

## **After Desert Storm:**

# **DLA historian pens book on Army reconstruction of Kuwait**

by Christine Born

DLA Congressional and Public Affairs

**T**he Persian Gulf War may be a distant memory to many, but the aftereffects of the conflict are still fresh in the mind of Dr. Janet McDonnell, the chief historian for the Defense Logistics Agency.

Recently, McDonnell was honored at a book release ceremony celebrating the publication of her fifth book, "After Desert Storm: The U.S. Army and the Reconstruction of Kuwait," which tells the story of how soldiers and civilians worked to restore the war-ravaged country.

Not since World War II had U.S. Army soldiers and civilians played as large a role in rebuilding a foreign nation as they did in Kuwait after the Gulf War. U.S. soldiers found themselves performing such diverse roles as repairing police cars, rebuilding damaged power systems, restoring the water supply, and feeding zoo animals.

McDonnell says this book was an outgrowth of another. In 1991, she was documenting the U.S. Army Corps of Engineers' involvement in the Persian Gulf War and published "Supporting the Troops: The U.S. Army Corps of Engineers in the Persian Gulf War."

"The Corps was not the only Army element involved in recovery operations so the U.S. Army Center of Military History requested that I broaden my account to include all activities of the other Army elements," she said.

"The story of how American soldiers, working alongside Kuwait's residents, helped bring the country back to life within a few short months is truly remarkable," McDonnell reflected.

McDonnell said she hopes that this book will be used to highlight lessons learned about military operations other than war. The importance of planning carefully for the aftermath of conflict and coordinating with the host nation are just two of these lessons. The book also pays tribute to the U.S. soldiers and civilians who worked so hard to restore Kuwait.

"Usually historians come along after the fact and I felt privileged to actually be able to feel a part of history by witnessing some of the recovery process firsthand," McDonnell said.

"When I made my first trip to Kuwait in March 1991, the oil fires were burning and filled the sky with smoke, and the water and electricity were in short supply," she said. "Every aspect of life in Kuwait was touched. I marveled at the courage and commitment of the soldiers and



Janet McDonnell (*left*), with Lt. Gen. Joe Ballard, chief of engineers and commander U.S. Army Corps of Engineers, at the book release ceremony.

civilians who worked in that dangerous environment. When I returned the following September, few visible signs of the occupation remained. There could be no better tribute to the hard work and dedication of the American soldiers and civilians and their Kuwaiti partners than the sight of this city again bustling with activity."

"I came away with a real sense of the dedication and the courage of the military, both active duty and reservists, and the Army civilians," she said.

While in Kuwait, McDonnell conducted oral history interviews with the Department of Army officials on site, Kuwaiti officials, and contractors, collected documents, and visited project sites.

The book release ceremony, she said, was a wonderful opportunity for the people who served in Kuwait to get together again.

"This was a defining experience for them and for me," she said. "The recovery operation forged strong bonds between the people who were over there for months. When they look back, they feel gratified to have helped the Kuwaiti people."

McDonnell's book can be ordered from the U.S. Government Printing Office in Washington, D.C.

To read an article on McDonnell and the history program at DLA, go to <http://www.dla.mil/Dimensions/mar-apr/janet.htm>. □



# DLA HISTORY

## Defense Supply Agency supports Vietnam Conflict and the warfighter

by Dr. Janet McDonnell  
DLA Historian

**A**t the request of the Republic of Vietnam (South Vietnam), in the mid-1950s the U.S. began supplying military materiel and equipment and organizing, training, and equipping that country's armed forces. By 1965, U.S. officials had concluded that a rapid buildup and employment of U.S. combat forces was needed to prevent the total collapse of the government of South Vietnam. When President Lyndon B. Johnson directed the deployment of U.S. combat forces in 1965, no logistics system was in place. There were inadequate ports and airfields, no logistics organization, and no supply, transportation, and maintenance troops. Because of the force level ceilings and the decision not to mobilize the Reserve component, the logistics build-up lagged behind the combat force build-up.

Never before had the Army's logistics system been tasked to support such a large number of ground combat troops in a counterinsurgency role with a pipeline that stretched 9,000 to 11,000 miles. For the first time in modern history, the U.S. Army was required to establish a major logistics base in a country where virtually every area was subject to continuous enemy observation and hostile fire. Unlike World War II and the Korean War, Vietnam was characterized by small, isolated actions. There were no fixed terrain objectives;



no neat, well-defined division between enemy and friendly force; no front line or rear boundaries. Many of the techniques and assumptions valid in conventional warfare did not apply in the harsh jungle environment. Despite conditions that severely strained logistics operations, at no time was logistics support a constraint on a major tactical operation. Vietnam remains the story of remarkable logistics achievement. The young Defense Supply Agency, headquartered at Cameron Station, Va., played a key role in this achievement.

With the dramatic build-up of American troop strength in Vietnam during 1965 and 1966, DSA accelerated its procurement program to meet the extra demands. Accelerated orders covered everything from tropical

combat boots and lightweight tropical uniforms to bed sheets, blankets, sandbags, steel planking, photo supplies, construction materials, food, and petroleum products.

The Agency's total procurement rose from \$3.0 billion in fiscal 1965 to \$6.2 billion during fiscal 1967. During fiscal 1967, it managed 1.7 million items. The number of supply requisitions jumped from 15.4 million in fiscal 1965 to 19.4 million in fiscal 1966. The Agency's civilian personnel strength soared from 33,230 in fiscal 1965 to 64,448 in fiscal 1967 partly in response to its Southeast Asia support mission.

All DSA facilities were involved in the buildup to some extent. It's supply centers and depots significantly



increased their operations. Occupied space in DSA depots increased from 6 million square feet on July 1, 1966, to 18 million square feet on June 30, 1967, which caused considerable overcrowding in some depots. Supplies shipped and received at DSA's depots during fiscal 1967 amounted to 4.5 million short tons, an increase of nearly 40 percent from the previous year.

In 1966, DSA Director Vice Adm. Joseph M. Lyle reported to a congressional subcommittee that "Despite the impact of the great surge in demand, system effectiveness [as measured by the availability of stocks to satisfy requisitions received] has held at or above 87 percent." With a few exceptions, he observed, DSA had been able to support elements in Vietnam effectively. "The increased demands placed upon our system in support of Southeast Asia operations have subjected it to the most prolonged, severe and extensive test since DSA was established," Lyle told the committee.

## Clothing

DSA provided clothing and textile supplies and subsistence throughout the conflict. Defense clothing and textile supplies jumped from a procurement total of \$25.7 million for July 1964 to \$33.9 million for July 1965. By late 1965, the Agency's Defense Personnel Support Center (DPSC) in Philadelphia was contracting for more than 300,000 poplin trousers and nearly the same number of poplin coats. The light-

weight poplin uniforms were well suited to Vietnam's tropical climate. In addition, a new jungle boot was in great demand, and manufacturers stepped up their production. At one point in 1965, nearly 800,000 pair were under contract. The military also purchased a special inner sole for the combat boot, composed of nylon and stainless steel, to prevent damage to feet from bamboo traps in Southeast Asia.

At peak, the DPSC clothing factory operated two shifts with 2,620 employees to help meet the demand. Initially, the factory was the sole producer of the Ripstop trousers and shirts for ground troops. The Ripstop material, developed by DPSC, proved more resistant to tearing in the jungle areas of Vietnam. The factory also produced other high priority items in support of forces in Vietnam: 256,000 khaki trousers; 825,000 sateen trousers; 225,000 poplin trousers; 444,000



khaki shirts; 194,000 poplin coats, 78,000 sateen field coats; 634,000 sateen shirts; and 24,000 wool serge overcoats.

## Subsistence

U.S. soldiers who served in Vietnam were well clothed and well fed. After 1965, extensive use of large refrigerators, refrigerator vans, and helicopters permitted troops in the field to enjoy garrison type rations on an almost routine basis. Units in areas such as Saigon, Cam Ranh Bay, and Vung Tau enjoyed A-Rations, which included fresh fruits, vegetables, and milk. Whenever possible, troops on patrol and other field missions received meals prepared in base camp kitchens and delivered in insulated food containers. When such deliveries could not be made, they received either the meal, combat individual or the long range patrol packet.

The long range patrol food packet consisted of a precooked dehydrated food, as a main component, in a reconstituted polyethylene package, with an average gross weight of 11 ounces. It included a confection, a

cereal or fruitcake bar, coffee, cream, sugar, toilet tissue, and matches. The olive-drab camouflage packets contained various menus such as chicken and rice, spaghetti with meat sauce, or pork with scalloped potatoes. This food packet far surpassed any previously used packaged field subsistence item that had been previously produced for highly mobile field operations.

In 1967 DPSC Commander Brig. Gen. John M. Kenderdine, U.S.

Army, and other DSA officials took a month-long tour of Vietnam visiting 25 commands. Kenderdine reported that conditions were good, especially the food. An estimated 90 percent of U.S. military personnel in Vietnam, he





added, were fed A-Ration level food in the field and in camp areas. Many units received ice cream daily. Kenderdine found no shortages of clothing, footwear, food, or medical supplies. Commanders and troops had high praise for the jungle boot and poplin uniform. Both dried quickly after getting wet, which was particularly important in Vietnam's tropical climate.

### Fuel

DSA also provided fuel support through the Defense Fuel Supply Center. Prior to 1965, petroleum requirements were relatively small and three international oil companies (Shell, Esso, Caltex) had adequate storage and delivery capabilities in Southeast Asia. At that time, contracts with in-country firms provided for the delivery of specified petroleum products into designated locations in Vietnam. Fuel consumption by U.S. forces jumped from 2.7 million barrels in 1964 to 6.8 million barrels in 1965. As the fighting shifted from one location to another, requirements changed frequently, and requests for fuel purchases were submitted to the Defense Fuel Supply Center on a piecemeal basis.

### Red Ball Express

A new accelerated supply and

transportation system called the Red Ball Express enabled DSA to furnish vital equipment and parts to the forces in Vietnam with unprecedented speed. This program was designed to expedite the supply of repair parts for deadlined equipment (equipment on the brink of maintenance failure). Specifically, it would deliver needed repair parts to the mechanic who needed them within seven days after his request. The Red Ball Express kept helicopters, tanks, bulldozers, trucks, and other major equipment ready for

operation.

From its inception on Dec. 1, 1965, to the end of the fiscal year, the Red Ball Express received more than 51,000 requisitions and supplied 49,000, a 95.5 percent delivery record. By late 1966, the program had airlifted more than 15 million pounds of high priority cargo to Saigon. DSA managed over 50 percent of the requisition line items moved under this program.

The program allowed DSA to furnish parts for materials handling equipment, generators, bulldozers, electronic equipment, and other desperately needed items within 48 hours for overseas air shipment. The system was highly successful in reducing deadline rates. The final report on the program, submitted as of July 31, 1970, indicated that 927,920 requisitions had been processed under the system.

### Inventory Control

The rapid logistics buildup, however, also created serious problems. The U.S. transported far more material and supplies to the ports in Vietnam than American forces could effectively receive, store, and manage. In 1965, the warehouses at the port in





the requirement for stock levels in Vietnam and other storage areas. The program minimized the requirement for large stock levels at stationary depots in the theater of operations. It

resupply and smaller local inventories. This concept was later hailed as “just in time” inventory.

When DSA Director Lt. Gen. Earl C. Hedlund, Air Force, visited Southeast Asia in 1968, he concluded that the Agency was providing timely and effective supply support. He found that military officials were generally pleased with the logistics support they received from DSA, especially in medical and subsistence areas. There were no shortages of these vital items. However, Hedlund conceded that there was room for improvement in the areas of packaging and marking items and status reporting. This was to be expected, he added, “considering the massive task of furnishing up to 70 percent of items used in the Pacific Command, including everything that troops eat and wear.” In the early 1970s, DSA would go on to face the challenges that came with the withdrawal of U.S. forces and the retrograde of supplies and equipment. The Vietnam War vindicated the concept of integrated management of common supply items and common logistics services. It also further demonstrated the Agency’s unique ability to support the warfighter. □

Saigon overflowed with cargo, and asset visibility was almost nonexistent. By 1968, depots in Vietnam contained 1.5 to 2 million tons of material, but only 20 to 30 percent of the material was available for combat support. The remainder was considered “lost” since it was not on the stock record. In late 1968, thousands of gray boxes full of unknown supplies were still being shipped back from Vietnam to Okinawa for opening and identification.

Military personnel launched a concerted effort to reduce the staggering surplus. Between September 1968 and June 1969 the military reduced stock tonnage by nearly 80 percent through the consumption of on-hand stock, retrograde of excess or unidentified items, and intensive command management of incoming and retrograde shipments. They found that greater effectiveness could be achieved with 20 percent of the previously maintained tonnage

An innovative concept called “Inventory in Motion” was introduced in 1968 to integrate supply and transportation to reduce

integrated all the logistics support functions (supply, maintenance, improved communication, automation, transportation, and command management control) to regulate the flow of materiel in and out of the combat zone as needed. Inventory in Motion was rooted in the principle of non-stop support direct from the Continental U.S. to the Army in the field bypassing theater depots. Basically stocks that were in transit -in the pipeline - were considered part of the inventory. The integrated control of the movement of supplies resulted in a more responsive



# DLA celebrates 38th anniversary

by Christine Born  
DLA Congressional & Public Affairs

A virtual cake, entertainment by Airborne troops and a slide show were just a few of the highlights from the Defense Logistics Agency's 38th anniversary celebration in October.

The festivities began with an inspirational performance from the 82nd Airborne All-American Chorus and ended with DLA enlisted members detailing DLA history and events with a cadence cut to a training march.

Lt. Gen. Henry T. Glisson said the young men and women that serve around the world today that we support are what make our work so very, very important.

"This celebration allows us to reflect upon what we as an agency are all about and celebrate the great things that we have done in support of our

nation over the past 38 years," he said.

DLA was created on Oct. 1, 1961 and was known as the Defense Supply Agency. DSA officially began operations Jan. 1, 1962, and by July 1, 1962, had seven field organizations, 16,500 people and managed 45 facilities. In January 1977, DSA was redesigned DLA.

"The change in this Agency since 1961 has been extraordinary," Glisson said. "We have supported every war, every major contingency, every humanitarian relief operation, every theater of operations where our sailors, airmen, soldiers and Marines have been deployed. DLA is represented all over the world as an integral part of the warfighting team. You find DLA representatives in Bosnia and Kosovo. When this organization was founded, the potential was unlimited. In supporting our warfighters, DLA receives 83 percent of requisitions that need

filling by DoD. There are not many items left that the warfighters touches daily we don't have control of."

Glisson said the reason DLA is successful and continues to grow in this changing world is because of the DLA employees here and around the world.

"You should be proud of your work," he said. "The young men and women of the Armed Forces count on us to be there for them. It really is an awesome responsibility. There is not another job I would rather have than this one."

Glisson, Gary Thurber, DLA director of Corporate Administration, and DLA's first director, retired Army Lt. Gen. Andrew T. McNamara, manned a canon and fired the "shot" that lit the virtual cake. The "shot" was comprised of confetti.

A slide show highlighting DLA history was next. A complete history of the Agency is available at <http://www.dla.mil/history/default.htm>

[www.dla.mil/history/default.htm](http://www.dla.mil/history/default.htm)

## DLA History

DSA initially controlled six commodity commands and two single manager agencies:

- ✓ Defense Clothing and Textile Supply Center, Philadelphia, Pa.
- ✓ Defense Construction Supply Center, Columbus, Ohio
- ✓ Defense General Supply Center, Richmond, Va.



The 82nd Airborne All-American Chorus performs at the DLA 38th Anniversary celebration. The members of the chorus sang several popular songs and a few originals.





(From left to right) Retired Lt. Gen. Andrew McNamara, DLA's first director, Lt. Gen. Henry T. Glisson, DLA's current director, Gary Thurber, director, DLA Corporate Administration and DLA Senior Enlisted Advisor Sgt. Maj. Randy Taft fire a canon to light the virtual birthday cake.

- ✓ Defense Medical Supply Center, Brooklyn, N.Y.
- ✓ Defense Petroleum Supply Center, Washington, D.C.
- ✓ Defense Subsistence Supply Center, Chicago, Ill.
- ✓ Defense Traffic Management Service, Washington, D.C.
- ✓ Defense Logistics Services Center, Washington, D.C.

With the military buildup in Vietnam, in early 1963, the Agency acquired Army general depots at Columbus and Tracy, Calif., and the Navy depot at Mechanicsburg, Pa. Acquisition of the Army depots at Memphis, Tenn., and Ogden, Utah, in 1964, completed the DSA depot network.

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Retired Lt. Gen. Andrew McNamara, DLA's first director (left) and Lt. Gen. Henry T. Glisson, DLA's current director, cut DLA's 38th birthday cake.



In 1965, DoD consolidated most of the contract administration activities in the military services and established the Defense Contract Administration Services within DSA to manage the consolidated functions.

The Defense Property Disposal Service in Battle Creek, Mich., was established in 1972. The Agency's operations were also extended overseas when DSA assumed responsibility for defense overseas property disposal operations and world-

wide procurement.

In 1989, DoD directed the military services to transfer 1 million consumable items to DLA for management.

The Defense Contract Management Command was established in 1990 and is responsible for providing worldwide contract administration services to the military services. In 1993, DLA initiated the Prime Vendor Program to better supply its customers and reduce the inventories of its depots.

During Operation Desert Shield/Desert Storm, DLA provided the services with over \$3 billion of food, clothing, textiles, medical supplies and weapon system repair parts. For its support to American combat forces, DLA received the Joint Meritorious Service Award in 1991.

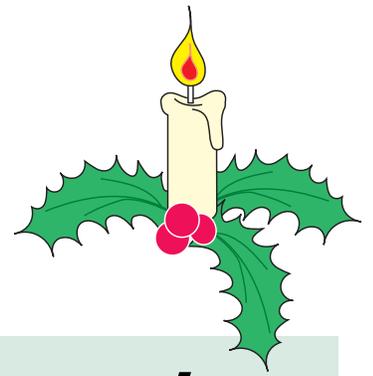
In 1992 DLA was assigned DoD-wide responsibility for the management of the wholesale supply distribution system with 30 depots.

DLA is keeping up with the move into the 21st century by staying ahead of the changing business processes that are part of the supply chain. □





# Holiday spirit



## ***At DLA, holiday spirit thrives all year long***

*Editor's Note:* During the holiday season, great emphasis is placed on helping those in need. But at the Defense Logistics Agency, that holiday spirit knows no calendar.

From collecting clothes and food to helping victims of natural disasters, to volunteering to build houses and cleaning up neighborhoods, DLA employees are always there to help others.

The Agency's Chaplain's office is very active in sponsoring and administering programs that reach outside of the Agency. From victims of abuse to the homeless, DLA is there to help.

During its 38 years of existence, DLA has supported every war, every major contingency operation, every humanitarian relief operation by ensuring our Armed Forces have what they need when they need it. The employees of DLA extend that mission to the community and to fellow employees by providing the same type of support all the time.

As we move into the new millennium, DLA will no doubt continue to expand its mission and the people who make up DLA will do the same. Happy Holidays.

## **Chaplain lends helping hand all year long**

*by Christine Born and Kathy Stephens  
DLA Congressional and Public Affairs*

**I**f you read the mission statement for the Defense Logistics Agency Office of the Chaplain—primarily responsible for logistical support to military chaplains—you would assume the staff spends most of their day doing just that. But if that is what you think, you would be missing a big part of what they do for DLA employees and the surrounding community.

Chaplain Ralph Benson and his staff run several programs to help those in need. From food to clothes collections, and everything in between, Benson and his staff are always there to help.

"People here are very giving and very gracious," Benson said. "What is also a consistent phenomenon is that people who are helped are the best givers. They have been helped and in

return want to help others. What all of these programs are about is employees taking care of employees."

During the holiday season, the chaplain's office and Team Morale sponsor a food collection drive for needy DLA families during the Thanksgiving holiday and a food and gift drive for needy families during the holidays.

"DLA cares for its own," Benson said. "Sometimes financial burdens prohibit families from enjoying the holidays. This has been a very suc-



Thomas Wilkens, from the DLA Administrative Support Center, loads boxes of donated materials on a van for transport to the North Carolina flood victims.

cessful program of assisting our own. Please continue supporting this program by giving to those who are less fortunate."



Benson said all the names of families and people recommended will be held in confidence.

This year, non-perishable food items and food certificates will be accepted. By using the food certificates, DLA families will be able to purchase the meat of their choice, Benson said. The certificates can be purchased from area grocery stores.

During the rest of the year, the chaplain's office runs several other programs.

### **Flood relief**

When Hurricane Floyd hit the Carolinas in September, employees from all over DLA donated food, clothing, radios, flashlights, kitchen utensils, and toiletries to the relief fund. The collection at the headquarters complex alone accounted for approximately 130 boxes of food and 122 boxes of clothing and other items.

After the collection ended, several volunteers helped to box the items up. Then, Thomas Wilkens, of the DLA Administrative Support Office, contacted the Scripture Cathedral church, in Washington, D.C., to move the items to a distribution point in North Carolina.

"Thanks for helping," Lt. Gen. Henry T. Glisson told a group of volunteers helping to package up the items for shipment. "I appreciate it and I know the folks in North Carolina will appreciate it too."

### **Cell phones**

Another program Benson administers is collecting old cellular phones. The victim protection program, run by the district attorney's office in Prince William County, Va., collects unused and old cellular phones to provide to people who have been victimized, either by spouse abuse or some other trauma.

Benson said a lot of people have cellular phones that they received for free by signing up to a contract, or they purchased the phone and then decided to upgrade, but are stuck with the old phone.

"The county takes the phones and registers them," Benson said. "The phones by law have to be able to dial 911 so the county makes sure the phones are charged and provides them to victims. They can only dial 911 from them but it gives the victims a sense of security. Most of these victims have restraining orders and this allows them to feel like they can leave the house and have the phone at the ready if they need to call the police."

Benson said his office collects the phones, along with the charger and battery, and takes them to Prince William County. He said they may begin working with other counties in the area when they get similar programs up and running.

### **Toiletry items**

A program to help the homeless in our area was also implemented by Benson.

At one time or another, we have all bought or picked up trial-sized toiletries for or vacation or travel for work. Now there is an opportunity to put these often forgotten items to good use, he said.

This on-going program collects these trial-sized toiletry items. The items are then taken to local area homeless shelters supported by the headquarters complex and provided to the homeless. One of the shelters DLA supports is the Eleanor U. Kennedy Shelter. It is a 38-bed shelter for single men and women that operates as a walk-in shelter.

Benson explains that it is difficult to buy these items in bulk to be shared. Dividing a mega-sized bottle of



Stacks of donated materials await transportation to the victims of the North Carolina floods.

shampoo into small containers that can be carried by people who are constantly on the move is not easy.

Some of the trial-sized items suggested for donation include: soap, hand lotion, shampoo, mouthwash, shower caps, shaving equipment, toothpaste, and toothbrushes.

Benson points out that, "The importance of this is it allows the employee to very simply do something good for the community. We all want to do something good. But, we all can't work in shelters or in a soup line. And we see the homeless all around us in the area and have concern for them, but how do we help them? By collecting the toiletries, you allow this person without a home, living on the street, the ability to clean him or herself. The simple things like soap or shampoo or toothpaste-what we forget is that it helps self-esteem to be clean."

If you know someone in the DLA family who would benefit from any of these programs, would like to provide a donation, or would like to set up a similar program at your installation or activity, email Benson or his assistant Staff Sgt. James Harris, call his office at 703-767-5249, or visit the chapel in room 1331. □



# Sacrifice was the word for truckers from Defense Distribution Depot, Norfolk

by Fred J. Klinkenberger Jr.  
Fleet and Industrial Supply Center,  
Norfolk

**M**ost residents of Norfolk, Va., were fortunate in only experiencing minor inconveniences after Hurricane Floyd passed through the area and their involvement in cleanup was minimal. Not so for eight Defense Distribution Depot, Norfolk, heavy rig truck drivers, who epitomized dedication and sacrifice after Floyd left behind a swath of destruction in North Carolina on Sept. 16.

These men — who had already put in an eight-hour workday when the call came — volunteered their time and skill to deliver pre-staged, emergency food rations to numerous devastated communities in North Carolina, which suffered severe hurricane damage due to flooding from Floyd's rains. An urgent call for help came at 4:05 pm. on Sept. 20, and the trucks had to be on the road by 8:30 pm. Time was thus precious, as the men had to prepare their trucks by off-loading already full trailers and then re-loading the emergency rations. During the next two days, they shuttled rations to the stricken communities in North Carolina.

The drivers—Ralph Rinehart, Thomas Banks, James Burke, John McBryde, John Moore, Kenneth Blount, Daniel Zinni, Melvin Williams, and Steven Laury were praised by David Graddy, a transportation foreman in DDNV's Code T. He lauded the drivers for their motivation and spirit of volunteerism, emphasizing that during the entire period while the men were delivering the emergency rations, not one accident or incident took place. The drivers worked closely with area highway



*Left to right, bottom row:* John Moore, John McBryde, Lt. Gen. Henry T. Glisson, Daniel Zinni, James Burke, Capt. Dick Trowbridge, DDNV commander, and Melvin Williams. *Left to right, top:* Ralph Rinehart, David Graddy, Thomas Banks and Steven Laury.

patrols and police to reach their destinations. He described the drivers as men who simply “love what they are doing.”

Commercial carriers would have normally been hired to move the rations, but due to the road conditions they were unable to respond within the time required to help the hard hit communities like Roanoke Rapids, Camp Lejeune, and Kingston, N.C., where the truckers delivered the desperately needed food. To reach the offload points, the drivers had to drive through flooded roads where water levels often reached the gas tanks on their trucks. Since numerous roads and bridges were washed out, some of the DDNV drivers had to take 70-mile detours to reach their destinations. In some cases, the drivers ended up sleeping in their cabs as a normal three-to-four-hour trip turned into an

all-night adventure.

The trucks stayed in contact with one another via radio, with one lead truck also having a cellular telephone to call ahead to state troopers to determine the best route to travel. The emergency rations the men delivered consisted of Meals Ready to Eat. Each truck carried 40 pallets of MREs in a 45-foot trailer. Nine trucks were used during the operation, delivering 360 pallets of emergency food rations to grateful North Carolinians between Sept. 20 and 22.

Graddy said the drivers' response to the disaster in North Carolina “demonstrated not only helping one's neighbors, but clearly showed the community the dedication, unselfishness, and commitment of the government work force that the Defense Logistics Agency has at DDNV.” □



# DCST personnel deliver supplies, clothes to Kosovo school & village

**M**embers of the Defense Logistics Agency Contingency Support Team helped to ease the suffering of war a little by delivering much needed supplies to areas of Kosovo.

The DCST personnel delivered school supplies to the Jeronim De Rada School in the town of Firaja, Kosovo. They also dropped off school supplies and boxes of clothes to the mountain village of Kostenjevo, Kosovo.

Members of the Civil Affairs Team, who work with the local people, guided the team to the school and village. Lt. Col. John O'Keefe, DCST Forward commander, explained that many of the supplies delivered by the non-government organizations often take time to reach the mountain villages, and Kostenjevo is very hard to reach.

"Most supplies are used up in the large cities and distribution of supplies often does not reach the villages which are not easily accessible," he said. "That's why the CA team suggested we take supplies to Kosotenjevo."

O'Keefe explained that the mountain village of Kostenjevo is fairly remote.

"It took about 45 minutes of slow driving in HMMWVs [High Mobility Multipurpose Wheeled Vehicle] to negotiate the mountain roads once we left the main road," he said. "The mountain roads are impassible by car and only four wheel drive vehicles can make the trip. There are no cars in the village. They use horse drawn carts to transport supplies."

The inside of the Jeronim De Rada School was burned by the departing Serbs and many windows were broken out.



Members of the Defense Logistics Agency Contingency Support Team unload supplies for a village in Kosovo.



Members of the DLA Contingency Support team with some school children in Kosovo.

It had also served as a Kosovo Liberation Army assembly area during the war.

According to the villagers, they were forced to flee into the hills when the Serbs came through. The Serbs destroyed many of the homes, many of which are now being rebuilt. He said the villagers were glad to see the team.

"When we arrived at the village they were washing clothes outside by hand," O'Keefe said. "Clothes are hung up to dry on a line and draped over a rack.

"A little girl gave us walnuts and we met another girl who was wearing sandals, and it was about 40 degrees that day. When the Serbs came, the villagers left with only the clothes they had on their backs. For many, that is all they have now."

O'Keefe said the donations have touched the lives of many and he thanked everyone who supported the effort.

For more information, or to send donations, contact O'Keefe at:

DLA Contingency Support Team, Task Force Falcon (Forward), Camp Bondsteel, Kosovo

If calling DSN from Kosovo/Macedonia, 9-312-992-2533 ask for ext 107.

Calling DSN from the United States, dial 9-992-2533 ask for ext 107.

E-mail O'Keefe at:

O'KeefeJ@aserver2.monmouth.army.mil



# Mesa's good neighbor day helps make community better place

**D**uring the spring, the Defense Contract Management Command Phoenix Boeing Mesa teamed up with Boeing Mesa Arizona to participate in "Good Neighbor Day."

Employees from the Boeing Mesa facility, including DCMC employees, along with their family members, had an opportunity to contribute to the welfare of the community by participating in and contributing to community improvement projects. A wide variety of projects and activities were available to choose from. DCMC employees gave a helping hand to Prehab of Arizona Thrift Store, the United Food Bank and helped paint the insides of some houses. DCMC participants included Maj. Kent Schvaneveldt, Jan Kautzer, Elda Sarinana, her daughter Lucinda, Linda Nilson, her husband Mark, Barbara Borlongan, her husband Dory, Mary Kay Seeman, and Doris Coldwell.

Coldwell, Sarinana and her daughter Lucinda, contributed time at the Prehab of Arizona Thrift Store. They organized clothes racks, books, and shelves. In addition, they tagged and set out clothing and cleaned. Sarinana said "This really was a good experience for my daughter...I'm happy we were good neighbors."

Seeman, the Nilsons, and the Borlongans all helped paint homes with the help of Boeing employees and their families. They said they had a good time and felt like "We got a lot of painting done even though much of the paint ended up all over ourselves. We definitely will participate again next year," Seeman said.

Schvaneveldt, Kautzer and Boeing Teammates donated time at the Mesa United Food Bank. They sorted food, packed it in boxes and labeled it for



Top row from left to right: Good neighbors are Maj. Kent Schvaneveldt, Elda Sarinana, Linda Nilson, Mary Kay Seeman, Doris Coldwell. Bottom row left to right: Jan Kautzer, Lucinda Sarinana

storage. Altogether they sorted and packed over 11 pallets of food. Those

that were in charge were very impressed with the work that was accomplished. □

## DRMS, DLIS and GSA breaking down barriers

**M**embers of the Defense Reutilization and Marketing Service and the Defense Logistics Information Service joined with the General Services Administration to help members of their community remain employed.

The three organizations are involved with the local Breaking Through the Barriers project. Established in 1997, several organizations and individuals formed the group to determine why some Battle Creek area residents remained chronically unemployed, despite the strong economy. The group identified several barriers these unemployed citizens face. The group formed four task forces to address the barriers of child care, transportation, work force development and entrepreneurship.

"We need to make sure all children get started on the right foot.

Otherwise, we will deal with the consequences when they are older," said Odis Jones, spokesperson for the Breaking Through the Barriers project. "There are parents out there doing their best to cope, but they don't have the resources to respond to a crisis like their car breaking down or their babysitter canceling at the last minute. Often these situations can cause them to lose their jobs."

Members of the project are developing a mentoring program that would pair churches with families in need of assistance. This assistance could vary from help with child care to coordinating a back-up plan if the family's car breaks down. Child care and transportation emergencies are major difficulties for families without a steady income. A community that is strong and supportive can make a difference, Jones said. □



## **Garden hoses to a double wide trailer**

# **DRMS answers Oklahoma's call**

by Kathleen Hausknecht  
DRMS Public Affairs

# W

hat role does DRMS play when President Clinton federally declares a county a major disaster area?

According to Carol Fix, property disposal specialist, the Defense Reutilization and Marketing Service plays an active role in obtaining quality surplus property for the disaster area as quickly and efficiently as possible.

Under the standard procedure, excess property is first offered for reuse or transferred within DoD or to other federal agencies. After a specified waiting period, items can be donated to state and local governments or other qualified organizations.

Property that is not reused is sold to the public as surplus. When a federal disaster is declared, however, the waiting period is waived for the State Agency Surplus Program and immediate access to property is granted.

Fix worked with the SASP in Oklahoma City after the area was declared a federal disaster when a tornado devastated several counties last May.

"These declared areas don't have the money or time to fix items so what we send them has to be of the best quality," Fix said. "Whether we send forklifts or sleeping bags, it needs to be in good condition. These people have just been through a tragedy and need immediate assistance. A truck that needs the engine fixed or blankets that are dirty and have holes aren't helpful."

Fix starts the day by checking the FEMA web site for areas hit by severe weather. If an area is declared a federal disaster she sends a fax asking if they need items. Upon receiving a list from a disaster area she begins searching for items.

After searching the DRMS web page for property that matches the needs of the town, Fix begins contacting the Defense Reutilization and Marketing Offices. Fix knows which DRMOs have what types of property and who to call. "The DRMO personnel are outstanding. They make the needs for a disaster site a top priority and know where to look for the property. It's not unusual for the DRMO to contact their host installation to see if they have some of the needed items," said Fix. "The disaster site doesn't have the time or resources to search the web. They are trying to cope with basic needs such as how to find shelter and food. I can massage the system for them."

Typical items needed by a disaster area are excavating equipment, generators and vehicles. Items sent to Oklahoma included a couch, chairs, garden hoses, shovels, tools, and hard hats. DRMO Oklahoma City also sent a double wide mobile home. The mobile home was located in Mulhall, Okla., and used as a Disaster Field Office.

"They've also received flashlights, sleeping bags, canteens, batteries, paper cups, welders, pump, and posthole diggers," said Fix. "DRMO Oklahoma City even sent a Chevy Blazer to Texas, which will be used for hauling equipment."

"To be successful in this job you have to care about people," said Fix. □

## **Building homes from garage doors**

**R**on Myers of the Defense Contract Management Command Lockheed Martin Missiles and Space, spent the week of October 3 in Pueblo Triqui, an Indian village in Mexico's state of Baja, providing humanitarian assistance and building simple homes.

The volunteer effort was organized through International Disciple Training, a non-profit corporation that provides missionary opportunities for various Christian denominations. To build homes, the organization uses old garage doors.

Fourteen members, including Myers, of Cornerstone Church, Lodi, Calif., made the trip. Their appointed family was an eighteen-year-old mother, Caroline Torres Pena, and her eight-month-old daughter, Tania.

In search of work, Treke Indians migrate north to the rich farmland of the San Quintin Valley, where wages are the equivalent of \$5 a day, Myers said. They created a village called Pueblo Triqui in the town of Vicente

Guerrero. They built their houses out of cardboard and plastic. These houses have dirt floors, no running water, no electricity and no toilet. They arrived with only the clothes on their back and with families as large as 14, counting adults and children.

"Malnutrition, hunger and sickness are common," Myers said. "Even families that have several working members still live in poverty that is hard to imagine. Most Trekes have never slept in a bed.

"Every day was an adventure," Myer said. "Working conditions were poor. The weather was different each day; a dust storm blew through town one day."

The Treke Indians are always in need of such items as folding chairs and tables, single beds, bunk beds, small tables, diapers and wipes, propane stoves, flashlights and batteries. Anyone wishing to assist can contact Baja Field, IDT Attn: Rich Newman, 816 S. California, Lodi, CA 95240 or call (209) 334-5295. □



## Red Cross honors DSCC for blood donations

Associates of Defense Supply Center, Columbus, are in a "League of Their Own." That's according to the Central Ohio Region of the American Red Cross.

The center was recently honored with the League of Their Own Award for donating 1,099 units of blood during the year. The Red Cross calculated that many units are equivalent of saving almost 3,300 lives. Central Ohio's 27 hospitals need 580 units of blood per day.

DSCC Commander, Air Force Brig. Gen. Mary L. Saunders recently accepted the award from Cynthia Bryant, Donor Recruitment Representative of the Central Ohio Region of the American Red Cross.

## DSCPE donates computers to Darmstadt library

MAINZ-KASTEL, Germany-It was during a parent/teacher conference that the school's librarian mentioned to Glen Hawkins that the newly renovated library at the Department of Defense Dependents Schools at Darmstadt, Germany didn't have any computers.

Talk about perfect timing. As a computer specialist at the Defense Supply Center Philadelphia-European Region here, Hawkins knew that his activity was replacing some computers with newer ones. He also knew that at least 10 of them were Pentium class computers, only a few years old and perfect for the school library.

With some coordination between DSCPE and DoDDS property book officers and the Defense Reutilization Management Office, turn-in and issue of the computers were done on the same day. DSCPE took their computers to DRMO to turn them in, and DoDDS met them there to pick them up.

The school will have their no-cost computers in place for the upcoming school year," said Steven Cosgrove, a marketing specialist with DSCPE.

## DCMC bridge player helps others

Mary J. Wilson, a quality assurance specialist from the Defense Management Command workforce strategy division, was recently honored by the American Contract Bridge League with permanent membership in the ACBL National Charity Committee.

Wilson was nominated by the district 6 director for this appointment. The membership is in honor of Wilson's 10

years of volunteer work with the St. Elizabeths' Mental Hospital Duplicate Bridge Club, the only club of its kind in the United States. The St. Elizabeths DBC is a game that is held at a high-security, mental prison with bridge-playing volunteers who have been faithfully coming for many years. Wilson is a certified bridge director and has directed the games for the last 10 years and now manages the club as well. She also teaches occasional bridge classes to patients.

Wilson owned and managed her own bridge center for several years in Bettendorf, Iowa, before she moved to the Washington, D.C. in 1989. She has also served on the Board of Directors for the Northern Virginia Bridge Association for several terms and is currently secretary of the NVBA and chair of the Policy and Procedures Committee.

Her other major charitable activities include being the neighborhood representative for various charitable activities such as Easter Seal and the March of Dimes.

## Tutoring Russian immigrants

"You just can't help but to get involved," says Nellie Axelrod, of her work as a volunteer interpreter and tutor for Russian immigrants. Axelrod, a program analyst in the Budget Office at Defense Supply Center, Columbus, knows first-hand of the difficulties in immigrating to a foreign land. At the age of seven, she, then Nellie Erdman, immigrated from Russia with her family.

"As an adult, I decided I would like to help some other families," said Axelrod. "Their needs are endless. They need help in filling out forms and getting jobs."

"The changes in environment and customs, and the language barrier, are very hard to them to adapt to," said Axelrod.

The families are not only escaping religious persecution, but the brutal struggle to survive in a poor country where people steal, cheat, and even kill, just for food.

She volunteered at the Leo Yassenoff Jewish Center, which provides a program for immigrants that includes English classes and tutoring.

When one family was nearly devastated by a sudden serious illness, Axelrod met them at the hospital and spent hours with them. Besides helping with hospital paperwork, she provided invaluable assistance as an interpreter. It was the only communication the family members had with the medical staff. "They simply could not manage alone," she said.

Axlerod found a federal program called "Foster Grandparents" for a 79-year-old immigrant. She now works with children four days a week in a local Montessori school. Meanwhile, Axelrod is helping her earn her citizenship.

"She really wants her U. S. citizenship, and she's almost there," she said.

— Tony D'Elia, Defense Supply Center, Columbus,  
Public Affairs Office



# DCMC hosts disability awareness program

**S**ome very special children recently visited Defense Contract Management Command Sikorsky Aircraft, Stratford, Conn., for a disability awareness program. These children, who are mentally and physically disabled, were treated to a tour of the facility.

Christine Mraz, an aide in the special education department at Chaulk Hill Middle School in Monroe, Conn., mentioned to her father, Bob Mraz, DCMC Sikorsky's Army Programs team leader, that her class wanted to see some helicopters. With the cooperation of DCMC Sikorsky, Sikorsky Aircraft Inc., and the Monroe Department of Education, their wish was granted.

The children and teaching staff were given a tour of the Helicopter Final Assembly Area and The Flight Operations Hanger. The students were

also escorted down the main production aisle into the Final Assembly Area. Sikorsky employees along the entire way paused to greet the children.

Upon entering the hanger, the children were separated into groups and took turns going inside and sitting in a CH53E Navy Super Stallion and a UH60L Black Hawk Army helicopter. Suzanne Ceccolini, a Chaulk Hill teacher said, "This is an awesome experience for



Mentally and physically disabled children from the Chaulk Hill Middle School, Conn., tour the DCMC Sikorsky Aircraft plant.

the students and teachers to have this opportunity to visit, get up close and touch these helicopters and be provided with such a personal tour."

A number of students also tried on some of the helicopter pilot's flight gear. □

—Dan Hood, DCMDE Public Affairs

## Battle Creek employees help community

**F**orty volunteers from the Defense Reutilization and Marketing Service, Defense Logistics Information Service, Defense Automated Printing Service and General Services Administration recently shared their talents and time on for the United

Way's Day of Caring in the surrounding community. The day was part of the kick-off celebration for the United Way and the Combined Federal Campaign.

Employees volunteered for the morning at various sites around the area helping to spruce up the neighborhood.

Throughout the area, Battle Creek Federal Center employees planted bushes, assembled shelves, scrubbed and scoured ovens, unpacked food, built a new deck,



Two Defense Logistics Information Service employees help to build a deck.



Three Defense Automated Printing Service employees work in a yard, cleaning brush and planting.

cleared a yard of brush, spread dirt, and made quilts. □



# DLA reaches CFC goal in four weeks

by Christine Born  
DLA Congressional & Public Affairs

The Defense Logistics Agency kicked off the Combined Federal Campaign in early October, and four weeks later, reached its campaign goal. DLA's Corporate Administration achieved 172.19 percent of its goal and the Defense Contract Management Command reached 145.05 percent of its goal and had an 83.33 percent participation rate.

Several DLA employees expressed their sentiments in why they give to CFC.

Karen Moon, DCMC said, "I give because when my son was 2 years (now 8 years) old he was ill and received a wish from the Sunshine Foundation to go to Disney. The organization sent the entire family and gave us spending money. So, I know when I give, it comes back."

Leada Barksdale, of the Defense Energy Support Center said, "My mother and daughter died from cancer. When my daughter was ill, the cancer society and hospice provided so much support. The CFC slogan, "It All Comes Back To You" is so true."

## Kick off Program

The kick off program featured a yo-yo contest, demonstrating this year's theme, "It all comes back to you."

Several members of the DLA executive management team were challenged to "show off" their yo-yo talents for one minute while local

NBC 4 news anchor Susan Kidd, the keynote speaker at the rally, and the audience judged. While the contest was all in fun, the seriousness of the event was evident earlier in the program.

Lillie Simpkins, DLA CFC coordinator, said, "We have a challenge, but we can make it. We have chosen as our theme, 'Ports of Call,



From left to right: DLA Director Lt. Gen. Henry T. Glisson, NBC4 news anchor Susan Kidd and DLA CFC Coordinator Lillie Simpkins at the DLA kickoff ceremony.

Reaching out into the community and around the world."

Both themes are relevant to communicating the CFC message that your gift helps those in need everywhere. I believe the most effective story is the one that each of you can share with a co-worker and it can make a difference whether or not they give."

Simpkins reminded the audience that CFC helps those everywhere in time of need, and sometimes those it helps are right in our backyard. For example, she said many of the depot workers in Norfolk, Va., have family affected by the flooding in North Carolina and the flood victims were

helped by CFC donations.

Last year, DLA exceeded its CFC goal by sixteen percent, so this year's goal has been set at \$320,000. And Simpkins challenged the DLA workforce to reach that goal by the end of October.

The keynote speaker, Kidd, told a story of a woman she had recently met to demonstrate the importance of "it

all comes back to you."

This woman, Ellen Bomer, was in the U.S. embassy in Nairobi, Kenya, when a terrorist bomb exploded in it last year. As a result, she was blinded. "Just think, one minute she was healthy, the next minute she was blind," Kidd said. "Her story was very inspirational to me. She did not have any anger or bitterness. She said one way she gets through this is by meeting with others who are visually impaired. They taught her that life is not over. It's through that person to person contact and by hearing individual stories that

gets the true message of CFC across."

Kidd said we can all look back at our stories or the stories of someone in our families and know had it not been for someone's helping hand, they would not have made it or the road who have been a lot more difficult. "And that is what CFC is all about is reaching out to help someone do a little better," she said.

DLA Director Lt. Gen. Henry T. Glisson said the DLA leadership is committed to making the CFC goal. He pointed out that there are 2,800 port of call in the CFC book and said we all have an opportunity to make a difference. □

