conflicts like the Cuban Missile Crisis.

-- Shaw is currently the home of:

- o 363rd Tactical Fighter Wing
- o 507th Tactical Air Control Wing
- o 9th Air Force Headquarters (headed by General Chuck Horner)

-- POW's from Shaw: None



KIA's from Shaw: Captain Dale Cormier died in his F-16, in a "hostile loss". South Carolina's first F-16 pilot to die in the war; Shaw's first loss. A newly-wed. A base memorial service was held two weeks ago.

-- Shaw pilot rescued by helicopter

Capt. Scott "Spike" Thomas, an F-16 pilot, parachuted to safety in an enemy zone and was rescued by a US chopper. He'd made himself a shelter using two bushes and his liferaft. Iraqi soldiers fired shots as the chopper lifted

-- Southwest Asia Service Medal

On Tuesday, March 12, 1991, POTUS signed an Executive Order designating the "Southwest Asia Service Medal". All deployed troops should be receiving one. I will get a copy of the order and the specifics from the Clerk's office.

GENERAL GEORGE MABRY

Retired Major General George L. Mabry died last July -- he was a Sumter native and is a very BIG deal local hero in the town.

Mabry was the 2nd most decorated soldier ever and was also a Medal of Honor recipient. In fact, JFK pulled him from the Medal of Honor crowd at his Inauguration and had the then-junior officer stand with him.

Despite this fact, he was Republican through and through -- offered the VA Secretary post under Reagan, but turned it down to live in Columbia, SC with his wife and family.

The General was a close personal friend of Senator Thurmond -- the Senator attended his funeral and, in fact, had the notice of his passing included in the Congressional Record.

A park and statue were created in Sumter in his honor -- a few weeks ago, wreaths were placed there in memory of Captain Cormier, the Shaw AFB F-16 pilot who died in Operation Desert Storm.

Sumterites love this man. A reference to him would no doubt be warmly received.

SOUTH CAROLINA -- THE STATE

-- State Mottoes:

"Prepared in mind and in resources."

"While I breathe I hope."

-- S.C. is one of the original states -- #8.

-- A couple of state legislators are reservists who were called up:

- Sumter Senator Phil Leventis
  Pilot and Operations Planning Officer at
  McEntire Air Force Base

- Columbia Representative Jim Harris

cannot tell you how proud we are of all you have risked and all you have done.//

You not only helped liberate Kuwait, you helped this country liberate itself from old ghosts and doubts. When you left, it was still fashionable to question American decency, courage and resolve. No one doubts us any more.// You helped revive the America of our hopes and dreams.

This nation learned something else during Desert Storm: You don't have to wear a uniform to be a war hero. Here, crowded on the bleachers at Sumter Memorial Stadium are heroes and heroines of all ages: mothers, fathers, sisters, brothers, neighbors, friends. While you in the service were overseas, your loved ones hung yellow ribbons, bought flags, sent letters and gifts. While you servicemen and women huddled on distant sands, they talked and prayed. Sumterites helped each other through the fearful lonely days, and they helped the troops, too. I have fought far from home and I know: Every little thought, every good wish, every whispered prayer somehow echoes in the hearts of scared soldiers far away. Thank you for your magic.///

But there is something very special about Sumter's sacrifice and its triumph, and you all know it.

I had the pleasure of visiting you in 1988. Since then, Hurricane Hugo has ripped through 12,000 homes in this area, and destroyed nearly $700 million worth of property. Its high winds and rains shredded your homes and neighborhoods.

As you banded together and tried to rebuild your lives and your towns, a war erupted far away. And you did something extraordinary: You sent many of your finest young men and women to serve. Factories closed, and 2,000 people lost their jobs.

Some people, newly married, were separated by war. Mothers bore children whose fathers were serving far away. Capt. Dale Cormier died fighting for his country, and Capt. Spike Thomas was plucked up from behind enemy lines.

But you did not give up. You recruited new business and new jobs. While the troops were away, you began to build a new city, a better city, a city that is more like a large family.

In 18 months you retraced American history: You have planted the seeds of prosperity among hardship's ruins. Hugo's winds and Saddam Hussein's Scuds could not stop you. /// They snarled. You won.// SSSS

I have talked in recent weeks about an American renewal. You have lived it. The success we experienced on the desert battlefields demonstrated that we take a back seat to no one when it comes to courage, ingenuity and dedication to principle./// It also showed that we do great things when we trust our people.

We would not have enjoyed the success we enjoyed if the president had tried to run the war from the White House. I entrusted operations to Sumter's products and heirs -- and look where we are today!///

We should use that same approach at home. Why should someone in Washington tell you the best way to heal old wounds and create

new hopes in Sumter? You have made spectacular progress without lectures from the capital. It's time that Washington told the rest of this country: We believe in you.///

We know the challenges we face. So, let's just do it.///

Each year we become a more diverse and exciting country. We pioneer new paths in industry, music, culture. Our diversity ~~exposes~~ us to new ideas, new ways, new opportunities.

Thanks to your contributions, we have stepped into the fresh air of a new age -- an age in which America is not afraid to demonstrate its ability. An age in which this nation takes on the challenges and opportunities that an international marketplace offers. An age in which the government doesn't try to impose virtue on its people, but encourages Americans to do what they do naturally -- help each other, compete against each other, enrich each other with our ideas, inspirations, cultures.

I ask you to join me today in rejecting that politics of division and derision. Let all of us and all of our countrymen rejoice in the path Sumter has chosen. The path of toil, cooperation, and confidence.

Americans don't need to be protected from anyone.///

We need to have the courage to feel good about ourselves to reach out and grapple with the new world awakening over the horizon. Our faith in ourselves sustained us through hard times in the past. It will propel us to greater deeds in the future.///

The Chinese used to consider it a curse to live in exciting times. We see it as a blessing. The spirit of confidence courses

Tony:

"Spike" Thomas, the Shaw F-16 pilot who was plucked from enemy territory, will be seated right behind POTUS at the event. Might want to include a reference to him in the remarks.

Lieutenant Dodson will also be seated there -- he is the helicopter pilot/commander of the gunship who rescued Thomas. He will soon be recieving a medal for heroism, as the chopper was under enemy fire during the rescue.

"Heck"

— Carolyn

Desert Storm

SUN FEB 24 1991

Shaw pilot rescued by U.S. helicopter

SAUDI ARABIA – A Shaw Air Force Base pilot parachuted to safety earlier this week in the Middle East before being rescued by a U.S. helicopter, which was under attack by enemy fire.

Capt. Scott "Spike" Thomas, an F-16 pilot from Shaw, landed about 50 miles north of Saudi Arabia in a spot where there was no enemy fire, reports said. Thomas, 27, had just finished bombing troops in Iraq before having to flee his plane when its engine caught fire, the reports said.

Thomas's wing man and friend, Lt. Eric "Neck" Dodson, coordinated the search and rescue mission, reports said. Both men are members of the 33rd Squadron of the 363rd Tactical Fighter Wing.

After landing, Thomas told reporters that with a thunderstorm approaching, he made a shelter using two bushes and a life raft. Both items were part of his survival kit. As he waited to be rescued, he picked up stones for souvenirs, reports said.

The helicopter passed over him after about two agonizing hours. After another three minutes, it landed in front of Thomas and someone was sent out to get him.

Iraqi soldiers fired shots at the helicopter as it lifted, reports said.

Tony:

I've had calls from the Sumter Mayor's office as well as our own advance team informing that this event will draw thousands from all over the state -- not only Sumter and Sumter County.

I think this calls for a gesture on the part of the President to at least make a mention of other parts of the state and bases other than Shaw.

For example:

- McEntire Air National Guard Unit
  30 miles from Sumter, in Sumter County
  F-16 units still deployed and not coming home any time soon. They are scheduled to stay until "the lights are turned out".
  The nickname of the command is "Swamp Fox", after General Francis Marion, a Rev. War general from S.C.

- The Sumter County area is known as "the Midlands Area"

- In brief, other areas from which troops are deployed and from which residents will be at the event:
  Columbia
  Charleston
  Beaufort
  Aiken
  Greenwood
  Florence
  Allendale
  Spartanburg
  Allanburg

My contacts think that a mention of South Carolinian troops is important because while Shaw's people performed extraordinarily, they are all home or on their way home -- while thousands more South Carolinians are still deployed.

Carolyn

SOUTH CAROLINA'S DEPLOYED FORCES

- **Army National Guard**
  228th Signal Brigade, Spartanburg
  265th Quartermaster Detachment, Allenburg
  132nd Military Police Company, Florence
  264th Engineer Detachment, Allendale
  251st Evacuation Hospital, Columbia
  251st Rear Area Operations Center, West Columbia

- **Air National Guard**
  240th Combat Communications Squadron, Columbia
  169th Tactical Fighter Group, Columbia

- **Army Reserve Command**
  187th Judge Advocate General Detachment, Columbia
  371st Chemical Company, Greenwood
  413th Chemical Company, Florence
  450th Ordnance Company, Aiken
  596th Transportation Detachment, No. Charleston
  941st Transportation Company, No. Charleston

- **Marine Reserves**
  8th Tank Battalion, Columbia

- **Marines**
  333rd VMFA, FA-18 Hornet Squadron, Beaufort
  451st VMFA, FA-18 Hornet Squadron, Beaufort
  273rd Marine Support Squadron, Beaufort

- **Air Force**
  ~~17th and 33rd Tactical Fighter Squadrons, Sumter~~ 363rd Tactical Fighter Wing
  9th Air Force, Sumter -17
  507th Tactical Air Control Wing, Sumter -33
  ~~363rd Combat Support Group, Sumter~~ - CSG
  ~~363rd Medical Group, Sumter~~ - HQ

- **Navy Reserves**
  Cargo Handling Battalion, 4th Headquarters, Charleston

Contact: Sheryl Kohls
Base Commander's Office
803-668-3630

o

Navy

From Charleston Naval Base:

USS MacDonough, guided missile destroyer
USS Moosbrugger, destroyer
USS Avenger, mine countermeasures
USS Leader, ocean-going minesweeper
USS Nicholas, guided missile frigate
USS Richmond K. Turner, guided missile cruiser
USS Hawes, guided missile frigate
USS William V. Pratt, guided missile destroyer
USS Halyburton, guided missile frigate
USS Santa Barbara, ammunition ship

and some admin groups aboard the carrier USS America

Shaw AFB integrated
Sumter

Sumter's worker hard
Mayor setup r.r. comm
thru committee
better now than ever
before they become
problems

B-W coop.
racial disputes
(hope no!)

Sumter units

Bob Gorman

Sensitive issue - has had
genocide

whites genet, don't want publicity
among wh.

3/15 ago - white sher dep
gunned down black guy

Morris College -
70's pres, instrumental
provided $ to keep
it going

blacks on sup ct
1st + only Ernest Finney

2 school districts (#2 city, #17 city) - #2 - bl. superintendent.
bl ca city council chair Ruben Gray.

Last year) NAACP went to #17 + wanted

ON

McENTIRE AIR NATIONAL GUARD BASE, SOUTH CAROLINA

BACKGROUND

- McEntire Air National Guard Base is 12 miles east of Columbia, South Carolina (20 miles from Shaw AFB).

  -- It has the 169th Tactical Fighter Group (ANG) as its primary unit, flying the F-16 "Fighting Falcon" fighter aircraft.

  -- The 169th Tactical Fighter Group is considered one of the premier fighter units, winning the Overall Top Team honors in Gunsmoke 89, the Air Force's Worldwide Fighter Gunnery Meet.

DISCUSSION

- The unit is the first Guard/Reserve unit to convert to the F-16, completing the transition in 1983.

  -- They were the first Air National Guard/Air Force Reserve fighter unit to deploy in support of Desert Shield/Desert Storm - the 157th Tactical Fighter Squadron deploying 24 aircraft on December 29th.

  -- In addition, a number of other units at McEntire deployed to the Persian Gulf Region to include: 169th Mission Support Squadron, 169th Consolidated Aircraft Maintenance Squadron, 169th Security Police Flight, 169th Communications Flight, 240th Communications Squadron and 169th Services Flight.

  -- During the two and a half months they were deployed the pilots flew nearly 1400 combat missions while maintaining one of the highest mission capable rates of fighter units deployed .

  -- This recall to active duty was the first of a base unit since the Berlin Wall Crisis of 1961.

  -- The unit's citizen soldier makeup was aptly demonstrated when Captain John J. (Jay) Johnson, an F-16 pilot, was notified in Saudi Arabia that he had passed the South Carolina Bar Exam and was sworn in as a member of the South Carolina State Bar via telephone from a tent in Saudi Arabia.

  -- The units mission while deployed was air-to-ground combat operations, interdiction and close air support.

RECOMMENDATION:

- None. Provided for information only.

POINT PAPER

ON

SHAW AIR FORCE BASE, SOUTH CAROLINA

BACKGROUND

- Shaw Air Force Base is located near the city of Sumter, South Carolina.

  -- It is a Tactical Air Command base and has the 363rd Tactical Fighter Wing as its primary unit, flying the F-16 "Fighting Falcon" fighter aircraft.

  -- The base is named for Second Lt. Ervin D. Shaw, one of the first Americans to see air action in WW I, killed in France in July 1918. The base has a population of 6,125 military members and 1,666 civilians.

  -- The Wing Commander is Colonel Raymond P.(Ray) Hout (Hew-ett).

  -- The base also hosts the 9th Air Force (the Central Command Air Forces) which deployed in August 1990 and provided the Joint Forces Air Component Commander (Lt General Charles Horner) and a cadre of air operations and planning staffs.

  -- Another tenant unit at Shaw is the 507th Tactical Air Control Wing which deployed from Shaw to Saudi Arabia to provide command and control for close air support, the Tactical Air Control Center, and radar control and communications support.

  -- The base also deployed the first Air Transportable Hospital to the region and a 90-bed casualty receiving hospital was established at Shaw.

DISCUSSION

- The 363rd Tactical Fighter Wing deployed two squadrons of F-16s (the 33rd and 17th Tactical Fighter Squadrons - approximately 48 airplanes) to Saudi Arabia. The 363rd was the first combat air-to-ground, F-16 fighter unit to deploy to the Persian Gulf region. They were primarily responsible for air-to-ground combat operations, interdiction and close air support.

- The F-16C is a single-seat, multi-mission fighter aircraft with the ability to switch from an air-to-ground to an air to-air role at the touch of a button. It can fly in excess of Mach 2 and carry 15,000 pounds of munitions, making it ready for any contingency.

03. 14. 91 07:50AM P03

- The 363rd Combat Support Group also deployed a number of personnel to the region to support the unit. They were responsible for providing a number of support missions including setting up the living compounds, dining facilities, morale and welfare support (movies, game rooms, etc.), legal support (wills, powers of attorney, etc.) and personnel.

- Community support during this period was overwhelmingly positive and there was a "keen sense of community/military bonding and mutual support."

RECOMMENDATION

- None. Provided for information only.

2 Atch
1. Newspaper Clippings
2. CVAE Tasker

03. 14. 81 07:50AM P04

Shaw pilot rescued by U.S. helicopter

SAUDI ARABIA – A Shaw Air Force Base pilot parachuted to safety earlier this week in the Middle East before being rescued by a U.S. helicopter, which was under attack by enemy fire.

Capt. Scott "Spike" Thomas, an F-16 pilot from Shaw, landed about 50 miles north of Saudi Arabia in a spot where there was no enemy fire, reports said. Thomas, 27, had just finished bombing troops in Iraq before having to flee his plane when its engine caught fire, the reports said.

Thomas's wing man and friend, Lt. Eric "Neck" Dodson, coordinated the search and rescue mission, reports said. Both men are members of the 33rd Squadron of the 363rd Tactical Fighter Wing.

After landing, Thomas told reporters that with a thunderstorm approaching, he made a shelter using two bushes and a life raft. Both items were part of his survival kit. As he waited to be rescued, he picked up stones for souvenirs, reports said.

The helicopter passed over him after about two agonizing hours. After another three minutes, it landed in front of Thomas and someone was sent out to get him.

Iraqi soldiers fired shots at the helicopter as it lifted, reports said.

Sumter cheers triumph

Rally marks cease-fire in Persian Gulf

By JOHN FRITZ
and AMANDA STURGILL
ITEM Staff Writers

Mary Jo Horner, whose husband led the U.S. air war against Iraq, raised her hands into the air Friday and echoed the words on the lips of hundreds of relatives and friends of Shaw Air Force Base troops.

"They're coming home," she shouted jubilantly to the cheering crowd gathered at Sumter's Volunteer Park for a bell-ringing, flag-waving celebration of the cease-fire in the Persian Gulf war.

HORNER

As many as 200 people took part in the noon rally, Sumter's first official celebration of the cease-fire. All over the city, fire trucks blew their sirens and schools and churches rang their bells. The ear-numbing din of the celebration at the park lasted for two minutes.

Women, some with tears welling up in their eyes, hub-

See WIVES, page 12A ▶

Wives feel pride, joy as they wait for troops' return

FROM PAGE 1A

bled over with glee, and children waved flags. Red, white and blue were in style.

"I'm very excited," said Debbie Kamps, whose husband, Maj. Skip Kamps, is a Shaw F-16 pilot. "We have been waiting a long time for this to happen. I can say I'm proud of every one of them over there."

Mrs. Kamps wore a silver bracelet around her wrist engraved with her husband's name and deployment date, Aug. 9, 1990. She said she is looking forward to the day she adds his return date to the bracelet.

Mrs. Horner, wife of Lt. Gen. Charles Horner, said her husband told her Shaw troops could be home in six to eight weeks, although nothing is sure. "They're going to try to get out of there as fast as they can," she said.

Mrs. Horner said she greeted the end of the war with mixed emotions. "I was very cautious," she said. "It was almost too good to be true."

But she threw caution to the wind Friday and celebrated the end of the fighting for the first time since the cease-fire was announced. When noon rolled around, she cheered with the other wives and rang a large bell she had borrowed from a neighbor. It was the loudest one she could find, she said.

The end of the war also marked the end of a silence between Horner and his wife that started when the first bombs dropped on Kuwait and Iraq.

On Monday, during a town meeting at the base, Horner made his first call home since the start of the fighting. For about 35 minutes, he talked to spouses, whom he recognized by name, and answered questions, Mrs. Horner said.

But while others are calling Horner, the architect of the allied air attack, a hero, his wife says, "He's just Chuckie to me."

"Every one of them is a hero over there," she said. "I don't think my husband is any more of a hero than any of them."

Jo Anne Morris of Volunteer Sumter, who helped organize the celebration with Sumter Mayor Steve Creech, declared the rally a success. "I was happy because I know people were ringing bells all over town," she said.

And Creech, who briefly addressed the crowd, said the party is not over. A homecoming celebration is in the works for whenever Shaw's men and women in the desert finally return home, he said.

"We just think it's a great example of the great support Sumter has been giving us the whole time," said Staff Sgt. Mary McHale, who works at Shaw's public affairs office.

But while Friday was a day of celebration, some of the Shaw wives said they had trouble allowing themselves to believe the war is over.

Sherri Perkins, wife of 33rd Tactical Fighter Squadron Commander Lt. Col. Ron Perkins, said she was talking to her husband on the phone when President Bush announced the cease-fire.

"It was almost hard to have a reaction left after all the ups and downs," she said. Her mood is now "cautiously optimistic," she added.

Leslie Bonds, whose husband, Jim, is an F-16 pilot with the 33rd, said, "I didn't want to get all excited in case I would just have to be disappointed again." But with some help, the women began to believe the war was over.

Bonds said she started to believe it really was over when "my husband called and told me not to write any more letters," she said.

Theresa Kesterson, whose husband, Bob, is also an F-16 pilot, said, "I didn't believe it until he called me today."

The feelings of relief that loved ones are out of danger have been complicated by not knowing when the troops from Shaw will be returning.

Perkins said her emotions are still mixed. "I feel as much in turmoil as I did on the first day of the war," she said.

"It won't be over until they get back here," Kesterson said.

But one thing was obvious – these wives are proud of their fighting men.

"It's not very often that you get to experience this kind of pride," Perkins said. The pride comes from knowing her husband did a good job and saved lives, she said.

Sumterite, soldier marry via telephone lines

By TONYIA MCGIRT
ITEM Staff Writer

Just hours before Operation Desert Shield became Operation Desert Storm, wedding bells drowned out the drumming sounds of imminent war for at least one Sumter County resident.

On Wednesday morning, Leandra Roth married Capt. Timothy Marburger, a member of the 9th Tactical Intelligence Squadron who deployed in August from Shaw Air Force Base to the Middle East.

The ceremony took place over transatlantic telephone lines.

"I'm very glad we did it," the new Mrs. Marburger said this morning. "We waited a long time. It's just peace of mind we got married."

Their original wedding plans had to be postponed when he was deployed, she said.

Marburger said she was at a neighbor's when Desert Shield was upgraded to Desert Storm. "It really caught me off guard," she said. "Of course it scared me."

But she said she is confident her husband will be home soon and will be all right. "I have a really good feeling that now it's started, they'll be home real soon."

"Now I know why we got married when we did," she said.

The bride was in an office at Shaw for the 10 a.m. phone ceremony. "All I had to do was go in there and they did everything," she said.

The call was interrupted several times, she said – including once just before she was supposed to say, "I do."

Meanwhile, her co-workers at Gay & Taylor Insurance Adjusters anxiously awaited her return from the base. They had planned a surprise reception for her, complete with a cake, champagne and confetti. "We've been so excited here this morning," co-worker Margie Zelano said Wednesday.

Marburger and her husband decided about two months ago to get married by phone, the idea of another deployed officer who is married to one of her co-workers, she said.

"I never thought of getting married over the phone," Marburger said, remembering that her first reaction to the suggestion was, 'You boys have nothing to do but dream up all these ideas.'

But "this was so easy," Marburger said. All the couple had to do was fill out an application, get a notarized affidavit and set up a time, she said.

"Our forms kept getting lost," she said – but the groom finally got the forms by mail and returned them by express mail. They arrived in Sumter on Monday.

The couple couldn't exchange wedding bands by phone, but they have their engagement rings for the time being, Marburger said, explaining that she had given her fiancee a ring for his birthday because he'd complained that only women got to wear engagement rings.

"We're going to have a real wedding when he comes back," Marburger said. But for now, "It means so much to both of us to just be married."

TONYIA MCGIRT / The ITEM

LEANDRA ROTH was married Wednesday by phone to Capt. Timothy Marburger, of the 9th Tactical Intelligence Squadron which was deployed from Shaw Air Force Base in August. The marriage took place just hours before the United States initiated Operation Desert Storm in the Middle East. Above, Roth holds a picture of her new husband at a reception following their wedding.

50th anniversary for Shaw slated

By BILLY QUARLES
ITEM Staff Writer

Shaw Air Force Base has grown in the past 50 years from a tiny flying school to a premier U.S. Air Force installation that last year claimed a $350 million impact on the local economy.

For the next eight months, Sumter plans to say, "Thank you."

The Shaw Air Force Base 50th Anniversary Committee, made up of Shaw and Sumter leaders, is kicking off the base's golden anniversary this week, according to the committee's co-chairmen, Orby Ferguson and Cliff Goodwin III.

Events planned for Shaw's 50th anniversary include special editions of Shawfest and Sumter's Iris Festival in May, a music festival in May, and a reunion of former Shaw military personnel stationed at Shaw, a golf tournament, a tour of Sumter and the base and the Shaw 50th Anniversary Ball in August.

Goodwin said the famous Air Force aerial display team, the Thunderbirds, is set to perform at this year's Shawfest, and he said the F-117 Stealth fighter-bomber may also be featured.

"We want to recognize the economic and cultural impact that Shaw has on Sumter," said Goodwin, general manager of Goodwin Buick-Jeep-Eagle. "It's obvious that they inject a lot of money into the community, but their cultural influence is enormous.

"The diversification of its people and the retirement community that's here because of it has an impact that is immeasurable."

The celebration, which is slated to run through August, is being kicked off by the sale of prints done specifically for the occasion by renowned Sumter aerospace artist Bill Reynolds.

The prints, depicting an F-16 Eagle fighter jet and a BT-13 fighter training plane and an aerial view of the base, are available to the public. Reynolds has a limited edition of 300 signed prints for sale at several area businesses.

An F-16 tactical fighter wing is now based at the Sumter installation, and the BT-13 was the first aircraft to land and be stationed at Shaw when the base opened in the early 1940s to train fighter pilots.

Ferguson, the Sumter city executive for South Carolina National Bank, said Sumter's annual Iris Festival will also pay tribute to Shaw this year, and he said the committee is trying to get country music recording artist Lee Greenwood to come to Sumter for a patriotic music festival in May.

Ferguson said more than 75 people from Shaw and Sumter are working on plans for the anniversary.

"It is a special occasion, and we are trying to involve as many people in the community as possible," he said. "With the variety of events that we have planned, we should be able to do that."

For information on Shaw's 50th anniversary or the limited edition Bill Reynolds prints, call the Greater Sumter Chamber of Commerce at 775-1231. The chamber can also provide information on tickets to the Shaw 50th Anniversary Ball slated for August.

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WHITE HOUSE MILITARY OFFICE
x 2150

MICHELINE PHELAN / The ITEM

SUMTER MAYOR STEVE CREECH, left, and former mayor Bubba McElveen tie a ribbon on the sign at Purdy and Calhoun streets Tuesday, kicking off a Valentine's Day project to support local troops deployed in Operation Desert Storm. Volunteer Sumter has the bows and is urging residents to place them on every street sign in the area before Feb. 14.

TONY –

Attached are a couple of memos from Jim Pinkerton which link the Gulf victory with a new domestic agenda.

You might want to peruse them — per your ideas on the American spirit of goodness.

— Carolyn

More general Am. stuff

Mayor Creech, thank you. Col. Huot, thank you. But most of all, thank you, Sumter.///Thank you for your courage, your sacrifice, your example. Thank you for showing just what a great land this is. Thank you for letting me share in your reunion.//

This is just wonderful.///

What is it about Sumter and Sumter Co. that breeds war heroes?// In this century alone, you have supplied some of our greatest warrior-citizens. Gen. George Mabry, who died just last year, was the second most decorated soldier in U.S. history. //As many of you know, he helped train a young Lt. Col. in Vietnam. That colonel was Norman Schwarzkopf. ///But Sumter's contribution doesn't end there. The coalition victory in Kuwait would not have been possible without Gen. Chuck Horner, the commander of the 9th Air Force Headquarters./// Gen. Horner designed the largest, most successful air assault in history. He helped the coalition forces crush Saddam Hussein without subjecting our troops or innocent Iraqi citizens to the horrors of total war.///Can you think of a better way to celebrate the 50th anniversary of Shaw Air Force Base?//

But you don't have to wear a star to be a hero. We are surrounded by such people today. //Let's all thank the 363d Tactical Fighter Wing// Including the 17th Tactical Fighter Squadron.// The 19th Tactical Fighter Squadron.// The 363d Combat Support Group.//And the 363d Medical Group. And let's thank the 507th Tactical Air Control Wing./// And the 9th Air Force.

For those of you who are a little groggy from last night's flight. Welcome home.///For the rest of you, welcome home. I

→ Note for Demarest here

SO. CAROLINA POINTS OF LIGHT

Again, per your ideas on American goodness, note these Points o' Light.

Two are military, though neither group deployed to Desert Shield or Storm.

THE WHITE HOUSE

Office of the Press Secretary

FOR IMMEDIATE RELEASE November 1, 1990

The President today named the crew of the USS Elrod, of Charleston, South Carolina, as the 289th "Daily Point of Light." The crew of the USS Elrod is helping restore forests and woodlands lost to Hurricane Hugo.

After six long months at sea during 1989, the USS Elrod returned to its base just as Hurricane Hugo bore down on the coast of South Carolina. Fallen trees and demolished houses inspired the crew of the Elrod to help the community recover from the hurricane. The crew founded "Trees for Charleston," a program through which more than 72,000 trees have been distributed throughout the community. On the USS Elrod, a large sign displays the increasing number of trees planted by the crew.

When the ship is docked in Charleston, the crew works on the weekends and after hours with other community organizations, planting trees at schools, parks, highways, and neighborhoods. The crew uses this opportunity to talk with community members and school children about the importance of planting trees and the preservation of the environment. In addition, dressed in uniform, the crew visits schools, where they distribute seedlings and talk with children about the importance of planting trees.

The President salutes the crew of the USS Elrod as the 289th "Daily Point of Light." Daily Point of Light recognition is intended to call every individual, group, and organization in America to claim society's problems as their own by taking direct and consequential action; to identify, enlarge, and multiply successful initiatives, like the efforts of the crew of the USS Elrod; and to discover, encourage, and develop new leaders in community service, reflecting the President's conviction that, "From now on in America, any definition of a successful life must include serving others."

# # #

FOR FURTHER INFORMATION CONTACT: Tracey Taylor or Jill Chodorov
(202) 456-6266

THE WHITE HOUSE

Office of the Press Secretary

EMBARGOED FOR RELEASE UNTIL
SATURDAY, AUGUST 11, 1990

August 10, 1990

The President today named Submarine Group 6, of the Charleston Naval Base, South Carolina, as the two hundred nineteenth "Daily Point of Light." Submarine Group 6, in collaboration with the Charleston Trident Chamber of Commerce, enhances the education of local youth.

In 1988, Submarine Group 6 formed a partnership with area schools to enrich the educational experience of young people. Since its formation, the initiative has expanded to include 40 partnerships between Navy commands, civilian businesses and organizations in the Charleston area, and local schools.

Volunteer military personnel and community members tutor students in physics, biology, chemistry, and other scientific subjects. They also support students who are "at risk" of dropping out of school, tutoring them in remedial reading and math. Submarine Group 6 also sponsors and judges math and science fairs in area schools, offers computer instruction to students, and leads tours through the submarines.

The President salutes Submarine Group 6 as the two hundred nineteenth "Daily Point of Light." Daily Point of Light recognition is intended to call every individual, group, and organization in America to claim society's problems as their own by taking direct and consequential action; to identify, enlarge, and multiply successful initiatives, like Submarine Group 6; and to discover, encourage, and develop new leaders in community service, reflecting the President's conviction that, "From now on in America, any definition of a successful life must include serving others."

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THE WHITE HOUSE

Office of the Press Secretary

FOR IMMEDIATE RELEASE May 10, 1990

The President today named Youth Service Charleston, of Charleston, South Carolina, as the one hundred thirty-ninth "Daily Point of Light." Youth Service Charleston, sponsored by the Trident Community Foundation, encourages high school and college students to engage in community service.

Founded in 1987, Youth Service Charleston helps recruit, train, and place students in a variety of community service initiatives. In 1989, more than 500 students participated in supporting the community.

On one weekend, dozens of young people armed with buckets of paint attacked a deserted construction site. Another weekend they were helping with the Wood for Warmth program, collecting firewood for those who cannot afford heat in the winter. And yet another weekend over 300 youth could be found volunteering for the Special Olympics as timekeepers, scorekeepers, referees, and cheerleaders. In addition, when Hurricane Hugo swept through the Charleston area in September, 1989, Youth Service Volunteers helped handicapped and elderly individuals clean their yards, distributed clothes, food, and supplies to emergency shelter, and assisted with emergency repairs.

An outstanding feature of this effort is its Youth Council where participating students meet to plan joint projects, share program ideas, and receive training from professionals in the community. One project created by the students is a monthly Beach Sweep where students pick up litter on the beach.

The President salutes Youth Service Charleston as the one hundred thirty-ninth "Daily Point of Light." Daily Point of Light recognition is intended to call every individual, group, and organization in America to claim society's problems as their own by taking direct and consequential action; to identify, enlarge, and multiply successful initiatives, like Youth Service Charleston; and to discover, encourage, and develop new leaders in community service, reflecting the President's conviction that, "From now on in America, any definition of a successful life must include serving others."

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THE WHITE HOUSE

Office of the Press Secretary

For Immediate Release February 27, 1990

The President today named Orangeburg School District Five of Orangeburg, South Carolina as the seventy-seventh daily "Point of Light." This school system promotes educational excellence through the combined efforts of concerned volunteers and school faculty.

Recently, the dropout rate in the Orangeburg School District has fallen to less than two percent. However, in 1984 the dropout rate in this school system was 35 percent. This alarming statistic concerned many parents, community members, and school faculty members. They decided to act. While recruiting support throughout the district, this group decided that the community needed to demonstrate its support for the students through "hands-on" educational involvement.

Members of the business community began donating supplies. Parents began to volunteer in tutoring, storytelling, grading papers, and chaperoning. Local civic leaders now serve on the School Improvement Council. Over 3000 people volunteer over 10,000 hours per year.

The President applauds the accomplishments of the Orangeburg School District Five volunteers and employees for embodying the President's conviction that, "From now on in America, any definition of a successful life must include serving others."

# # #

FOR FURTHER INFORMATION CONTACT: Tracey Taylor or Robert Marbut
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March 12, 1991

MEMORANDUM FOR INTERESTED PARTIES

FROM: JIM PINKERTON

SUBJECT: More Lessons from the Gulf War

Domestic policy reformers should take note of not only the Pentagon's recent victories, but also of the path which led to that success. Asked how the Army got to be so good, a senior Army official told U.S. News and World Report: "We lost the Vietnam War."

Fairly or unfairly, the military took much of the blame for the loss in Vietnam. The result was that the military was forced to do some serious self-examination. What they found, as the March 18 issue of U.S. News points out, was a system that trained soldiers to fight World War II battles and a bureaucracy that "rewarded inflated body counts and cover-ups of failures." The centralized command structure was remote and inflexible: in a March 11 Wall Street Journal story, Lt. Gen. Walter Boomer recalled that during Vietnam, top commanders -- and often Washington officials -- got into the act of rearranging the battlefield and selecting targets.

Instead of sticking with a losing pattern, the military learned from its own defeat: the new, post-Vietnam military emphasizes individual empowerment and decentralized control. In the Journal story, Gen. Boomer explains how field commanders adapted their plans to meet the battlefield's needs. One commander, confronted with unforseen opportunity, reacted by deploying his forces in a formation that had never before been attempted. Skeleton crews of U.S. troops fooled the Iraqis by using audio equipment to simulate the noise of a Marine division. These quick improvisations may not win a Nobel Prize, but they will win battles.

Civilian organizations should look to the military for an example of innovation and decentralization that works. Current Army and Marine doctrines call for "field commanders to make quick, innovative decisions, depending on the flow of battle." Domestic reformers searching for a new doctrine, or paradigm, should keep in mind the military's successful use of empowerment and innovation. And if reformers find themselves stymied by old paradigm rules and regulations, they should seek to change them. Individuals need to be empowered to experiment and improvise, to find solutions that work.

The military has succeeded because they never lost sight of their goals, and because they were willing to transform themselves to meet those goals. Here at home, the goals of educating and housing people haven't changed. But as we rethink our doctrine, or paradigm, we need to consider whether we are really pushing decision-making down to the lowest possible level. Civilians and soldiers alike need to feel part of a functioning system: disempowering the lower ranks leads to fatalism and defeat. The military increasingly relies on better-trained enlisted personnel to make battlefield decisions; this is a form of empowerment. Here at home, empowerment means putting choice and power in the hands of poor people -- those who are truly on the front lines of the war on poverty.

#

Attachments

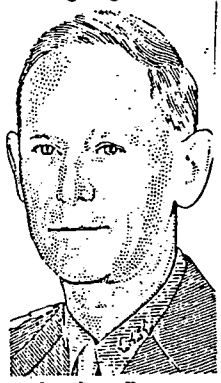
Allies' Battle Plans Changed Fast and Often, Confusing Friends and, More Important, Foes

WSJ 3/1/91

By John J. Fialka
Staff Reporter of The Wall Street Journal

EASTERN SAUDI ARABIA — There were times, says Marine Lt. Gen. Walter E. Boomer, when allied battle plans were changing so fast and furiously that even his own officers were confused.

"Some of my younger guys were wondering whether I was ever going to make up my mind," says the 52-year-old ground commander of the two Marine divisions involved in the capture of Kuwait City.



Lt. Gen. Boomer

From a distance, the 100-hour ground war may have appeared to follow a meticulouslylaid-out script. In truth, there were at least five major changes in the battle plans, some occurring in the heat of combat as allied commanders realigned their forces to take advantage of a rapidly changing situation.

The seemingly messy, ad hoc decisions caused momentary confusion—and some scary moments when U.S. units found bypassed Iraqi units fighting behind their lines. But the changes were essential to the surprise and shock achieved by the allies, and the overall result appears to have shortened the war and reduced casualties to a minimum.

Gen. Norman Schwarzkopf, the overall planner of the battle, seemed to thrive on last-minute changes by his field commanders, says Gen. Boomer. Undecided about where to breach enemy lines, Gen. Boomer says he briefed Gen. Schwarzkopf on three different battle plans in the month before ground combat. Each time, the head of the U.S. Central Command "would just look at me, grin and say 'OK.'"

Trusting field commanders to make sudden changes, Gen. Boomer explains, was a major departure from the U.S. fighting style in Vietnam, where top commanders—and often Washington officials—got into the act of rearranging the battlefield and selecting targets.

"What he [Gen. Schwarzkopf] did was give his commanders a mission and say go do it, and you didn't hear from him after that," says Gen. Boomer, who commanded a company in Vietnam. "That's all any commander can ask for. He knew we were evolving a plan and he didn't second-guess us."

'Hussein Wall'

Gen. Boomer's three changes shifted attack points over 100 miles back and forth along Kuwait's southern border. They were reactions to movements by Iraqi forces and last-minute intelligence reports that said the much-touted "Hussein Wall" of burning oil-filled trenches, sand berms and mine fields wasn't nearly as dangerous as it looked.

On Sunday morning, Feb. 24, after Marine forces had easily breached the Wall in two places and were rapidly charging through the burning oil fields toward Kuwait City, Gen. Boomer reported the situation from a field radio and Gen. Schwarzkopf responded with a fourth change.

Making probably the biggest alteration of the war, the head of Central Command ordered two Army corps to plunge into Iraq that day, a day earlier than planned. At the time, several of the divisions were still loading their supply convoys.

Some U.S. officers were confused by the rapidly accelerated maneuvers, Gen. Boomer says. But Iraqi officers were even more confused. Many of their units were simply bypassed by allied units streaming north, and the general says, "We were never quite sure how we were going to deal with them."

At one Marine command post sitting amid the smoky midday darkness of the burning oil fields in southern Kuwait, a column of Iraqi tanks pulled up. The commander of the lead vehicle, according to Gen. Boomer, announced, "I'm ready to give up, and some of my soldiers are, but some of them aren't."

As if to emphasize the latter, the tank behind the commander's fired off a shot that went harmlessly through the U.S. post, which was manned only by a colonel and his staff. "He [the Marine colonel] had no troops around him. They were all out fighting," explains Gen. Boomer.

As the colonel's men scrambled to find hand-held anti-tank weapons, the wind suddenly shifted, lifting the acrid blanket of smoke long enough for Marine tank forces to see what was going on and rescue the colonel.

The Iraqi confusion was compounded by allied deception. At one of the points he had earlier selected for the attack, Gen. Boomer had placed some artillery and a few troops with an elaborate network of radios and loudspeakers. Their job was to simulate the noise of a Marine division. The British Army operated a similar "ghost division" further west.

On Tuesday, as the 260,000 soldiers of the two Army corps continued to head north toward their assigned objective in the Iraqi desert, Gen. Schwarzkopf ordered some of them to figure out how to make a sudden, hard right turn into northern Kuwait.

According to Col. William Nash, commander of the Third Armored Division's First Brigade, he and the division's commander, Gen. Paul Funk, pulled out their maps. "We went for about 15 minutes on the hood of a jeep. Then we made the turn and cocked the guns."

By evening, the First Brigade was plowing through a succession of Republican Guard bunkers. At each one, he says, the Iraqis seemed surprised, as if they had no communication system.

The following day, with bypassed Iraqi units on all sides and more Guard units and mine fields ahead, Col. Nash devised a tactic he had never tried before. He sent some of his Bradley Fighting Vehicles and M1A1 tanks back to protect his baggage train, and then he put a line of M1A1 tanks right up with his scouts to get the drop on any Iraqi units that wouldn't give up. "I call it 'marching fire,'" the colonel says.

Burning Vehicles

His brigade, baggage and all, rolled through Republican Guard units for the rest of the night, leaving a trail of burning vehicles and bypassed soldiers. By 8 a.m., when the column finally stopped, the Guard had collapsed and the war was over.

"If I had enough fuel, I could have gone to Baghdad," says the colonel.

New U.S. ground-battle doctrines, both the Army's and the Marine Corps', call for field commanders to make quick, innovative decisions, depending on the flow of battle. They are supposed to react in much the same way as a skilled quarterback, or the playmaker on a basketball team—to anticipate the next moves of the opposition.

The U.S. military hasn't always worked that way in the past and it may not in the future, given a different set of high commanders, cautions Gen. Boomer. Increasingly sophisticated communications systems, he says, will tempt top brass to meddle with the plans of field officers.

"While we should be proud of what we have done, I don't think it's wise to get a big head about this war," he warns. "I wouldn't want people to think that every war that you find yourself in would turn out to be quite as easy as this one."

A force reborn

How did America's military exorcise the specter of Vietnam? Twenty years of tough self-criticism and endless training

"They set out to confront an enemy abroad," President Bush declared last week as he praised the men and women who won the most decisive American military victory since World War II. "And in the process, they transformed a nation at home."

To a president triumphant, to a nation relieved and to a military that almost seemed to be born anew, the victory over Iraq was only half the story: Desert Storm was also a victory over two decades of American self-doubt. On the wall of the briefing room at the Riyadh Hyatt Regency Hotel, a hand-drawn cartoon appeared: a rock in the empty Iraqi desert, bearing the epitaph "Here Lies Vietnam."

JOHN FICARA

Bush. *"Kicked the Vietnam syndrome"*

For a generation of Americans, the "Vietnam syndrome" was also the Iran syndrome and the Lebanon syndrome and the Grenada syndrome. It was the sense of utter helplessness as Americans were taken hostage, the sense of utter shame immortalized in images of retreat—the embassy roof in Saigon, the smoking wreckage in the Iranian desert, the 241 soldiers dead in Lebanon. And it was the sheer cynicism, bred of tales of $600 toilet seats, rigged tests and clumsy Pentagon politics, that eclipsed even victory in Grenada. In the wake of the disastrous attempt in 1980 to free Americans held hostage in Iran, an Oliphant cartoon pictured the Marx brothers manning the phones at the Pentagon: "You want another rescue mission?" asks Groucho. "Just say the magic woid!" It captured the spirit of the time.

If the Vietnam syndrome was about perceptions, then it has not only been buried, it has been shot with a silver bullet and had a stake driven through its heart for good measure. A new *USA Today* poll finds that 78 percent of Americans have "a great deal of confidence" in the military; in a similar Gallup Poll taken in 1977, two years after the fall of Saigon, the figure was 23 percent.

But the real lessons of Desert Storm are both triumphal and cautionary. The new military, a product of clear vision, honest self-criticism and hard training, has dumbfounded critics who had declared its weapons too complex, its troops too lowbred and its planning too smug. The weapons worked; the plans were brilliant, the leadership inspiring, the men and women quietly competent.

Mission accomplished. *Members of the 24th*

But Desert Storm was the right war against the right enemy at the right time in the perfect place. "I wouldn't want to learn too many lessons from a 100-hour ground war," says one retired four-star. The next foe may not be so obliging as to play to America's strengths with such remarkable consistency as Saddam Hussein did.

Learning with a vengeance. Much of the military's newfound competence can be traced directly to Vietnam. The emphasis on training, on leaving nothing to chance, is the response of an overconfident champion knocked out by a new-

Infantry Division (Mechanized) head home. Relentless training, a lesson of Vietnam, prepared them for battle much tougher than they had.

comer. Asked how the Army got to be so good, a senior Army official answered unabashedly: "We lost the Vietnam War." In the old days, exercises were set pieces against an "enemy" who fought very much like Americans fought in World War II. The Army's National Training Center, which opened in 1981, now pits soldiers in mercilessly realistic exercises against an enemy who fights dirty. A soldier who can't read a map, can't put on a gas mask in nine seconds or can't clean his rifle becomes a computer-scored casualty. The relentless honesty of the system has transformed the culture of an Army that once rewarded inflated body counts and coverups of failures.

Vietnam also self-selected the leaders—from Gens. H. Norman Schwarzkopf and Colin Powell to the senior non-commissioned officers in the field—who have done more than anything else to reshape America's perceptions of its military. In Vietnam, they were the ones in the field who survived the days when the politicians were planning air raids, the troops were demoralized and the American people were disgusted. "To make it through all that, they had to be good leaders," says a senior defense official who served in Vietnam. Bard O'Neill of the department of national security policy at the National War College in Washington, D.C., who has taught the veterans of Vietnam, says: "They didn't talk about it much, but there was a sense of purpose that was unspoken."

Debugging. The technology that carried the day was the result of an equally clear sense of purpose. After the debacle at Desert One, Jimmy Carter came to symbolize the fecklessness of the American military, but it was his administration that defied the nuclear-war-fighting obsessions that had governed military planning for decades and pushed stealth technology, precision-guided bombs and conventionally armed cruise missiles. It was the military itself that defied the potshots from critics who took every glitch as a sign of utter failure. When the Patriot missile system was first fielded, its radar went haywire "whenever the wind blew," recalls former Reagan defense official Lawrence Korb; it took three years to work out all the bugs. The M-1 tank broke down repeatedly when it first appeared. Says Harold Brown, Carter's secretary of defense: "The fact that the systems work is the result of a lot of

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elaborate testing, during which a lot of things go wrong—which fosters the idea it's all a lot of junk. But you test so you find out what needs to be improved."

Would it were always so. For all the soul-searching that went on after Vietnam about the need to develop light forces for "low-intensity conflict," however, the U.S. military is still largely configured—in technology, force structure and doctrine—to deal with the Soviet conventional threat in Europe. It lacks the sea lift to move a large, heavy force in a hurry or lighter weapons that could be airlifted, like the proposed 17-ton Armored Gun System, which has almost the same firepower as the 60-ton M-1.

The emphasis on technological superiority and on a doctrine of rapid maneuver and deep strikes that was so effective against Iraq was a direct response to the challenge of overcoming a numerically superior foe in Europe. Iraq, with its Soviet equipment and tactics, was the Soviet Union Lite. "The belief was that a force structure and a weapons inventory that could handle the Soviets could do the other things too," says Brown. "In this case, in a truly conventional war, it clearly has. But that turned out not to be true in Vietnam; it doesn't work all that well in Central America, and it sure doesn't solve the political problems of sub-Saharan Africa, or the Middle East, for that matter."

Hussein's incompetence and miscalculation made even this conventional war a less difficult test than it might have been. He gave up one of his strongest weapons, his "human shields." Two other threats that could have derailed U.S. plans—terrorism and chemical weapons—never materialized. The Scuds that Iraq launched, one at a time, were 25-year-old technology; more modern missiles can maneuver evasively as they hurtle earthward and dispense decoys to befuddle interceptors like the American Patriot. Iraq's Air Force proved incompetent, its intelligence worse.

And U.S. troops arrived, with six months to get ready, in a country with good ports; enormous, modern and well-stocked air bases, and a social structure that encouraged 18-hour workdays, if only because there was nothing else to do.

The Americans proved they were the best Army in the world. But there are still some things that the best Army in the world can do better—and still some things it cannot do at all. That may be an enduring lesson of Vietnam that outlives the Vietnam syndrome. ■

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