

CONTOUR

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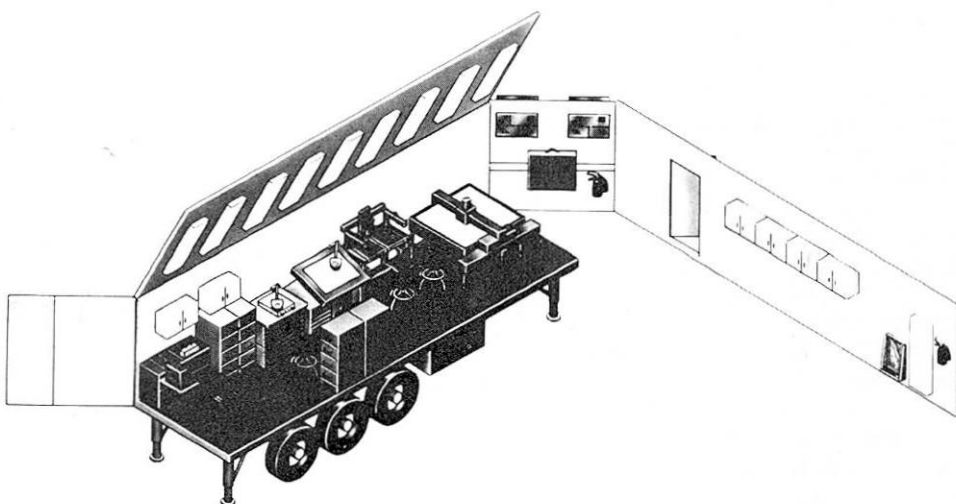
The U.S. Army's Topographic Community Welcomes TSS

DRAFTING SUPPORT SECTION

by CW3 Pete Madera

For over a decade, the U.S. Army's Topographic Community has been preparing itself to implement the Topographic Support System (TSS). As a result of the imminent implementation of TSS in Army topographic units, training and Modified Tables of Organization (MTOE) and equipment for TSS have become the focus, not only at the units, but at the Defense Mapping School as well. In November 1983, U.S. Army Europe published their TSS MTOE and the reproduction subsystem of TSS was made operational at the 585th Engineer Company (Cartographic). Since then, stateside units, such as the 584th Engineer Company (Cartographic), have also implemented their TSS MTOE. At the 584th Engineer Company (here at Fort Belvoir) all TSS subsystems have been operational as of November 1985.

Implementation of the Topographic Support System has generated intensive key personnel training at the unit level for various TSS subsystems. A great deal of time and effort has been invested in developing courses to fit TSS requirements. Courses, such as Advanced Cartography, Advanced Geodetic Survey, and Advanced Terrain Analysis, are now available at DMS for soldiers who must master the techniques and procedures to manage, as well as operate, the entire system's equipment. Training Extension Course are currently under development



(or programmed for development) at the U.S. Army Topographic Element (USATE) to support TSS.

What does TSS really mean for the Army? For the benefit of those readers who were not around (yet) when TSS was conceived, a brief history and explanation of its operational concept follows:

The Topographic Support System is a combat support unit consisting of seven deployable subsystems that include: Command and Control; Storage, Retrieval and Distribution; Military Geographic Information; Image Based Products; Reproduction; Cartographic Revision; and Survey. These subsystems can be employed in Joint Service Operations priority one areas (troop deployed areas) and provide the field

commander with complete topographic support in a response time commensurate with tactical requirements. TSS emphasizes functionality; it has been designed to be effectively deployable in a modular mode and to react to user initiated requests as well as perform routine operations to maintain readiness for future needs. To cope with digital technological developments TSS will maintain a library of terrain data in various formats with the flexibility to improve its "Data Bank" holdings through coordination with other U. S. military units and government agencies such as the Defense Mapping Agency.

How was the Topographic Support System conceived? In 1976,

See TSS, Page 4

The Direct Line



from Maj. Gen. Rosenberg
Director, DMA

As you are aware, the first and principal goal at DMA this year is to "Focus on People." I feel most strongly that if this Agency is to meet the challenge of the demanding Modernization Program ahead of us, and maintain required production schedules at the same time, we will need the best efforts of all concerned, all the time. I will be asking a lot of you - and you have every right to expect the best efforts of management in return. These you will be getting.

One area that I want to place renewed emphasis upon is our Health and Safety Program. Here, we must all work together to ensure that all our employees are provided a safe and healthful workplace, with appropriate medical facilities and preventive programs.

Because many DMA people work in environments where hazardous substances exist, we must provide adequate safeguards for them. This includes assessment of worker exposures and effective programs of physical examinations.

Increased emphasis will be placed upon the Occupational Safety and Health program, the Fire Prevention Program and medical support to all DMA elements, including preventive medicine.

To effect this increased emphasis, we are going to strengthen our safety and health staffs at DMA and provide even better on-the-job health protection. We

are currently advertising to fill three key Headquarters positions to direct programs in these areas. They will include a Safety Manager, an Industrial Hygienist and a Fire Protection Specialist. In addition, the safety staffs at the two main production centers will be augmented with industrial hygienists.

The Safety Manager will be tasked with making the workplace even safer and with providing guidance to all levels of management in this vital area in all elements of the Agency. The other professionals will likewise review and provide guidance in their areas of expertise.

The Headquarters Safety Council, revitalized under the chairmanship of Rear Admiral McVadon, DMA Deputy Director, will be meeting quarterly to review Component safety programs and progress towards safety goals. I encourage all of you to contact your local safety office with any suggestions or ideas for improving the DMA Safety Program.

I want to make sure that DMA's safety, health and fire protection programs are the very best and, I assure you, this has my highest priority. I consider it does little good to put up pretty posters declaring my "number one goal for the year is to "focus on people" and then do nothing about it. We do not need posters; we need action. And that we are going to get.

While our safety record has been good, I am going to do all I can to make sure that you have an even safer and healthier workplace to do it in. That's what teamwork is all about.

Thought for the Day

"Navigators Tell Pilots Where To Go; DMA Shows Them The Way."

This was passed to me by MSGT Bob Voll, USAF (ret) of DMA's Louisville Field Office. Do you have a thought? If so, pass it to me through your Public Affairs Office. Also, start thinking about DMA bumper stickers. We are going to have a contest for them. You'll hear more about that.

February 1

Black History Month begins.

American Heart Month by presidential proclamation.

Freedom Day. President Abraham Lincoln signs the 13th Amendment (abolishing slavery), 1865.

February 2

Army Nurse Corps established, 1901.

Ground Hog Day. Legend has it, that if the ground hog sees his shadow, winter will continue six more weeks.

February 4

United Service Organizations (USO) established, 1941.

February 6

Ronald Wilson Reagan's birthday, 1911.

February 8

Boy Scouts of America established, 1910. (Chartered by Congress, 1916)

February 9

United States National Weather Service established as a unit of the U.S. Army, 1871.

February 11

Birthday of Frederick Douglass, noted black publisher and abolitionist, 1817.

Operation Homecoming (return of prisoners of war from Vietnam) begins, 1973

February 12

Abraham Lincoln's birthday, 1809.

General Omar N. Bradley's birthday, 1893.

First submarine-fired guided missile, the Loon, launched from USS Cusk, 1947.

February 13

Marine Corps Women's Reserve organized, 1913.

February 14

Valentine Day.

February 16

Coast Guard Reserve established, 1941.

February 17

President's Day. Legal holiday for observance of George Washington's birthday. (See Feb. 22)

February 20

Lt. Col. John Glenn, USMC, becomes first American to orbit Earth, 1962.

February 22

George Washington's birthday, 1732.

February 23

American flag raised on Mt. Suribachi, Iwo Jima, 1945.

February 28

First airplane-to-ground communication by radiotelephone, San Diego, 1917.

From the DMS Director

Last week I heard a lecturer tell of an organization that was relieved because they had "avoided" an accident. The driver jumped clear and was uninjured as his forklift went over the edge of a loading dock and crashed to the ground, destroying a \$40,000 piece of equipment. No accident report was submitted, and the "un-serviceable" forklift was turned in for replacement because it was not economically repairable. The supervisor said "we almost had an accident." It seems to me they had a \$40,000 accident that could have been far worse. The accident should have been reported and investigated.

I wonder how often we "almost" have accidents . . . or security violations . . . or incidents of fraud, waste or abuse of Government resources. Those "close calls" are the warnings we really need to act upon. Most serious safety or security incidents are supposedly preceded by prior warnings or "close calls." If we don't benefit from our recognized vulnerabilities, we are more likely to have serious incidents to be investigated.

Our personnel appraisal system, however, is based on negatives rather than positives. A civilian Job Element/Performance Standard for safety, for example, usually indicates: "No reportable accidents during the rating period." A standard for security often reads: "No security violations" or "No more than one minor security discrepancy." Such standards discourage reporting of minor incidents which need to be investigated to avoid major incidents in the future.

I would like to see an increase in investigations of our "close calls" or vulnerabilities. I would like to see DMS employees rewarded for recognizing our vulnerabilities and reporting them for investigation. Rather than using the negative "No reportable accidents during the rating period,"

perhaps all organizations should use the positive approach to safety: "Seeks identification of safety vulnerabilities and acts to eliminate or minimize them." Performance appraisals would be based on accomplishment of positive actions rather than avoidance of negative actions. In time, those positive actions will eliminate the negatives we seek to avoid. Although DMS has an excellent safety record to date, our first DMS goal for FY 86 is to "Promote safety and health as primary considerations in all aspects of DMS operations." I hope to see an increase in investigations of safety vulnerabilities. This is our best guarantee against the possibility that DMS has been lucky for a long time.

Speaking of vulnerabilities, DMS will be conducting vulnerability assessments again this year as part of our Internal Management Controls (DMS goal 10). I want to reward those who identify DMS vulnerabilities to fraud, waste, and abuse of DMS resources. By suppressing our vulnerabilities, we only increase the possibility or

probability that we may fall victim to fraud, waste or abuse in the future. Especially when dealing with finances, supplies or other items of value, we are vulnerable whenever we rely upon the honesty and integrity of our personnel. Of course I believe in the honesty and integrity of our DMS personnel, but the Internal Management Controls Program requires us to identify situations where we are forced to rely upon such honesty and integrity. Such situations are considered to be vulnerabilities, and we are expected to act to minimize such vulnerabilities.

DMS has had an excellent Suggestion Program over the years. Ours is clearly the best in DMA. Using the Suggestion Program to improve our Safety Program, Security Program, or Internal Management Controls is an excellent way for all of these programs to be strengthened. I challenge each and every member of DMS to identify our safety, security, and Internal Management Control vulnerabilities and act . . . NOW.

Telephone Usage and Control

by C. F. Cummins

All telephones at DMS shall be for "official government business" only. The Telephone Control Officer for the Defense Mapping School is Mr. Chesley F. Cummins, Chief, Office of Administration and Mission Support. It is the responsibility of all members of DMS to inform the TCO of overseas Autovon calls, commercial calls that are placed through a Fort Belvoir operator, and any collect calls accepted.

Once informed of such calls, the TCO will supply a Telephone Control Number to each individual called. This number will be furnished to the Fort Belvoir Operator upon request. The TCO will need the following information before assigning a Telephone Control Number.

1. Date of placement of call.

2. Telephone Number where call was originated or, in case of a collect call, the telephone number where the call was accepted.

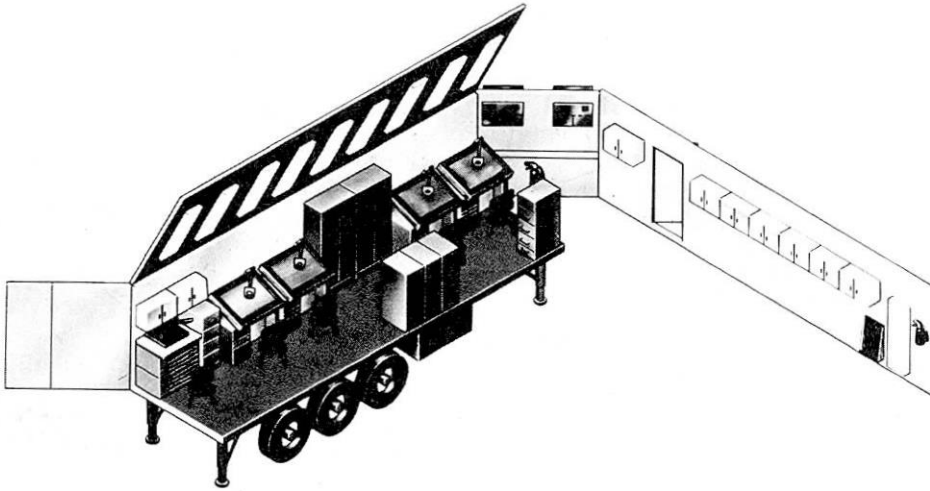
3. The person placing call or person accepting the collect call.

4. Telephone number of party called, or telephone number of the party calling collect.

5. Identification of party called must include location (city and state). Identification requirement is the same when accepting a collect call.

Charge-back calls to a DMS telephone requires the same information as noted in one through five above. In addition, all three parties in a charge-back call must be identified as above and a Telephone Control Number assigned.

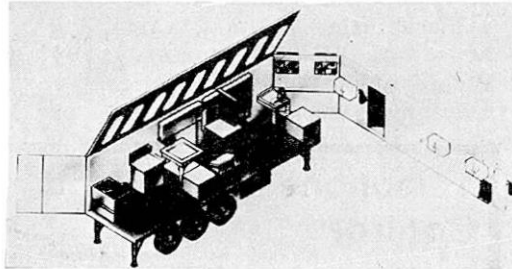
MOSAICKING/DRAFTING SECTION



the U.S. Army Engineer Topographic Laboratories (USAETL) completed the TSS' study which emerged from the tactical commander's confrontations with critical military situations, during the early 1960's, in different parts of the world. These situations required dynamic Mapping, Charting and Geodesy solutions that were nonexistent at that time. As a result of these confrontations, a Systems Design Study was initiated. The Department of the Army assigned initial responsibility for the study to USAETL which embarked on the task in the mid-sixties and completed the study in 1976. After USAETL completed the study, the task of optimizing the system to meet the Army's needs has been monumental. Each aspect of the system has been carefully scrutinized to ensure its effectiveness and functionality.

Since the USAETL began studying the Topographic Support System, DMS (then the Department of Topography of the U.S. Army Engineer School) began revision of the topographic training to ensure that the training programs were in full agreement with the needs of topographic units' operations. The revision of training was the result of the implementation of the "Systems Engineering Program;"

PHOTOMECHANICAL PROCESS SECTION



the revision evolved into the deletion of unnecessary training within different courses.

The process of designing optimum training packets to satisfy the needs of topographic units has not been an easy task because of the uniqueness of each topographic unit. The diversity of requirements makes it difficult to define the **real needs** of each unit. In recent years the task of consolidating the unit's requirements has been delegated to the U.S. Army Topographic Element. This important Army element is under the operational control of the Director, DMS, and provides guidelines in the form of Army Topographic Doctrine, Soldier's and Commander's Manuals, Skill Qualification Tests, etc. The general scope of information provided by USATE fundamentally reflects training objectives leading to the

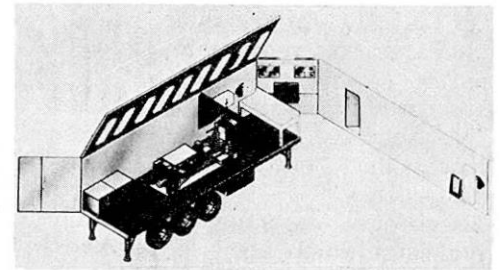
mission of TSS.

Today's excitement about TSS should be equally shared by all topographic soldiers. The Topographic Support System is presently the tool for the tactical field commander until new proposed systems and operational concepts such as the Digital Topographic Support System and the Quick Response Multicolor Printer are fully developed and implemented to support the year 2000 Air-Land Battle. Until then, DMS has the responsibility of maintaining a steady state-of-the-art level of awareness to parallel the doctrinal and operational requirements and concepts already under development for the year 2000.

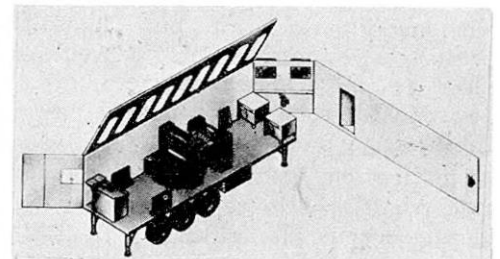
The need to be prepared for a challenging future that involves learning additional intricate skills and knowledges, with emphasis in the manipulation of digital topographic data, is already acknowledged.

In preparation for this not so distant challenge, we must persistently adapt to the necessary changes and search for the required training and specific DMA courses of instruction that will allow us to cope with them. The future points to an even more dynamic (but smaller) topographic force. The challenge is no longer latent; soon we will surpass TSS.

CAMERA SECTION



PRESS SECTION



Martin Luther King Holiday to be Held the Third Monday of January

Monday, Jan. 20, 1986, marks the nation's first observance of a legal holiday honoring slain civil rights leader and Nobel Peace Prize winner Dr. Martin Luther King, Jr.

Dr. King was born Jan 15, 1929 in Atlanta, Ga. In accordance with the national policy for Monday observance of most legal holidays, the third Monday of January has been designated for the annual observance of his birthday.

The holiday's theme is "Living the Dream." According to the language of the law that created this holiday, this day should be a time for Americans to reflect on the principles of racial equality and nonviolent social change --principles that Dr. King dedicated his life to accomplish.

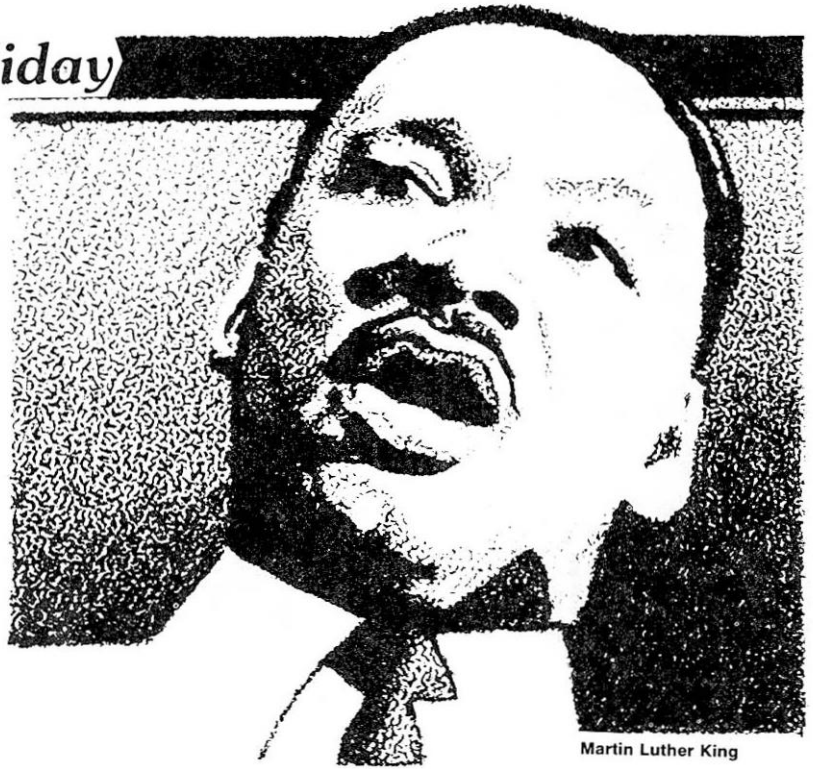
His widow, Coretta Scott King, recently said, "For the first time in the history of this great nation, we're honoring a peace-maker, a messenger of nonviolence -- a drum major for justice, love and righteousness who was a native son of America."

"Where others preached hatred, he taught the principles of love, nonviolence and a patriotic commitment to making democracy work for all Americans."

She further said, "Martin's day, therefore, should be a time for peace and nonviolence in all our human relationships and in every aspect of our personal lives. . .a day when all of us put aside our differences and join in a spirit of togetherness in recognition of our common humanity."

Dr. King once described black Americans as "sadly crippled by the manacles of segregation and the chains of discrimination. . ."

Blacks were not allowed in some restaurants or had to sit in areas that were designated for them, forced to sit in the back of public buses and often had to give up their seats to white persons. Some businesses and white-collar offices (federal offices included) set aside branches/sections for black personnel and would hire them for just certain types of



Martin Luther King

jobs and lower paying positions. And some small towns did not allow a black person to stay in town after sunset (my hometown was one of them).

An incident in Montgomery, Alabama, involving a public bus spurred Dr. King into starting the Civil Rights Movement. Rosa Parks, a black seamstress, took a seat near the front of the bus and, when told to give up her seat for a white person, she refused. As a result of defying the city's segregated transportation ordinance, she was placed under arrest. Dr. King, the new pastor of the Dexter Avenue Baptist Church in Montgomery, organized blacks to boycott the bus company. The boycott was successful and gained widespread public attention and also served as a model for many other similar actions by civil rights activists around the country.

Within six months, the courts decreed that state and local laws enforcing the segregation of public transportation were unconstitutional. In the ensuing years, King made equal rights his life's work. Using his own assets and nonviolent tactics, he organized hundreds of boycotts, rallies and marches across the United States,

becoming an important civil rights figure.

His most remembered rally and march was on Aug. 28, 1963, when he organized the "March for Jobs and Freedom" in Washington, D.C. On that day, Dr. King delivered his famous "I Have a Dream" speech to a throng of more than 250,000 men and women of all races, religions, and political backgrounds at the Lincoln Memorial.

The march on Washington succeeded far beyond the greatest expectations of its organizers. It succeeded because its theme spoke to the conscience of the nation and embraced the most enduring and basic American values -- equality and justice for all.

In 1964, at the age of 35, Dr. Martin Luther King, Jr. became the youngest man in history and the third black man to be awarded the Nobel Peace Prize, a yearly award given to the person who did the most to promote peace.

On Apr. 4, 1968, Dr. King was shot and killed while standing on a motel balcony in Memphis, Tenn. He was in Memphis to help lead sanitation workers in a protest against low wages and working conditions.

by Irene L. Peine



It was a family affair, as proud wife, Nancy, and four-year old Nicholas joined Major General Robert A. Rosenberg, Director of the Defense Mapping Agency, in presenting DMA General Counsel Edward J. Obloy his certificate of appointment to the Senior Executive Service.

DMA General Counsel Selected Senior Executive Service

The position of General Counsel, Defense Mapping Agency, has been elevated to Senior Executive Service level and incumbent Edward J. Obloy has been selected for the post, effective immediately. Major General Robert A. Rosenberg, USAF, DMA Director, hailed the action "as a further recognition of the growing stature of this Agency within the Department of Defense.

"I am extremely gratified," he said, "that this recognition was supported by both DoD General Counsel Chapman B. Cox and Assistant Secretary of Defense Donald Latham," who heads the Office of Command, Control, Communications and Intelligence, to which DMA reports.

"We advertised widely to find the best person for this position," the general added, "and had evaluators from outside DMA assist in the selection. Mr. Obloy was clearly the best qualified person for this senior position, in light of his outstanding service to DMA for the past eight years."

Obloy, 37, has been general counsel of the mapping agency since June 1978 and was assistant

general counsel for a year prior to that. He serves as legal advisor to the Director and is the primary legal authority within DMA.

A 1970 graduate of the Ohio University with a BBA degree, Obloy earned his law degree from the University of Toledo College of Law in 1973. In 1981, he received an LLM degree from the Georgetown University Law Center.

He has been admitted to practice before the U.S. Supreme Court, the U.S. Court of Appeals and the U.S. Court of Military Appeals, as well as to the bar in Ohio and the District of Columbia. He is a member of the Ohio State Bar Association and Federal Bar Association.

As an Army captain, Obloy served successively as chief defense counsel, chief prosecutor and assistant judge advocate at Ft. Meade, Md., from 1974 to 1977. Prior to his Army service, he was a public defender in Toledo.

Obloy, his wife, Nancy, and son, Nicholas, live in Laurel, Md.

The Return of Halley's Comet

All eyes are to the sky these days as earthlings prepare for the once in a lifetime opportunity to see Halley's Comet.

This comet, which appears once every 75 to 76 years, is named for Edmond Halley, the English astronomer and mathematician who charted the comet's orbit around the sun in the late 1600s.

Beginning this month, the comet -- which scientists say will measure up to 100,000 miles in diameter and have a tail 50 million miles long -- will be visible with low-power telescopes, binoculars and perhaps even to the naked eye.

Interest in the comet is so great that the U.S. Naval Observatory has installed a hotline with a three-minute recorded message telling its status. The number, 900-410-USNO, was installed to handle some 300-plus calls about the comet deluging the observatory each day. There is a nominal charge for this call.

Interest is expected to increase through March and April, the best viewing period. Although the comet is expected to be at its brightest in February, it won't be visible for most of the month while it circles the sun.

Because this year's Halley's occurrence isn't expected to be nearly as dramatic as some previous sightings, you'll have to know what to look for so you don't miss it.

Comets don't streak across the sky like meteors do. Rather, they are first visible only with powerful telescopes, but slowly brighten until some can be seen by the naked eye.

Comets are commonly described as a head with a long, flowing trail of hair. In fact, the word "comet" comes from the ancient Greek word "kometes"--which means "hairy."

Scientists say viewing will be best in the southern hemisphere.

See COMET, Page 7

From most vantage points in the northern hemisphere, the comet will appear low in the sky, and viewing will be best away from the lights of populated areas.

The U.S. Naval Observatory, DoD's official observatory, is tracking the comet closely from its stations in Washington, D.C., Arizona, and New Zealand.

Early January 1986 -- Visible with the naked eye 10 degrees above the western horizon during evening twilight.

Late January to February 1986 -- Comet at its brightest, but can't be seen from Earth as it circles the sun.

Feb. 24, 1986 -- Reappears just before sunrise, a few degrees above the eastern horizon.

Mar. 6, 1986 -- Visible, perhaps with a small tail, five degrees above the eastern horizon at dawn.

Mar. 26, 1986 -- Visible 10 degrees above the southeast horizon just before dawn; its tail may reach up to 20 degrees or more.

Apr. 10, 1986 -- Visible 10 degrees above the southern horizon at dawn; comet should be at the brightest stage within eyeshot of earth.

Apr. 11, 1986 -- Comet begins its solar orbit away from the earth.

Apr. 12, 1986 -- Visible before dawn in the southwest and after sunset in the southeast.

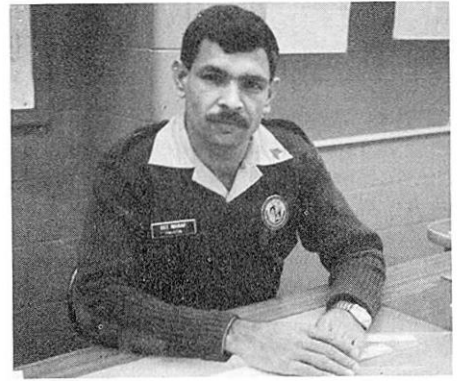
Apr. 17, 1986 -- Visible seven degrees above the horizon after sunset in the southern sky.

Late April 1986 -- Fades from view with the naked eye.

"Men are like wine—some turn to vinegar, but the best improve with age."
—Pope John XXIII



SFC Salah Hamdi from Tunisia



SGT Abdul Manaf from Pakistan

International Students Find Americans Friendly

On an average, the Defense Mapping School will have approximately 60 international students attending various classes throughout a given year. Recently, the School was honored by the attendance of SFC Salah Hamdi from Tunisia and SGT Abdul Manaf from Pakistan. They attended the Department of Cartography and Applied Graphics' Basic Cartography Course.

Eat American

When asked what American foods they liked, SFC Hamdi replied, "Americans eat many kinds of food. In Tunisia we eat a lot of lamb". SGT Hamdi said that he rarely eats chicken, but he did notice that eating chicken is very popular among Americans.

SGT Manaf said that because he is Moslem, he is forbidden to eat beef and pork. He also noticed the fast food restaurants promoting chicken and says that it is his favorite food. Like SFC Hamdi, he likes the variety of foods we eat at one meal. SGT Manaf was surprised by iced tea. He said, "I have never drank cold tea, only hot."

Native Language

SFC Hamdi said that in Tunisia Arabic and French are spoken. SGT Manaf said the languages spoken in Pakistan are Urdu (the official language derived from Hindustani), Pungabi and English.

Television and Entertainment

SFC Hamdi stated, "There are

two television stations in Tunisia —one in Arabic and one in French. An Italian station can also be received. American shows begin on Sunday at noon and, of course, the English is dubbed."

SGT Manaf said that he enjoys television. In Pakistan he watches American wrestling which comes from Baltimore, Md. and is shown on Friday nights. SGT Manaf says he likes music, especially Rock 'n Roll. He also enjoys dancing at the night clubs in hotels and at military recreation centers.

Cars, Bicycles and Motorcycles

In Tunisia, some of the most popular automobiles are BMW, Audi and Volkswagens. In Pakistan, however, only the middle class and rich have cars. The poor ride bicycles or motorcycles.

Common Interests

Both students agreed that living in Virginia is very expensive. However, both SFC Hamdi and SGT Manaf shared the same viewpoint when asked what they like the most about America. SFC Hamdi replied, "The American people. They help a lot." SGT Manaf answered, "The American people — they cooperate and are friendly. They always say, "Hello, how are you?"

Another item they both have in common is that both are newly-weds.

by Ricky Blas

VDTs — A Pain in the Neck

(Army Information Service)

Video display terminals, or VDTs, have become as familiar in the office environment as typewriters and file cabinets.

The National Institute for Occupational Safety and Health estimates that more than seven million Americans use these television-like devices in their work. Clerical workers, typesetters, bankers, librarians, air traffic controllers, reporters, editors and computer programmers, as well as a myriad of other professionals, use them.

That doesn't count the number of people who use these terminals at home for everything from balancing checkbooks to keeping an inventory of household items.

Video display terminal popularity has hit the Defense Department as well. Defense officials estimate that nearly 200,000 are used by service members and DoD civilians.

As common as video display terminals have become, indications are they're only going to become more so. One computer company anticipates that the number in use

today will increase tenfold by 1990.

This success comes from the increased productivity brought about by video display terminals. They speed the storage and retrieval of information, greatly reducing the need for files, paper, pens and other materials. Letters and documents can be updated or rewritten without being fully re-typed.

But just as quickly as the number of video display terminals has increased, so have the number of complaints that the devices can be a "sight for sore eyes"—and a real pain in the neck.

Workers who spend a lot of time in front of video display terminals frequently complain of eyestrain, double vision, itching and burning eyes, color perception difficulties or flickering sensations in their eyes according to Dr. Harold Coleman, chairman of the American Optometric Association's Environmental and Occupational Vision Task Force.

Others complain of stiffness of the neck, upper back, arms and

shoulders, as well as physical or emotional stress.

A two-year study by the American Academy of Ophthalmology recently confirmed that video display terminals can cause discomfort and fatigue, but found no evidence that they damage worker's vision.

Another study, conducted by the National Institute for Occupational Safety and Health, also ruled out fears that video display terminals emit dangerous radiation levels. This study showed that radiation levels of such terminals are actually below those of fluorescent lights.

"The VDT itself is not some sort of evil monster," said Bob Stout, industrial hygienist for the U.S. Army Corps of Engineer's Safety and Occupational Health Division. "Studies show any highly repetitive job will have the same results."

The American Academy of Ophthalmology's study showed that many problems blamed on video display terminals are actually caused by job frustration, cramped or inadequate work space design, or the failure of some terminal operators to wear eyeglasses if they need them.

For workers whose jobs require long hours in front of video display terminals, Coleman offered these tips:

Turn to another form of work activity for 10 to 15 minutes every two hours of continuous video display terminal work. This gives the eyes a chance to rest.

Adjust the screen to prevent glare from windows or overhead lights.

Adjust room lighting to the type of work being performed. If workers look at the video display terminal screen most of the time, room lighting should be relatively low. If they read from a document, the lighting should be brighter. Low room lighting with a brighter light above the paper is recommended if their eyes travel back and forth regularly.

When referring to reference material, place it as close to the



A study has found that the familiar video display terminal does not damage a worker's vision, but does cause discomfort and fatigue.

See VDT's, Page 10



Charlie Lundmark - A champion canoeist at the Masters Games.

A Year to Remember

by Irene L. Peine

To Charles W. Lundmark, an instructor in the Department of Graphic Arts, "1985" was a very important year. The Kayak and Canoe Races at the 1985 Masters Games, held in Toronto, Canada in August, were destined to be a part of sports history, especially as far as Lundmark and other members of the Washington Canoe Club were concerned. Not only did the games give veteran olympic canoeists the opportunity to compete with international canoeists, they also gave them an opportunity to renew old friendships.

There were four participating champion paddlers from the Washington Canoe Club (also known as the Club of Champions) who managed to capture a total of 19 medals. Our own champion "Charlie" Lundmark brought home 2 gold, 2 silver, and 1 bronze medal to add to his collection of trophies.

Lundmark's ruddy face and clear blue eyes sparkle as he tells about the events of the games and his memories of his incredible racing career which began in Stockholm when he won his first kayak race at age eleven. Lundmark says that the thrill of competition never fades once it is in your blood nor do the feelings of satisfaction and exhilaration as your canoe slices thru the water

in response to skillful quick paddling strokes. The rhythm of the paddles striking the water and the wind in your face puts the mind and body in a perfect state of rest and conducive to good health. And Charlie is the picture of good health.

For years now, Lundmark and other senior athletes have felt that Olympic type competition was only for the young with smooth, well-toned bodies, while their middle age group was destined to watch their younger counterparts perform with awe and envy before their television sets. Lundmark, however, did not settle for just watching sports -- he maintains his canoeing skill by participating in local competitions and, as a member of the Washington Canoe Club and a certified international kayak/canoe instructor, coaches U.S. canoe teams for international competition.

The Masters Games in Toronto, however, brought new life to these so-called over-the-hill athletes and proved to the world that sports and athletics are not the domain of the young. The Masters Games had only one basic entry requirement -- the participants had to be mature athletes. Barring age considerations, the competition was open to international champions, professionals and amateurs from all over the world. Most important, participants were not restricted to an elite class of superbly fit athletes nor did they have to meet qualifying standards except where they might be required for safety reasons.

What makes a master athlete? Besides being mature in years, the master athlete is one who believes in sport for life, and as a result, in staying fit for life. The main thrust of the master's training is involvement, enjoyment and participation, not necessarily victory.

Ninety percent of the athletes competed just for the fun of it, and with many, a secret hope that they could come out of nowhere and knock out an ex-Olympian who is perhaps a little out-of-shape and hasn't competed in years.

Master athletes at the Games competed in 22 different sports with other athletes in their own age group. In most events, age categories started at age 30 for women and 35 for men. Games included such sports as Badminton, Basketball, Cycling, Ice Hockey, Racquetball, Canoeing, Rowing, Sailing, Water Skiing, Swimming and Diving. Some games like Ten-Pin Bowling, Tennis, Table Tennis and Horsemanship started at age 45.

The Masters Games were created to provide long-term goals in sport and to give athletes of all ages the message that continuing sports competition at the highest levels can be a lifelong pleasure. The idea for the Masters Games grew from the convergence of many changes and concepts and could not have been created at a better time. The world's population is older and better able to travel than ever before. There is a growing and consistent desire to enjoy life to the fullest through health, fitness and sport. People have discovered fitness and exercise as a way of life and that age is no barrier to its enjoyment.

The successful 1985 Masters Games, held in Toronto, will not be the last. The directors of the Masters Games have accepted a bid from a group from Copenhagen, Denmark to organize the second event at three cities on the Jutland Peninsula in 1989. The franchise fee for these Games is \$250.00 which will be used to establish a permanent Masters Headquarters in Toronto, Canada.

The Defense Mapping School is proud of its Master athlete. Lundmark, who has been a Graphic Arts instructor at DMS since 1971 was born in Chicago, Ill. in 1927. His father, a native of Sweden, returned to his homeland in 1931 taking his American born family with him. In the village where Lundmark was raised, canoeing was the sport most of the young people were involved in. Lundmark was tutored by some of the best canoeists in Europe, including Gert Fredrickson the "King of

See LUNDMARK, Page 10

LUNDMARK from Page 9

Kayaks" of Sweden and Europe. (Fredrickson, a seven Olympic Gold, one Silver and one Bronze Medal winner, was present at the Masters Games and was the Honorary Chairperson of the kayak and canoe events. He was also Lundmark's partner in two crew races during the Games.)

Lundmark's mother kept his U.S. citizenship up to date and as a result he was drafted into the U.S. Army in 1946 and returned to Sweden after serving 18 months in the American Army in Germany as a pressman. He then attended Stockholm Technical Institute for additional training in printing technology. In an effort to return to the United States, he reenlisted in the Army and after serving another tour in Germany, he was assigned to Fort Belvoir, Va. where he completed the Camera, Layout and Press Course at the Topo School in 1955.

From Ft. Belvoir he was transferred to the Special Warfare Center at Ft. Bragg, N.C. When he was in N.C. he wrote a letter to the Washington Canoe Club asking them for assistance in finding a good second-hand canoe for sale. Lundmark's letter was read by club member Frank Havens, an Olympic champion and captain of the 1960 Olympic paddling team. Havens had seen Sp5 Lundmark in competition and wanted him to join the 1960 canoeing contenders. With some help from the Special Services personnel at the Pentagon, he was assigned to the 99th Engr. Co. at Ft. Belvoir. Pentagon and Army officials, recognizing the importance of his canoeing talent, encouraged him and allowed him the time required for training for the 1960 Olympics in Rome.

Lundmark made the team, but the U.S. team did not return a winner. Charlie was disappointed and said he felt that American teams do not compete successfully against some European teams because Americans do not receive the same support as other teams do. "In Europe," he was quoted as saying, "there are national training

camps. The camps are official government agencies and the athletes are reimbursed for the time they spend in training for an Olympic event. When you have something like the athletic institution of your country to look up to, you feel like training that much harder." (Lundmark feels that to some extent his Army career was penalized because of the time he spent in training. However, he loves his sport and will continue to use his own time and money to be a part of it.)

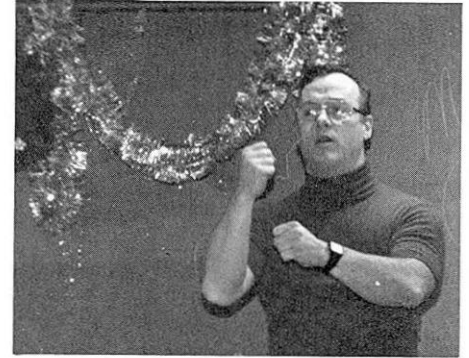
To prove his point, European-trained Lundmark began defeating American paddlers in U.S. competitions. He won the North American Championship in 1960 and 1967, the President's Cup in 1960 and 1962 and was the U. S. National Champion for 8 years. In addition he won more than 40 divisional championships in a 10-year period and competed in the Olympics in Helsinki, Rome, and Munich.

Lundmark's last duty station before retirement from the U.S. Army was at Fort Belvoir as an offset press instructor (1971-1973). He settled near Ft. Belvoir and, in 1974, accepted a position at DMS as a civilian instructor.

There is only one way Charlie Lundmark's co-workers can describe him and that is "Competitive!" For a long time now, Charlie has wanted to return to Europe, saying he planned to do so when he retires from the government. However, DMS is betting that he'll be off to the Denmark Masters Games in 1989 whether he retires or not.

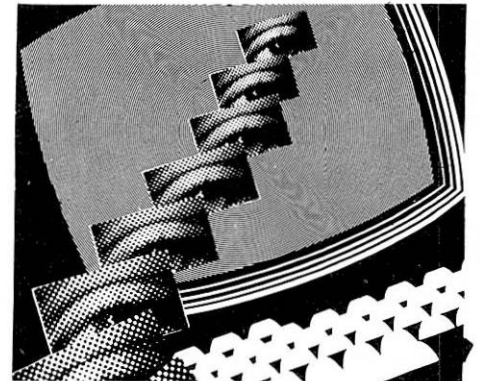


Medals won by Lundmark at the Masters Games.



DMS hearing-impaired students singing Silent Night at their Xmas party in their classroom, Department of Graphic Arts.

VDT's from Page 8



screen as possible to avoid frequent large head and eye movements. This also keeps eyes from having to refocus from one distance to another when moving from the reference material to the screen and back.

Use adjustable chairs, which can be positioned so the user sits a comfortable angle to the screen. Generally, the top of the screen should be no higher than eye level and should be 14 to 20 inches from the user's eyes.

DMS Christmas Dinner/Dance — A Big Success

by Irene L. Peine

The annual Defense Mapping School's Christmas Dinner/Dance party was held Dec. 13, 1985 at Lorton, Va. The party was attended by approximately 85 DMS employees, spouses, and friends. The guests of honor were Maj. Gen. and Mrs. Robert A. Rosenberg.

The dinner/dance began at 7:15 p.m. with the introduction of Major General Robert A. Rosenberg, Director of the Defense Mapping Agency, by Major Ron Lecki, the Master of Ceremonies. General Rosenberg spoke briefly on the mission of DMA. Colonel David Maune, Director of DMS, was the next speaker and he talked about the mission of DMS.

After the formalities of the evening, who did appear? None other than the man in the red suit, known to everyone as Santa Claus. Santa, with some help from Major Lecki, awarded the door prizes. Our thanks to the nineteen area businesses which donated certificates, prizes and food to the party.

Pizza Hut and Domino's Pizza donated approximately 50 certificates. CW3 Madera and wife won nine of them! Springfield Mall Cinemas were generous in their donation of movie tickets. Ricky Blas and husband won some of them. Other businesses that donated gifts were: The Confection Station Bakery, Mt. Vernon Car Wash, Venture Video, Pat's Place, Hair Dynamics, Beef Ranch and Deli, Subway Sub Shop, What Not Gift Shop, Carlson's Ice Cream, Hallmark Card Store, Photocom, McGann and Sons, El Greco's Restaurant, Plantation Flower Shop, Chef Huang's Restaurant and McDonald's.

Hospitable DMSers then asked good old Santa to stay for dinner and spend the evening with them. Santa graciously accepted.

A delicious buffet dinner was then served by DMS personnel who also prepared the food and were responsible for setting up the



**"Here comes Santa Clause!"
exclaimed Maj. Ron Lecki,
Master of Ceremonies.**

buffet line and other decorations for the party. Lt. Col Ritchey and SMG Tarr cooked the Smoked Brisket.

The dinner menu was as follows:

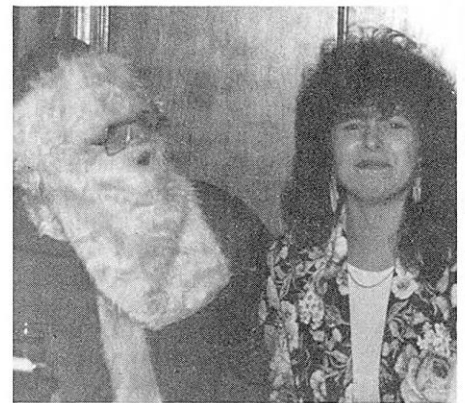
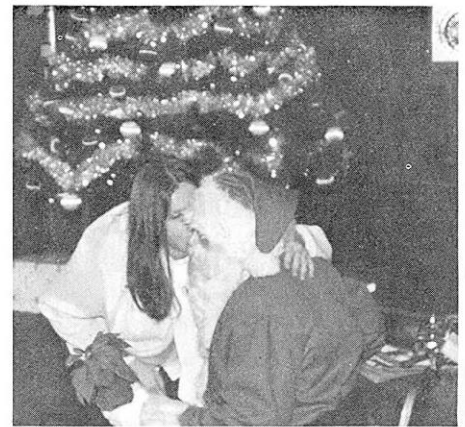
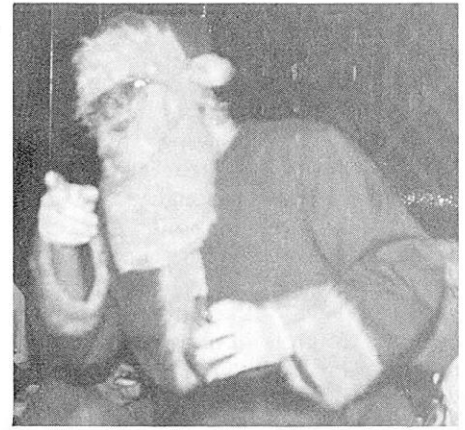
Smoked Brisket, Rolls
Potato Salad
Baked Beans
Macaroni Salad
Salad Tray
Assorted Cake Desserts
Coffee, Mixers, and Snacks

The remainder of the evening was spent dancing and socializing.

Gen. Rosenberg was extremely pleased with the manner in which the party was conducted and the conduct of the DMSers who attended.

Rumor has it that the party was the best that DMSers ever had, thanks to the Christmas Party Committee: Lt Col Ritchey, Maj Lecki, SGM Tarr, SFC Anderson, MSG Knight and Mr. Lou Bloom. Special thanks to Maj Lecki, a most entertaining MC who stole the show with his tremendous sense of humor. (And his Rudolf the Red Knows Rain Dear joke!).

All who attended the party were glad they went and those who didn't go wished they had. Oh well, the next Christmas party will roll around before we know it, and those who didn't attend had better take fair warning and not be caught napping and wishing again.



Scenes from the Dinner/Dance

Safety Sayings

by Art Fleshman

We have been comfortable for a long time knowing that our safety record is nearly perfect. We have always thought that the minimal number of reported accidents reflected on our safety record and effort. Well, that isn't the way that the National Safety Council looks at it anymore. Nor does DMA see it that way anymore.

We are now having to report, if not record, all incidents (or accidents), no matter how small. The new rules require us to file a report to the DMS Safety Office on all so-called "minor" or "near-miss" incidents. Anything from spilled coffee (potential injury), to trips, falls or cuts must be reported. It is now considered that these "minor" or "near-miss" events are preludes to "real" accidents or incidents.

The so-called "Heinrich Ratio" will be analyzed as a vehicle to prevent the real accidents from occurring. The Heinrich Ratio states that for every 300 no-injury accidents, 29 develop into minor accidents, and one eventually becomes a major accident. Maybe we have been lucky. We know that we have been getting away with not reporting, thus not analyzing, the accidents with potential for causing injury or property damage. I know a lot of people are going to yell "foul". They will say that we will be looking



*"No, Eric... I'm not getting loaded!
I'm just having a cola before
dinner."*

for fault. That is not true. That "almost" accident could become a real accident if we don't analyze and take care to eliminate the potential problems.

Without taking a negative attitude, all so-called minor accidents and property damages will be reported on DMA Form 6500-2c-R, "Mishap Report". These forms will be maintained locally and analyzed. When (if) a trend is spotted, action will be taken to

eliminate that problem so that it does not become a real mishap. The requirements for this "minor" reporting may be found in DMAM 6500.2, Chapter 7, par. 3b. The regular accident reports will be found in par. 3a, as we have been doing all along.

Please do not try to take the "easy way" out by not reporting the mishaps; they must be reported to make the system work for its intended purpose.



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CONTOUR

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Defense Mapping School

February 1986

Black History Month Reflects On Black Scientific Achievements

by Bill Lewis

Black Scientists in Past History

Benjamin Banneker, who lived in the Revolutionary Era of America, proved that blacks have made significant contributions to science at a time in history when most American blacks were relegated to slavery.

While racial inequality and discrimination did little to encourage moderation on the part of blacks in their quest for freedom, many blacks expanded Banneker's legacy with impressive scientific achievements: pioneering work in open-heart surgery, advances in Agricultural chemistry, research leading to the development of blood plasma and blood banks and important work in cell biology, just to name a few.

Banneker, however, was probably the first black man of science in the modern world. He maintained a field observatory clock, making the astronomical observation's necessary for establishing latitude and longitude lines for what became the nation's capital.

Another black scientist, George Washington Carver, born a slave in rural Missouri in 1860, worked in plant pathology and discovered plant fungi. Carver developed many marketable uses for the peanut as well.

In the 1850s, Benjamin Bradley, a 16-year-old black slave hired out by his master to the Naval Academy at Annapolis, built working model of a steam engine. He sold the model to a

midshipman. Bradley used the money from this sale plus other savings to build a full-sized steam engine that could drive a ship at a speed of 16 knots.

Over 100 years later, 29 year-old Vernon W. Hawkins, a black design liaison officer for the General Dynamics Corporation's Electric Boat Division, watched the atomic submarine USS Nautilus (which he helped design and build) make history by crossing the North Pole under the polar ice-cap.

Twentieth Century Black Scientists

Contributions like that of Garret A. Morgan, a Kentucky-born black inventor, added significantly to U.S. defense capabilities. In 1916, Morgan used his "gas inhalator" to rescue workers trapped in a tunnel filled with smoke and toxic gases. Modified versions of Morgan's inhalator (later referred to as the "gas mask") helped save the lives of thousands of servicemen subjected to poisonous gases during World War I and later conflicts.

Scientific contributions of other black scientists have had far-reaching effects on the health of U.S. service members and the world population. In the late 1930s, Dr. Charles R. Drew, a black surgeon and teacher, organized blood banks for the American Red Cross and National Research Council. Dr. Drew stored plasma instead of whole blood in the banks, preserving it with a



freeze-dry process he developed.

Dr. Drew resigned from the Red Cross when U.S. military officials insisted (and the Red Cross agreed) that blood being sent to U.S. soldiers fighting in World War II be separated according to the donor's race. This policy was abolished after the war.

Today, the Department of Defense blood donor program, which collects some 200,000 pints of blood each year from service members and military dependents, is directed by Army Lt. Col. Anthony Polk, a black medical services officer.

Polk was the first black to be commissioned through his university's ROTC program and one of the first blacks to be involved in the military blood bank field.

Dr. David Blackwell (born 1919)

See page 8, **ACHIEVEMENTS**

The Direct Line



from

Maj. Gen. Robert A. Rosenberg
Director, Defense Mapping Agency

In mid-January, I once again called together senior managers of DMA into a working session. This "Miniretreat" was designed to review and refine actions undertaken to implement the Agency goals developed in the annual Retreat of last October.

We organized our miniretreat around four basic areas of focus, or tracks. They were: Track I - Civilian Career Management Program, Track II - Physical Plant Improvement and Industrial Safety and Health Programs, Track III - Focus on Mission, and Track IV - Focus on Customers. Let's take a look at them.

With regard to the first area of focus, a new DMA manual is being developed that formally outlines programs for continuing education and career fields to be covered in a career advancement management system. Basic to this effort are requirements that employees be provided information on opportunities for development within their chosen career fields and that these developmental opportunities be sufficient so this Agency may be assured of the availability of qualified personnel to meet the challenges presented by the new technology.

We must ensure that employees in all DMA elements have equal opportunity to "get on track" as their careers develop. At the same time, employees must not only expand their qualifications, but also must remain flexible and

able to handle varied developmental assignments. DMA professionals are going to have to be able to operate on a dual track as we head into the 90s -- expert in both management and technology, for only in this way may we meet the demands of the information age which is upon us.

I discussed industrial health and safety objectives in this space last month. In addition, we are developing specific plant improvements to include all aspects of human engineering, modern architectural features and the other amenities basic to efficient operations of a talented and dedicated workforce.

In focusing on our mission, it is fundamental that all DMA personnel be quite clear on just what is our mission. Let there be no doubt that we are facing a threat to our national security. The work we do here is vital -- and we must never forget it. We must provide accurate products in a timely manner.

Those tasked with action in this area are working a long list of objectives. They are developing refined requirements and production status systems. Quality and reliability of DMA products is being emphasized -- incorporating feedback from the users. They will address DMA support to requirements of all priorities with the Joint Chiefs of Staff and DMA users. War reserves must be maintained, with sufficient stock on hand. And we must be sure that the transition into Mark 85 and Mark 90 programs is efficient and on time.

Finally, we discussed focus on customers. It is imperative that all user commands be aware of both the expanding capabilities and the limitations of this Agency -- and that MC&G factors be considered from the very inception of new weapon systems and techniques. Expanded two-way dialogue at the senior R&D management level of the Military Departments, plus improved identification and prioritization of current and future MC&G requirements, is a must, as is timely response by DMA to the needs of our military forces. These illustrations reflect

the type initiatives we reviewed.

I have highlighted many hours of major effort on the part of all senior managers at DMA. They are working hard, I assure you, to develop the most productive systems possible to ensure we meet our requirements in an efficient and timely fashion. And now, more than ever, in a cost-effective manner.

We are on track now, but it's going to be an uphill -- and steeper -- effort than anticipated even a few weeks ago. We are going to ensure that opportunities are there for those of you who are prepared to put forth that extra effort, those extra hours, that our mission demands. We will work together. And we will succeed.

Civilian Hiring Freeze Ordered by DMA

A limited freeze on new civilian hiring at the Defense Mapping Agency has been ordered by Maj. General Robert A. Rosenberg, DMA Director, **effective immediately.**

General Rosenberg advised all Component Directors in a letter dated January 24th, that because of the recently enacted Gramm-Rudman-Hollings Balanced Budget Act, "DMA has sustained a 4.9 percent reduction in its FY 1985 Operating budget." Noting that he has approved reductions in areas other than civilian pay which have absorbed some 75 percent of the reduction, the Director added, "It appears that further reductions in non-civilian pay areas would create unacceptable program imbalances. Therefore, reductions must be effected in costs of civilian personnel."

The Director wrote, "In order to achieve these reductions while minimizing impact on our people, we must curtail hiring for the remainder of the fiscal year -- or until I am convinced the 4.9

See FREEZE, page 16

From the DMS Director

On January 20th I went to the Washington Convention Center to participate in the city's observance of the nation's first holiday in honor of Dr. Martin Luther King, Jr. (Jan. 15., 1929 - Apr. 4, 1968). Tributes to Dr. King were made by numerous dignitaries including His Excellency Kjell Eliassen, Ambassador of Norway. (The Nobel Peace Prize was awarded to Dr. King in Norway on 10 Dec 1964.) The ceremony was befitting the man who left our nation a legacy of hope and inspired us to remain committed to the cause of justice and liberty for all while using peaceful means to improve the quality of life in the U.S. for all its people. If you haven't yet been to the Martin Luther King Memorial Library at

901 G Street, N.W., it's worth the trip just to see the 50 foot long mural depicting the life of Dr. King. The bust of Dr. King in the U.S. Capitol is inspiring as well.

I also recommend a visit to the Washington, D.C. homes of Frederick Douglass (1817(?) - 20 Feb 1895). Born a slave, Mr. Douglass became famous as an orator, writer, advisor to Abraham Lincoln, and diplomatic representative of the United States. His home at 316 A Street, N.E. (just behind the U.S. Supreme Court) is now the National Museum of African Art with fascinating exhibits. Mr. Douglass later lived and died at Cedar Hill overlooking the district from Anacostia Heights. Cedar Hill is now operated by the National Park Service; I highly recommend the visitor center and movie on the life of Frederick Douglass as a worthwhile outing for anyone at any time.

Finally, I was inspired to read this month of Ronald E. McNair (12 Oct 1950 - 28 Jan 1986). Mr. McNair was one of the seven astronauts who died this past month on space shuttle Challenger's Mission 51-L. Ronald McNair grew up picking tobacco in a small rural town in South Carolina. He ultimately earned a doctorate in physics at the Massachusetts Institute of Technology (MIT) and was a specialist in laser technology.

All three of these men are heroes to me. All three were black. All three were dreamers. During Black History Month, may we all renew our commitment to the ideals and dreams of these men who gave so much to our country. More importantly, long after Black History Month is over, may we never judge men (or women) by the color of their skin but by the content of their character.

Boyle Appointed Chief of Staff for the Defense Mapping Agency



Colonel Marcus J. Boyle
DMA Chief of Staff

Air Force Colonel Marcus J. Boyle has been appointed the Defense Mapping Agency's Chief of Staff, succeeding Navy Captain Virgil J. Johnson, who has been reassigned to the Hydrographic/Topographic Center Inspector General's Office.

Colonel Boyle comes to DMA from duty as deputy director, Correspondence and Directives Directorate, in the Office of the Secretary of Defense (OSD) and has served in operational posts with the Joint Chiefs of Staff.

Recipient of a BA degree in European History from the University of Massachusetts in Amherst and a masters in Business Administration from the University of Central Florida, he is a distinguished graduate of the Air Command and Staff College, DoD Professional Military Controller's School and the Air War College.

Colonel Boyle is a native of

Hatfield, Mass., attended local schools there and graduated from Deerfield Academy in 1962. He earned his commission through the Air Force ROTC program and entered active duty in September 1967.

After three years as executive officer of the 301st Organizational Maintenance Squadron at Lockbourne AFB, Ohio, he was assigned as executive officer, 12th Reconnaissance Intelligence Technical Squadron, Tan Son Nhut Air Base, Vietnam, from October 1970 to November 1971.

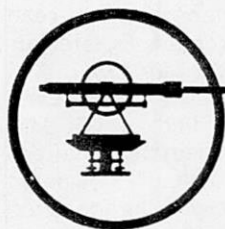
Returning to the states, he served two years as executive officer, 381st Strategic Missile Wing, McConnell AFB, Kansas, attended Squadron Officer School at Maxwell AFB, Ala., and spent a year and a half at the University of Central Florida. Following graduation and three years as base executive officer, 3201st Air Base Wing, Eglin AFB, Fla., he entered the Air Command and Staff College and graduated in June 1979.

Colonel Boyle then joined the

See **BOYLE**, page 8

Focus on Survey

by CW3 Garrett Moore



Chief Mendenhall practicing for retirement.

No Relief for the Chief

CW3 James R. Mendenhall slipped the black and silver Warrant Officer Bars off his epaulets for the last time in January. The venerable Chief, who has overseen and nurtured the Advanced Geodetic Survey Course through a series of identity crises, answered the mail for the Mapping Charting & Geodesy Doctrine Committee, and played Ambassador-at-large for a gaggle of Allied Students, says he's had all the fun he can stand. He retires on 1 April, but to get in practice, he began a 60-day terminal leave this month.

However, his change of lifestyle may not be so relaxing. By the time his dynamic wife, Sugin, gets through with his "extra" time, he may long for the good old days when he only worked 40 hours per week! Sugin (or "Sue") is the entrepreneur of the duo. She has been busy setting up successful enterprises back home in Fayetteville, N.C., while Jim was busy up here at the Defense Mapping School. "I've got to get down there before she buys and sells all of North Carolina!" says the Chief.

Actually, Jim plans to put his

Commodore 64 to work managing the cash flow and books for his wife's bullish businesses. (He is really quite proud of her).

The Chief has had a long career -- 10 years in the Army Reserve and National Guard and 20 on active duty in the US Army. He found his way to Army Topography by a tortuous route.

He served first with the Infantry for 2 years, including duty as a platoon sergeant in A-Troop and D-Troop in the 5th Cavalry. He paid his dues with two tough tours in Vietnam, and was once blown out of a tank when it ran over a land mine.

He also did a stint as an Instructor at Army Leader's Academy at Fort Dix, N.J., where he trained drill instructors and other key noncommissioned officers. From there he found his way back to the Field Artillery as a surveyor.

In 1976, while assigned to Alaska, Jim won an appointment to Warrant Officer. Since that time he has served with Artillery and Topo units in Germany and Fort Bragg, capping off his career here at DMS since 1983.

An amiable, likeable fellow, Chief will be remembered for his characteristic grin, straightforward manner and quiet tact. He was never heard to say a bad word about anyone.

He was perpetually wreathed in a curl of smoke from a succession of dangling Pall Malls. His left hand was generally moulded around a man-sized coffee mug, which he frequently topped off with the contents of his apparently bottomless Stanley stainless steel thermos. This legendary jug looked like it had survived those two Vietnam tours with him -- but just barely.

You could set your watch by his stomach -- it always knew

when it was lunchtime and sounded off with the appropriate rumbling. Jim enjoyed sampling "lunch parts" from eating establishments up and down US Route 1, and made the rounds of a prodigious number of "Greasy Spoons" with the able assistance of Charlie Davis, the second hungriest man in Survey.

Chief still has the tan, lean and lanky look of a native westerner. He always looked more comfortable in his jeans and boots, harking back, no doubt, to his ridin' and ropin' days on the family ranch in Arizona. That was a way of life to which he vows never to return, however. We suspect instead that he'll prosper riding herd on his computer and his thriving family enterprises in Fayetteville.

Godspeed, old friend. We all miss you -- especially at lunchtime!

Seldom-Seen Greene

The Department of Survey roster shows the arrival of one SSG James E. Greene way back last August, but few have yet to meet this "galloping ghost." So, where is the fastest disappearing act in the East? He came and went so fast we couldn't even pin him down for a photo to accompany this story.

It seems that Greene had no sooner arrived and got through "Charm School," when he received orders to attend the Noncommissioned Officer's (NCO) Advanced Course across the parade field. However, we did manage to gather some intelligence on him.

SSG Greene arrived with an

See GREENE, page 5

unusually well-rounded military background, including assignments with Infantry and Combat Engineers. Most recently, he was with HHC, 20th Engineer Brigade, Fort Bragg, N.C., as a construction surveyor. Our clever NCO also managed to get a 2-year assignment in Italy. (We know, James: tough work, but somebody had to do it!) Our vanishing construction surveyor confesses to enjoying the rigors of his latest Military Occupational Specialty (MOS), especially airfield surveys.

Greene is married and the proud father of two girls. For hobbies he unabashedly lists only one -- school! He's been chipping away at a B.S. in Mathematics and lacks only 27 semester-hours to complete this worthy goal. He has already jumped in with both feet, registering for a heavy load of homework at the University of Maryland this spring. Our ambitious newcomer has set his sites on becoming an Army engineer officer as a long-term goal. Meanwhile, he looks forward to becoming a DMS instructor.

Frankly, his division chief and fellow instructors are looking forward to it too! Hurry back, James - we need you!

Carandang Hangs In



Debonaire SSG Rick Carandang

SSG Richard "Rick" Carandang (accent on the RAN, please) is a newly new in Survey, but we

would be remiss if we did not give Contour readers a formal introduction. (Actually, this may be more of an exposé than an introduction!)

Rick arrived last September, kicking, screaming and leaving long, black heel marks all the way across 23rd street. It seems he was reluctant to leave his cushy job with the Facilities Engineer at the Belvoir Research and Development Center.

Shortly after his arrival, he proceeded to dazzle us with "Rick's Tricks," an amazing juggling act wherein he kept four or five personnel actions in the air at all times, never letting one drop. For a while, we weren't sure whether he was really going to be an instructor or head for another school, another assignment, another Military Occupational Specialty or separation from active duty! Rick also proved to be nimble and dextrous in keeping the Post Reenlistment Noncommissioned Officer (NCO) guessing as well. But, as you can see, we finally got him to stay with the "good guys" in Construction Survey.

The suave and debonaire NCO is single and drives a Datsun 280Z, but alas, ladies, the line forms to the rear. It seems another of Rick's juggling acts is also to keep four or five girlfriends in the air at one time without ever letting one drop! Some of Rick's envious colleagues in Survey have volunteered to be his social director.

The busy Rick does have a serious side, we are pleased to admit. Currently, he is adding a second Associate Degree to his credentials. This one is in Civil Engineering with a Surveying concentration. He later hopes to parlay that into advanced engineering studies at George Washington University. Rick's first degree is in Architectural Drafting, which he earned at the University of Guam. Rick has served in Construction Engineering Units at Fort Carson, Colo., and Germany. He says that someday he'd like to become a Warrant Officer. Schemer and sleight-of-hand artist that he is, we'd say he was al-

ready qualified!

A native of Guam, Rick's trademark greeting is the friendly sounding, "Hafa Adai," which almost sounds like "Have a nice day." (Sure you're not from California, Rick?)

Here's a warm welcome to the Department of Survey from all of us, Rick. Glad to have you on board.

Dizon Signs On



Pantheon SSG Carlos Dizon

Another recent arrival to the Survey pantheon is SSG Carlos Dizon. Carlos arrived in August, and as one of "Miano's Minions," is currently learning the ropes of becoming a full-fledged instructor of Geodetic Surveying.

He brings a nice mix of field experience to the classroom. Prior to his arrival at DMS, Carlos surveyed his way around Europe with the 649th Engineer Battalion, Heidelberg, Germany, and before that, he served with our neighbors on North Post at the 30th Engineer Battalion. He is also a DMS Alumnus, having completed both Basic and Advanced Geodetic Survey courses.

Carlos has come a long way from his beginnings to find success -- in fact, over 10,000 miles. He was born and grew up on the Island of Luzon in the Philippines. Now he is married to wife, Susan, and is a father to two boys -- Carl (17 months) and Cris (3 months).

See *CARLOS*, page 13

The History of Geodesy

The layman (that's those ordinary people) usually think of the planet Earth as being round (like a ball). We also know that in years past many people thought of it as being flat. Between the flat earth and the round earth we have had people think it was everything in between these two figures. Us smart people (DMSers) in the map making field know that the Earth is neither round nor flat, but resembles some kind of fruit (or is that a vegetable or maybe an egg). Oh, well, anyhow, for these people who don't exactly know how this controversy (difference of opinion) came about, we are going to tell you (whether you want to know or not).

The following is an extract from the pamphlet, "Geodesy for the Layman" printed by DMA:

Man has been concerned about the earth on which he lives for many centuries. During very early times this concern was limited, naturally, to the immediate

vicinity of his home; later it expanded to the distance of markets or exchange places; and finally, with the development of means of transportation man became interested in his whole world. Much of this early "world interest" was evidenced by speculation concerning the size, shape, and composition of the earth.

The early Greeks, in their speculation and theorizing, ranged from the flat disc advocated by Homer to Pythagoras' spherical figure - an idea supported one hundred years later by Aristotle. Pythagoras was a mathematician and to him the most perfect figure was a sphere. He reasoned that the gods would create a perfect figure and therefore the earth was created to be spherical in shape. Anaximenes, an early Greek scientist, believed strongly that the earth was rectangular in shape.

Since the spherical shape was the most widely supported during the Greek Era, efforts to determine its size followed. Plato determined the circumference of the earth to be 40,000 miles while Archimedes estimated 30,000 miles. Plato's figure was a guess and Archimedes' a more conservative approximation. Meanwhile, in Egypt, a Greek scholar and philosopher, Eratosthenes, set out to make more explicit measurements.

He had observed that on the day of the summer solstice, the midday sun shone to the bottom of a well in the town of Syene (Aswan) - Figure 1. At the same time, he observed the sun was not directly overhead at Alexandria; instead, it cast a shadow with the vertical equal to 1/50th of a circle ($7^{\circ} 12'$). To these observations, Eratosthenes applied certain "known" facts (1) that on the day of the summer solstice, the midday sun was directly over the line of the summer Tropic Zone (Tropic of Cancer) - Syene was therefore concluded to be on this line; (2) the linear distance be-

tween Alexandria and Syene was 500 miles; (3) Alexandria and Syene lay on a direct north-south line.

From these observations and "known facts", Eratosthenes concluded that, since the angular deviation of the sun from the vertical at Alexandria was also the angle of the subtended arc, the linear distance between Alexandria and Syene was 1/50th of the circumference of the earth or $50 \times 500 = 25,000$ miles. The accuracy of his results is remarkable since the currently accepted value of the earth's circumference at the Equator is 24,899 miles.

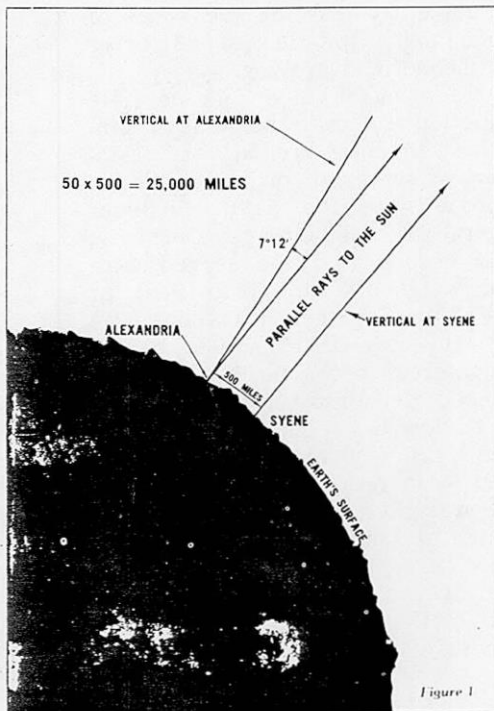
It is even more remarkable that such accuracy was obtained in view of the fact that most of the "known" facts and his observations were incorrect: (1) Although it is true that the sun at noon is directly overhead at the Tropic of Cancer on the day of the summer solstice, it was erroneously concluded that Syene lay on the line. Actually, Syene is 37 miles to the north; (2) the true distance between Alexandria and Syene is 453 miles and not 500; (3) Syene lies $3^{\circ} 30'$ east of the meridian of Alexandria; (4) the difference of latitude between Alexandria and Syene is $7^{\circ} 5'$ rather than $7^{\circ} 12'$ as Eratosthenes had concluded.

It is also remarkable that all these errors compensated for each other sufficiently to result in a figure for the circumference of the earth with only four-tenths of one percent error from the currently accepted value!

Another ancient measurement of the size of the earth was made by the Greek, Posidonius. He noted that a certain star was hidden from view in most parts of Greece but that it just grazed the horizon at Rhodes. Posidonius measured the elevation of the same star at Alexandria and determined that the angle was 1/48th of a circle. Assuming the distance from Alexandria to Rhodes to be 500 miles, he computed the circumference of the earth as 24,000 miles. While both

See *GEODESY*, page 7

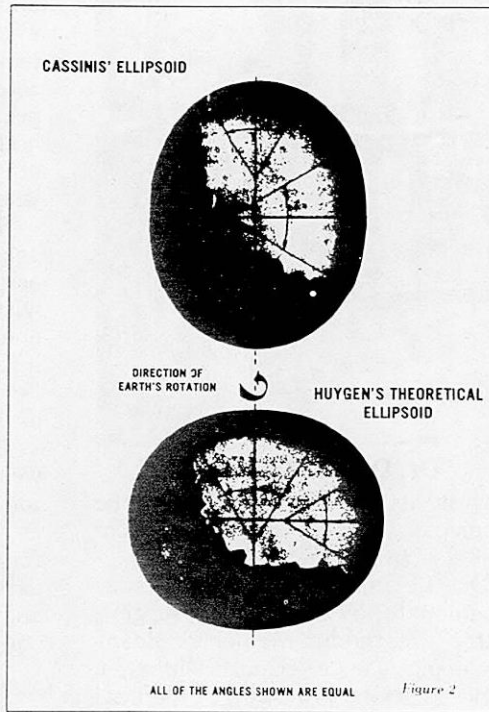
ERATOSTHENES' METHOD FOR DETERMINING THE SIZE OF THE EARTH



his measurements were approximations, when combined, one error compensated for another and he achieved a fairly accurate result.

Revising the figures of Posidonius, another Greek philosopher determined 18,000 miles as the earth's circumference. This last figure was promulgated by Ptolemy through his world maps. The maps of Ptolemy strongly influenced the cartographers of the middle ages. It is probable that Columbus, using such maps, was led to believe that Asia was only 3 or 4 thousand miles west of Europe. It was not until the 15th century that this concept of the earth's size was revised. During that period the Flemish cartographer, Mercator, made successive reductions in the size of the Mediterranean Sea and all of Europe which had the effect of increasing the size of the earth.

The telescope, logarithmic tables, and the method of triangulation were contributed to the science of geodesy during the 17th century. In the course of the century, the Frenchman Picard, performed an arc measurement that is modern in some respects.



He measured a base line by the aid of wooden rods, used a telescope in his angle measurements, and computed with logarithms. Cassini later continued Picard's arc northward to Dunkirk and southward to the Spanish boundary. Cassini divided the measured arc into two parts, one northward from Paris, another southward.

When he computed the length of a degree from both chains, he found that the length of one degree in the northern part of the chain was shorter than that in the southern part. (Figure 2). This unexpected result could have been caused only by an egg-shaped earth or by observational errors.

The results started an intense controversy between French and English scientists. The English claimed that the earth must be flattened, as Newton and Huygens had shown theoretically, while the Frenchmen defended their own measurement and were inclined to keep the earth egg-shaped.

To settle the controversy, once and for all, the French Academy of Sciences sent a geodetic expedition to Peru in 1735 to measure the length of a meridian degree close to the Equator and another to Lapland to make a similar measurement near the Arctic Circle. The measurements conclusively proved the earth to be flattened, as Newton had forecast. Since all the computations involved in a geodetic survey are accomplished in terms of a mathematical surface (reference ellipsoid) resembling the shape of the earth, the findings were very important.

A Surveyor's Monument

(A Short Fiction by SSgt James Lobdell)

It had been one of those typical days in the field. Desperation and an early start allowed us to just make happy hour at the motel. I could have stopped to shower and change out of my work clothes but I didn't want to miss the free hors d'oeuvres. Plumb bob on my belt, three empty Bud bottles on the table, I had just about convinced myself to check the sky for a little bit of Astro when this grubby looking old bum sat down across from me.

"I used to be a surveyor once," he said.

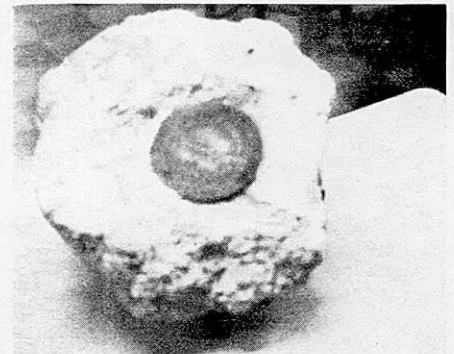
Not wanting to be delayed, I mumbled something about that's ice.

"You think anybody will re-

member you when you're gone, son?" he asked. "I'll always be remembered."

Just a little intrigued, I sat back down and ordered another round. Having run into a lot of strange old time surveyors, I was ready for another war story. I have to admit he had a different twist to his tale.

He said, "Us surveyors usually work all our life and never leave more than a few survey marks behind us. George Washington, a famous surveyor, is remembered as the First President of the United States, but most people don't even know about his work as a surveyor. Me, I left a permanent mark. Say, how about another beer?"



Bronze survey disc imbedded in stone

His story seemed interesting, and per diem was \$75.00 a day, so a few more brews wouldn't break me. After the beer came, he continued.

"Bought me a little plot down in the local cemetery. Got a nice

See **MONUMENT**, page 14

ACHIEVEMENTS from page 1

is a mathematician and teacher who has been a pioneer in the field of statistics. Dr. Blackwell specializes in the fields of set theory and the theory of games such as bridge and chess. He views mathematics as a way of thinking that disciplines the mind and changes the way people approach problems.

Dr. Blackwell, a modest man with a lively sense of humor, has published more than 80 articles about mathematics and statistics. Currently, he is the only black member of the National Academy of Sciences.

Berthel K. Carmichael, a black lady scientist, is a mathematician and analyzer of underwater acoustics data for the Naval Research Laboratory. Using her scientific knowledge, Carmichael became the first woman (black or white) to take part in an extended research cruise on board a Military Sealift Command ship. She was instrumental in charting the ocean bottom along the Mid-Atlantic Ridge and the Norwegian and Greenland basins.

Military Scientific Contributors

Other significant scientific contributions have come from black service members who applied their talents to their military occupations.



Dr. David Blackwell

Leffall also was president of the American Cancer Society from 1978-1979.

Dr. Leffall spent two years as a senior fellow in cancer surgery at the prestigious Memorial Sloan-Kettering Cancer Center in New York City. Following medical service with the U.S. Army, he returned to Howard University in 1962 to begin his career as a surgeon and teacher.

In 1956, Sgt. Herman Roberts of the Army Medical Service Corps invented an artificial hand, which was used successfully on patients and was later redesigned to include wrist movement.

Another black noncommissioned officer, Sgt. 1st Class Adolphus Samms, worked with guided missiles and rocket designs during the mid-1960s. He developed a rocket with a detachable fuel tank to ease refueling procedures and the "air frame center support," which is used on multistage rockets and cuts out the need for the former second and third stages.

Summary

These are just a few examples of many scientific contributions made by black scientists and inventors. Among others are such everyday objects as the traffic light, fountain pen, ironing board, elevator, pencil sharpener, fire extinguisher, curtain rod, lawn mower, clothes dryer and refrigerator.

As Americans observe the heritage and contributions of blacks during Black History Month, it should be remembered that few

events or developments are without precedent; few leaders, however creative or ingenious, can look back and see no predecessors! Those who stand tall in our presence appear to be of unusual height because in most cases they stand on the shoulders of giants who have preceded them.

Those who seek to lead their people out of bondage, degradation or disadvantage usually have the wisdom to profit by the experience of others and to seek the inspiration of those who, in earlier times, worked for the same or similar objectives.

Predecessors and forerunners were plentiful in American history. This is why individuals like Dr. King and others revered them for what they were: broad shoulders on which they could stand and foundations on which they could build a better society.

(Excerpts from the Jan./Feb. 1986 issue of American Visions and the article "Black Scientific Achievements" from the American Forces Press Service, Jan. 20, 1986 and Castle Article by William G. Schulz.

BOYLE from page 3

Operations Directorate, Organization of the Joint Chiefs of Staff, first as military secretary and then as executive assistant to the vice director of Operations. Attendance at the Air War College followed and, after graduation in May 1984, he returned to Washington and duty in OSD.

Colonel Boyle's military decorations include the Defense Superior Service Medal, Bronze Star, Meritorious Service Medal, Joint Service Commendation Medal, Air Force Outstanding Unit Award with valor device, Air Force Organizational Excellence Award, Vietnam Service Medal with four campaign devices, Humanitarian Service Medal, Republic of Vietnam Gallantry Cross and Republic of Vietnam Campaign medal. He has been elected to Phi Eta Sigma and Phi Kappa Phi scholastic honor societies.

Colonel Boyle, his wife, Lorie, and two children live in Springfield, Va.



Dr. LaSalle D. Leffall, Jr.

Dr. LaSalle D. Leffall, Jr. (born 1930), cancer surgeon and medical educator, received international recognition for his contributions to cancer research and surgery. Dr.

Noderer — A 1985 Winner

by CW3 Pete Madera



SSG Mike Noderer

The Department of Cartography and Applied Graphics' (DCAG) own Robin Hood (SSG Mike Noderer, that is) is one happy person. He is a 1985 winner! No, he did not win the D.C. or Maryland lottery, although he wished he had. A few days ago as I was strolling along the third floor hallway in Wheeler Hall, Mike suddenly came out of his office, stopped me, and said, "Soon you will be able to call me Mister!"

I thought that he was talking about getting out of the Army, so I was about to start an eloquent reenlistment talk, when he continued to say, "I just received a telephone call from the Fort Belvoir Adjutant General's Office and was informed that the Department of the Army selected me for appointment to Warrant Officer in my MOS (Military Occupational Specialty), 811A (Photomapping Technician)."

I was ecstatic about the news. Mike has been an excellent instructor in DCAG for about three years. I remembered a couple of weeks ago I heard Mike saying, "MILPERCEN (Military Personnel Center) has me on the 'ten most wanted soldiers list' to leave Fort Belvoir for an overseas assignment." Well Mike, they got you anyway -- for a promotion --overseas next time!

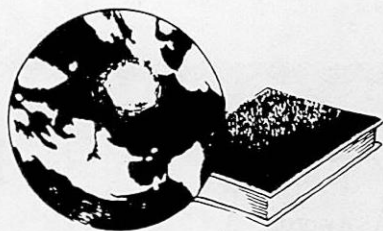
Mike was so excited about his

promotion that the day he was informed of his selection for Warrant Officer, he had his wife, Sharon, search for hours looking for a telephone number of a close friend in Hawaii to let him know the happy news. She finally found the number about three o'clock in the morning. He also had some problems in communicating the good news to his mother who lives on an island in Maryland where there are no telephones. However, resourceful Mike included a trip to his mother's to bring her the good news along with a previously planned hunting trip in the Baltimore area.

Mike is one of many outstanding instructors in DCAG who can do anything from teaching intricate technical subjects in the Advanced Cartography Course and the DMS Instructor Training Course (ITC) to keeping everyone in the Carto-Compilation Division on their toes when it comes to filling out equipment maintenance forms. He also has been instrumental in maintaining a highly professional equipment maintenance program in the division.

Although Mike has not been officially notified of his next assignment, he is absolutely sure of two things. (1) He is going to attend "charm school" at the Aberdeen Proving Grounds where he is certain that he will be at least two inches shorter because his hair will be shaved for the duration of "charm school" and (2) he will have to return to Fort Belvoir for a short period of time to attend his certification training course, an important pre-appointment phase.

Everyone in DCAG shares Mike's happiness and extends their most sincere congratulations to his wife Sharon and daughter, Karen. They have been instrumental in Mike's outstanding professional accomplishments and most recent (and well deserved) achievement. Mike, we all look forward to calling you "Mister."



DMS Instructors are Unique

By SSgt Tommy D. Williams

Defense Mapping School instructors offer a wide variety of service and try to meet all the needs of the staff and supervisors.

An instructor is a unique person. He/she knows his job very well, and is always willing to help. No matter how ill, tired, or worried an instructor is, he does all he or she can and never loses patience.

Instructors, for the most part, are pretty intelligent people. They don't always have an easy task and they can't always do everything the students would like. A student who wants to pass through the halls at DMS has to "make the grade" in more ways than one. And who is there to help him in more ways than one?

You're right, "our instructors!" They teach all types of students; high school graduates, college graduates, international students, veterans, and instructors from within the School.

Instructors lead a life different from what many of us imagine. They must maintain their skills while updating records, writing lesson plans, conducting training, remedial training, preparing exams or preparing for the next class event.

An instructor that completes a tour at the Defense Mapping School leaves with an understanding of what his counterparts in the Army, Navy, Air Force and Marine Corps are doing. He also, leaves knowing that his "can do" approach and the obvious pride reflected in his position is a positive example of true "Professionalism."



Director's Call

Military Awards

James R. Mendenhall (USA)
Dept. of Survey
Defense Meritorious Service Medal

SSG Mark N. Hjuler (USA)
Dept. of Cartography & Applied Graphics
Army Commendation Medal

SSG Michael A. Noderer (USA)
Dept. of Cartography & Applied Graphics
Certificate of Achievement

Civilian Awards

Mr. Edward F. Franke
Office of Programs, Budget & Operations
Retirement Certificate, Plaque, Photo Album
& DMA Career Service Award

Promotion - Civilian

Ms. Susan Phillips
Dept. of Topographic Sciences

Master Instructor Certificates

LIC Edwin A. Thorson (USN)
Dept. of Graphic Arts

Mr. William I. McCray
Dept. of Graphic Arts

Senior Instructor Certificates

SFC Robert L. Gunn (USA)
Dept. of Cartography & Applied Graphics

GySgt Willis S. Joynes (USMC)
Dept. of Cartography & Applied Graphics

GySgt John D. Platt (USMC)
Dept. of Survey

SFC Kenneth E. White (USA)
Dept. of Cartography & Applied Graphics

SGT Brenda D. Timmons (USA)
Dept. of Cartography & Applied Graphics

Mr. Alan Williams
Dept. of Cartography & Applied Graphics

Outstanding Performance Certificate with Quality Step Increase

Mr. Wayne Gleason
Dept. of Survey

Outstanding Performance Certificates with Sustained Superior Performance Awards

Ms. Deborah Eure
Office of Training Development & Evaluation

Ms. Paulette Kommes
Dept. of Graphic Arts

Mr. Howard Shaw
Dept. of Cartography & Applied Graphics

Mr. William Sutton
Dept. of Graphic Arts

Outstanding Performance Certificates

Mr. John L. Bassett
Dept. of Cartography & Applied Graphics

Ms. Maria C. Becerra
Office of Programs, Budget & Operations

Ms. Lynn M. Keleher
Office of Programs, Budget & Operations

Mr. William Lewis
Office of Training Development & Evaluation

Mr. Carl Markwell
Dept. of Graphic Arts

Defense Mapping School Recognition Day Awards

DMS Officer of the Year

CPT(P) Edward J. Wright (USA)
Dept. of Topographic Sciences

DMS NCO of the Year

GySgt John D. Platt (USMC)
Dept. of Survey

DMS Civilian of the Year

Mr. Chesley F. Cummins
Chief of Office of
Administration & Mission Support

Spell It With A Capital "G"-Please



CW2 Lester FitzGerald
Terrain Analysis Instructor
Dept. of Topographic Sciences

During October 1985, CW2 FitzGerald's former terrain analysis detachment (518th Engineer Detachment) hosted the first field demonstration of the U.S. Army Engineer Topographic Laboratories' (USAETL) Terrain Analyst Work Station (TAWS). The TAWS was brought to the 1st Armored Division in Ansbach, West Germany to produce 611 intervisibility products for 1st AD's General Defense Plan and Reforger 86. Data base generation and updating capabilities as well as the Battlefield Environmental Effects Software (BEES) were also demonstrated. In return, CW2 FitzGerald and his terrain analysts provided USAETL with numerous suggestions for modification and improvement to the TAWS hardware and software.

CW2 FitzGerald's family name is spelled with a capital "G". He said, "It's always a challenge to maintain that capital "G" in my last name, especially when starting a new assignment."

His educational background includes two years at Ulster County Community College, six months at Purdue University, and six months at Northern Virginia Community College. He entered active duty with the U.S Army in January 1975. Most of his active

duty assignments have been in West Germany, except for two years (Jul 80-Dec 82) with the 30th Engineer Battalion, Fort Belvoir, VA.

FitzGerald is a native of Newburgh, N.Y. He, his wife Simone, and four children live on Post in River Village.

Welcome to the Defense Mapping School and may your stay here meet all your expectations.

Departures



SFC James T. Cummins
Instructor
Department of Topographic Sciences

SFC Cummins was sent to Warrant Officer School and reassigned as a CW2 with the 7th Infantry Division, Fort Ord, Calif.



SSG Robert A. Vincent
Instructor
Dept. of Cartography & Applied Graphics

SSG Vincent has been assigned to Korea. We wish him the best of everything on his new assignment.



CW3 Pedro O. Madera
Instructor
Department of Cartography & Applied Graphics

CW3 Madera was reassigned Feb 6 to the 29th Engr Battalion, Fort Shafter, Hawaii.



MSG Victor N. Antezana
Instructor
Dept. of Cartography & Applied Graphics

Personable MSG Antezana will be leaving DMS Feb. 24. He has been reassigned to the 8th PERSCOM in Korea.



SSgt Keith B. Shaw
Instructor
Department of Survey

SSgt Shaw (now Mr. Shaw) preferred civilian life to the idea of reenlistment in the Air Force. He now lives in Annandale, Va.

Recent Arrivals



SSG Timmy Marcum (USA)
**Instructor, Construction Survey
 and Repair Division,
 Dept. of Survey**

SSG Marcum is a native of Cincinnati, Ohio. Prior to his assignment at DMS, he served with the Indianapolis Recruiting Battalion.



Ms. Karen Diane Hanson
Clerk - Typist

Dept. of Topographic Sciences

Ms. Hanson is a native of Biloxi, Mississippi. Prior to accepting employment at DMS, she was employed at the U.S. Army Information Systems Command.



Mr. Roger Tarpley
Visual Information Specialist
**Office of Training Development
 & Evaluation**

Mr. Tarpley is a native of Axton, Va. and is a graduate of Virginia State University, Petersburg, Va. Prior to his employment at the School, he was employed by the U.S. Army Concepts Analysis Agency.



CPT Bruce J. Donaldson (USA)
**Geodetic Science
 Instructor**

Dept. of Topographic Sciences

CPT Donaldson is a native of Albany, N.Y. His wife's name is Bette and they have two sons. Prior to his assignment at DMS, he was with the U.S. Army Student Detachment at George Mason University.



Ms. Hyeun Roque
Clerk - Typist
Logistics Division
**Office of Administration
 & Mission Support**

Ms. Roque is a native of Seoul, Korea. Her most recent employment, before coming to DMS, was with the Federal Aviation Administration. She likes to be called Kim.



MAJ Louis R. DeSanzo (USA)
Chief

**Mapping and Charting Division
 Dept. of Topographic Sciences**

Prior to MAJ DeSanzo's assignment to DMS, he was a student at the Armed Forces Staff College at Norfolk, Va. He is a native of Beaver Falls, Pa., is married and has two children.



SSgt David Lawrence (USAF)
Supply Technician
**Logistics Division,
 Office of Administration
 & Mission Support**

SSgt Lawrence's prior duty station was in Rockville, Iceland. He is a native of Lancaster, Pa. His wife's name is Michelle.



CPT Patricia Poulson (USA)
Instructor
Dept. of Topographic Sciences

CPT Poulson's previous duty station was here at Fort Belvoir with HHC, 11th Engr Bn. She is a native of Grand Island, Neb.

Picnic Rumors Denied

The annual DMS picnic will be held as usual in the June/July timeframe, despite rumors circulating within the School that the picnic was being scrapped in favor of a benefit performance of Verdi's "Aida" to be staged at the North Post amphitheater.

Sources close to the project officer, Captain Ann Miano, say that while the exact date and activities have not been finalized, no plans exist to cave in to pressure from operatic lobbying groups in Bagley Hall.

Said the perplexed Air Force captain, "I don't know how this rumor got started. Perhaps some music -- a band, maybe -- but I draw the line at Verdi." She added that fund raising efforts are progressing well.

While admittance to the picnic will not be based on doughnut consumption or the number of DMS mugs and/or T-shirts purchased, readers are reminded that they can support the picnic effort by purchasing these items and by encouraging their students to do the same. Doughnuts are available Tuesdays and Thursdays in Wheeler Hall, Room 112 and Bagley Hall, Room 205. SFC Ron Nelson (Wheeler Hall, Room 217, ext 42875) is the DMS T-shirt and sweatshirt magnate, and mugs bearing the DMS emblem can be purchased from Mug Man, SSgt Mark Bryant (Wheeler Hall, Room 103, ext 41087).

CARLOS from page 5

Carlos has set high goals for himself and has begun working on an Associate Degree in Civil Engineering through Northern Virginia Community College. He enjoys working with DMS's students, especially one-on-one in the field exercises. He sees his assignment here as both a challenge and opportunity to develop confidence and leadership in himself as well as the student.

You can do it, Carlos! Welcome to DMS and Survey.



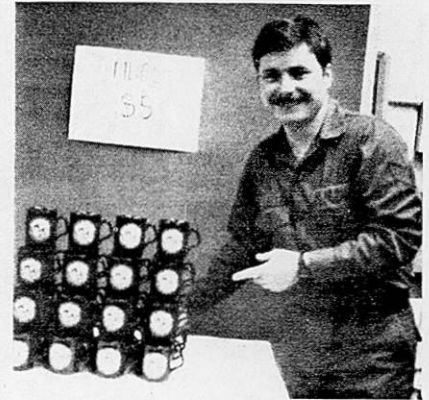
"Now I'm going to tell it as it is," says Captain Ann Miano, the picnic project officer.



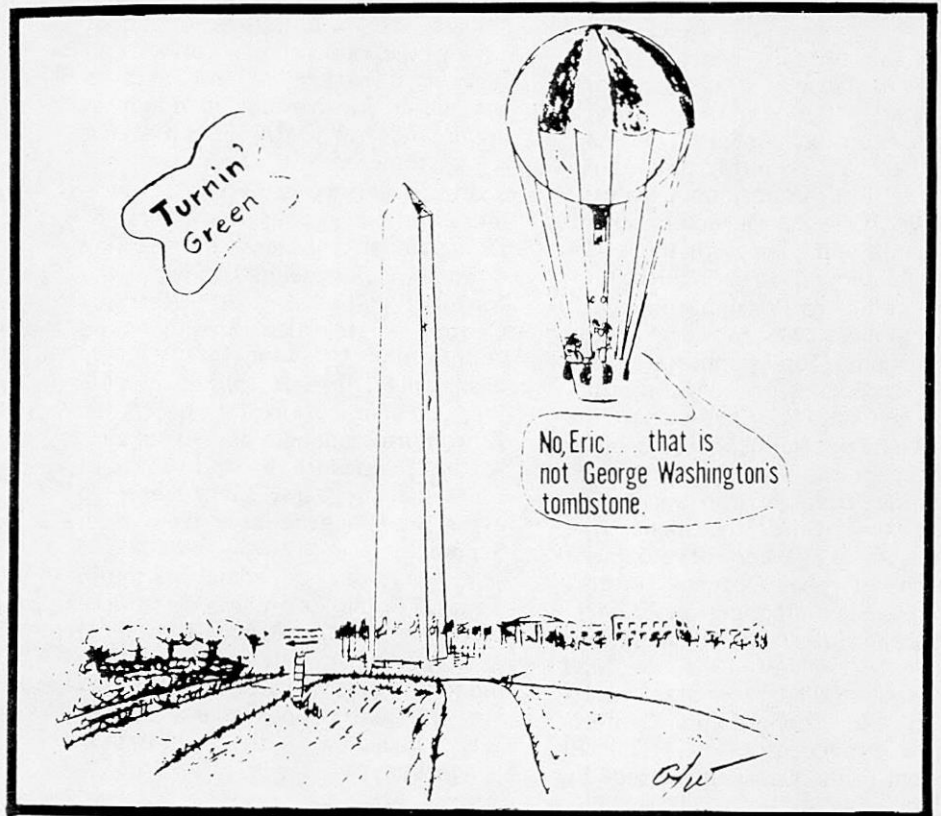
SSgt Lobdell points the way to the donuts — a real bargain!



"Sure, Nelson, the shirt will fit," says Bill Locke. "Mine does!"



SSgt Bryant poses for a "mug shot."



Kuwamura Joins ODS Team



*Frank K. Kuwamura, Jr.
Technical Director/Deputy Director
Office of Distribution Services*

Frank K. Kuwamura, Jr., became Technical Director/Deputy Director of ODS, replacing Mr. A. A. Baden, on January 6, having been assigned for the past three years as Chief of the Program Integration (PI) Division in the Programs, Production and Operations (PPO) Directorate at HQ DMA.

Mr. Kuwamura joined the "DMA family" in January 1955 as a Cartographer in the San Antonio Field Office. From January 1961 to July 1966, he was a Photogrammetrist with the Inter-American Geodetic Survey (IAGS) Cartographic School in Panama and then with the IAGS Brazil Project, Rio De Janeiro.

He came to Washington, D.C. in December 1966 to work at the Hydrographic/Topographic Center's (HTC) predecessor organization, the Army Map Service, where he was Western Hemisphere Project Director in the Planning and Programming Division for six years. During that time, he spent five months in a career development position at the Defense Intelligence Agency Mapping and Charting as the International Relations Officer. In May 1973, he was promoted to Program Staff Officer in the Topographic Center's (also a predecessor of HTC) PI Division, and was supervised by

Mr. A. A. Baden. Mr. Kuwamura was next assigned to HQ DMA as a Senior Plans Officer in the Plans and Requirements Directorate in October 1973 and subsequently served as Senior Operations Plans Officer in the PPO Directorate. In April 1979, he moved over to HTC as Chief of the Scientific Data Department, then returned to HQ DMA in October 1982 as Chief of the PI Division where he served until joining the Office of Distribution Services (ODS).

A graduate of George Washington University, Mr. Kuwamura earned a BS degree in Cartographic and Geodetic Science in 1971 and a MSA Degree in Government Administration from George Washington University in 1973. He is also a graduate of the Industrial College of the Armed Forces, Class of 1978, and attended the Federal Executive Institute in 1985.

In anticipation of his new job as ODS's Technical Director/Deputy Director, Mr. Kuwamura said, "I am very enthusiastic about having the opportunity to work in this organization -- one that is not major in size but is major in importance to DMA in satisfying its customers."

In his leisure time, Mr. Kuwamura enjoys going to plays at local dinner theaters and getting downtown occasionally to the National Theater or Kennedy Center. He also spends time maintaining the four family cars, describing himself as a "shade tree mechanic." In the past, Mr. Kuwamura coached boys and girls softball, basketball and football for some 20 years, but gave it up after his son graduated from High School.

A native of San Antonio, Texas, Frank is married to the former Patricia Lopez. They have a son, Frank, III, a first year medical student at Boston University Medical School and a daughter, Diane, a junior at Boston University.

THE MEDAL OF HONOR: How It Started

The Medal of Honor was the second decoration intended to recognize America's fighting men for heroic action on the battlefield. The first was the Purple Heart, or "Badge of Military Merit," which was created by Gen. George Washington in 1782.

In 1916, Congress approved a special pension for Medal of Honor awardees of \$10 a month for life, which was increased to \$100 a month in 1961, and to \$200 in 1978.

Recipients are also given free "space available" transportation on military aircraft within the continental United States. Their offspring may be admitted to the U.S. military academies without regard to quota requirements.

Enlisted recipients who retire after 20 years service are eligible for an increase of 10 percent in their retirement pay, subject to the 75 percent limit on total retired pay.

MONUMENT from page 7

little marker there too. Located dead center on that stone is bronze survey disc named after me, Station Jake, and it has first-order elevation and positioning too. Did the work myself. If you go down the road a little farther to the Catholic cemetery, you'll find the azimuth mark on the headstone of Patrick Harrigan. He was my partner for forty-two years. We set it up that way."

Stranger tales, I don't think I've ever heard. Bought the old timer another beer and I headed back up to my room. Couldn't wait to check out his tale in the National Geodetic Survey Trig List. He sure wasn't lying. There in the list was Station Jake. A footnote in the station description said that the property owner's permission wasn't required for occupation. It also added that the property owner's residence would eventually be 6 feet lower in elevation and 2 feet due south of the station. I guess the old guy was right. He will always be remembered, at least by me, for I occupied Station Jake.

percent reduction can be achieved by other means."

"The purpose of the limited freeze will be to reduce DMA's expenditure for personnel while preserving the ability to fill essential positions," the Director continued, adding, "I anticipate filling no more than one position from outside DMA for every four vacancies that occur due to personnel leaving DMA. Therefore, personnel transfers either between DMA components or within a Component will not be affected by the freeze."

Filling of all positions from outside the Agency will be considered on an individual basis, and their need must be certified by Component Directors. They will be considered under the one-for-four rehire policy.

General Rosenberg declared, "I believe the reductions already made in non-civilian pay and this partial hiring freeze will provide us the necessary reductions if implemented effectively throughout the Agency."



"NO VALENTINES AGAIN? NOTHING ECHOES LIKE AN EMPTY MAILBOX!!"

DEFENSE MAPPING SCHOOL
FORT BELVOIR
VIRGINIA 22060
OFFICIAL BUSINESS
PENALTY FOR PRIVATE USE, \$300

POSTAGE AND FEES PAID
DEPARTMENT OF DEFENSE
DOD 326
THIRD CLASS



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DMS Tiger Team Play Basketball

by Bill Lewis

Powerful and poised characterizes this year's team. Our team composition will allow for good rebounding with inside and outside shooting. Under the basket we feature GySgt Avant (6'3") and coach Bill Lewis (6'2"); from the perimeter, SSgt Lawrence (6'2") SFC Holt (6'4") and; at guard, SGT Brennan (5'9") and Jeff Hamm (5'8"), a good outside and inside shooter; at post position we have Capt Cincala (5'9"), an all-around rebounder, hustler, and inside shooter; and alternate guard, SSgt Perez (5'6"), a good hustler and shooter.

The 1986 "Over 30" basketball league commences on Feb. 3, 1986 and this season promises to be exciting and challenging. We will play competitive teams within the Ft. Belvoir community. The DMS Tiger Team must avenge last year's record of 8 losses and 4 wins. This year's team is highly motivated and physically in great shape.

We're a much improved team as a result of each player's commitment to practice 3 times a

week and work out on weekends. We know we are a good team and have the manpower to prove it. Of course, our ability to win games will determine our fate.

We're out to get respect on the court, beat some teams, and have some fun. As a team, we look forward to an undefeated season by playing tough and hard. We also invite the DMS community to come out to Wells Field House and witness the stars.

As the season progresses, we hope to pick up two additional players to enhance the fast break and man-to-man coverage. As you know, rotation of players and the ability to insert fresh players from the bench is the key to victory.

Our defensive strategy will be to force opposing team turnovers and mistakes by implementing the full-court press, aggressive man-to-man, and stealing the ball at every opportunity. Offensively, look for the fast break, aggressive rebounding and precise inside/outside shooting.

Our motto is "playing together," and "team work."



Safety Sayings

by Art Fleshman

- Let me take a few minutes to remind you that we still have the potential of having some bad weather before winter is over. If you haven't properly prepped your car for foul weather, you better be doing it before you get caught short.
- The State of Virginia has identified all primary and some secondary highways and roads as "Snow Routes." You must have snow tires and/or chains to prevent stalling or impeding traffic on the road. Tires must be marked M/S (Mud/Snow) or conventional snow tires. Rule-of-thumb is that anything that applies to Virginia traffic laws/rules

- apply on Post. Additionally, you must clean snow/ice/frost from not only the windshield, but back glass and all other glass surfaces. Also, depending on your vehicle, you may want to clean off the snow from your tail lights so that your brake lights may be seen by the driver behind you.
- We don't have the hazardous materials labels or training program thru the Hydrographic/Topographic Center yet. But I am sure they are being promulgated and will be on the way soon. I have seen a prototype of the training program and it doesn't look too dramatic.
- There will be foul weather mats placed inside all the

entrances in Bldg 214 and 220 to help cut down the slips on wet floors due to snow/rain. We ask that these mats be kept in proper places to do their best job.

- If you haven't noticed, there is a new, steel staircase on Bldg 214 leading to the Auditorium. It is intended to be used for access to the photo classroom area but not for student or regular access to the Auditorium. There will be a sign on the Auditorium door to remind you that the auditorium door has limited access (for official functions or as a fire exit).
- Since my space is used up, I'll leave you with this thought, "Think safety . . . and we will all be happy."

CONTOUR

Volume 13, Number 6

Defense Mapping School

March 1986

DMS Training Mission Goes To Thailand — *There and Back Again*

by CPT James B. Oliver and CW2 Fred N. Pessaro



Graduating Class from the Royal Thai Survey Department, taught by the Mobile Training Team from the Defense Mapping School. Team instructors were: CW2 Fred N. Pessaro, CPT James B. Oliver, CW2 Ronald L. Lynch and SFC Augusto I. Aquino (now with the 29th Battalion in Hawaii).

It all began nearly two years ago during a discussion between a General from Thailand and the Defense Mapping Agency's (DMA) Liaison Officer for the Royal Thai Survey Department. After several months, it began to trickle down as whispers in the hall of the Department of Topographic Sciences (TSD). This was followed shortly by a flood of message traffic into the Terrain Evaluation Division (TED). We were being tasked to provide an MTT to Thailand, funded by JUSMAG-THAI, to teach CBTA to RTSD. Whew, such acronyms! We only knew MTT (Mobile Training Team).

What's JUSMAGTHAI? What's a CBTA and RTSD? TSD personnel in the form of MAJ Kurt F. Hovanec, CPT James B. Oliver, CW2 Fred N. Pessaro, CW2 Ronald L. Lynch, and SFC Augusto I. Aquino of the 29th Engineer Battalion were soon to find out the meanings of these acronyms and many others.

The first step to resolving these acronyms was taken by sending an advance team to Bangkok, Thailand. MAJ Hovanec and CW2 Pessaro departed in mid-June 1985 to determine the feasibility and, ultimately, the requirements to instruct the Royal

Thai Survey Department (RTSD) in the construction of terrain analysis data bases. Ah! The answer to one of our acronyms! The concept of the mission was well developed during the visit. "Train the Trainers!" The feasibility was certainly there! All we needed was to develop a course curriculum to accomplish the task at hand.

The approach was to teach the students to construct the data bases utilizing imagery, collateral data, and field collection techniques. The vehicle for teaching was to construct each data base utilizing imagery; visit the field location of the pilot map sheets; and upon return, update the data base with collateral data if appropriate/available.

What about this acronym CBTA? Well, since it wasn't a Basic Terrain Analysis Course (BTAC), nor was it an Advanced Terrain Analysis Course (ATAC), a new acronym must be appropriate! Enter CBTA. It was agreed by the RTSD and our advance team to entitle the course the Cooperative Basic Terrain Analysis Course: CBTA for short. This would be conducted by TSD personnel, under the control of the Joint United States Military Advisory Group - Thailand (JUSMAG-THAI). The team learned much more than acronyms during the five week course as we shall see.

In reality, we were as much students as the officers we were training. Our "students"

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The Direct Line



by
Maj. Gen. Robert A. Rosenberg
Director, DMA

On February 24th I was called to testify on Capitol Hill about the Defense Mapping Agency. It was an important hearing of the Investigations Subcommittee of the House Armed Services Committee, dealing with possible reorganization of the Department of Defense -- including elimination of agencies like DMA. Legislation developed by this committee could, if adopted by Congress, have far-reaching effects on us.

I want to share with you my comments to the committee and let each of you know how proud I was of DMA when I presented my statement on the importance of what we do and how exceedingly well you do it!

The committee's invitation, sent to Secretary Weinberger, covered many areas of possible reorganization. It told us that "increasingly, the Congress hears calls . . . for the elimination of several, or all, defense agencies. The subcommittee will consider the viability of the defense agency concept; whether agencies with missions to support combat forces are sufficiently responsive to combat-related operational requirements and capable of performing their wartime missions."

I was able in my statement to firmly assure the Congress that DMA products, services and training are essential to the viability and credibility of this nation's strategic and tactical military forces around the world. Further,

I told them, "should deterrence fail, DMA's mission is equally clear -- to provide timely, accurate and responsive Mapping, Charting and Geodesy (MC&G) products needed by the Commanders-in-Chief (CINC) of the Unified and Specified (U&S) Commands to fight and win."

I emphasized, as I covered the importance of each of our topographic, aeronautical and nautical products, that while operational military commanders are the principal focus of DMA's programs and efforts, this Agency's support to the Military Departments is equally important, for they are charged with the training and equipping of today's forces -- plus development of the "smarter" and more accurate weapons that depend on advanced DMA products.

I pointed out that tomorrow's smart weapons will need digital products with greater accuracy and increased information content. Finally, I emphasized the need for precise coordinates for targeting of advanced weapons systems and gravity data critical to inertial guidance of ships, planes and missiles.

The Congressmen learned that DMA supports the Defense Intelligence Agency, the National Security Agency and the Central Intelligence Agency, and that we also work closely with the U.S. Geological Survey, the Coast Guard, the Maritime Administration and the Departments of State and Commerce. I also described the great value of our cooperative production and exchange agreements with more than 70 nations, involving air, land and sea products.

I responded to the suggestion by some that we could dismantle DMA and put it back in the Army, Navy and Air Force by saying, "We were formed in 1972 to eliminate unnecessary redundancy, duplication and overlap -- and that we had outstandingly exceeded the goals of our charter to do just that!"

I also told them the GAO and a Presidential Commission had praised our excellent record of a 34 percent increase in productivity despite dramatically increased re-

quirements for traditional paper maps and charts and digital data!

I highlighted each of our Components and told of the exceptional importance of the work being done by DMA as I explained:

- the critical role of the Aerospace Center in St. Louis, Mo. and the Hydrographic Topographic Center in Brookmont, Md. and their field offices in producing the products of DMA.

- how essential the Office of Distribution Services was in distributing DMA's products worldwide, through forward-deployed distribution offices supporting the theater CINCs and maintaining war reserve stocks for users.

- how the Inter-American Geodetic Survey coordinates significant MC&G cooperative agreements and vital training programs with the Latin American nations, in direct support of the United States Southern and Atlantic Commands.

- how the Defense Mapping School excels in the training of military personnel of all the Services and our allies in both technical and staff-level MC&G disciplines.

Looking ahead to '90s, I described DMA's Exploitation Modernization Program (EMP), as a mandatory conversion program, not just modernization. I told them that this effort "will be absolutely essential to DMA's ability to support the U&S Commands" in the 1990s. I stated that EMP goals are to increase accuracy while reducing production calendar time to 75 percent and production costs up to 50 percent. I assured them that it will allow DMA to meet requirements for the new and even more sophisticated weapons systems now in the pipeline and on the drawing boards because I've got the best team in the country putting it all together at the Special Programs Office for Exploitation Modernization (SPOEM) and in the other DMA Components!

I want you to know I came away from that hearing reassured

See ROSENBERG, page 3

From the DMS Director

In January all DMS personnel were required to read the directives on Standards of Conduct (DoD Directive 5500.7, DMAINST 5500.1 and DMSSUP thereto) plus specified supplemental readings. It turns out that there are 10 Standards of Conduct, each with supporting narrative, explaining the behavior we should follow or avoid so as to remain in good grace with our Government employer. It occurred to me that these 10 Standards of Conduct, if edited and converted to thee's and thou's instead of you's and your's, are the Government's 10 commandments for Government employees, with all spiritual references removed.

I. The Government is thy employer which hath brought thee out of the house of unemployment. Thou shalt avoid interests which conflict with such employment. Thou, thy spouse and thy minor children, shalt not engage in any personal, business, or professional activity, or receive or retain any direct or indirect financial interest, which places thee in a position of conflict between

ROSENBERG from page 2

that these important members of Congress will now have a much better understanding of the great variety and sophistication of the work being done here and how critical DMA is to today's defense posture and to effect deterrence in the years ahead.

I also want you to know how strongly I feel about the superior job all of you at DMA are doing in this vital work. It is your effort, day in and day out, each week throughout the year, that makes it possible for me to go to Capitol Hill and assure our representatives that this agency is doing its job exceedingly well, and that we are on track for a demanding and even more challenging role as we move towards the 21st century.

thy private interests and the public interests of thy country. Thou shalt not use inside information, not generally available to the public, to gain for thyself or thy friends. Thou shalt not use thy Government position to induce, coerce, or in any manner influence others, including thy subordinates, to provide any benefit, financial or otherwise, to thyself or others. Thou shalt divest thyself of financial interests that may be affected by thy official duties. Thou shalt avoid activities on behalf of thy non-Governmental associations or organizations incompatible with thy official Government position. Thou shalt avoid commercial solicitation or sales to personnel junior in grade or rank, at any time, on or off duty; if thou art a civilian, this prohibition pertains only to personnel under thy supervision.

II. Thou shalt not bow down and serve other interests, for as a Government employee, thou art in a position of special trust and responsibility. Thou shalt avoid any action which might result in or reasonably be expected to create the appearance of using thy Government office for private gain; giving preferential treatment to any person or entity; impeding Government efficiency or economy; losing complete independence or impartiality; making a Government decision outside official channels; or affecting adversely the confidence of the public in the integrity of the Government.

III. Thou shalt not use the name of thy title in vain; for the Government will not hold him guiltless that useth his position in vain. Thou shalt not use thy civilian or military titles or positions in connection with commercial enterprises. Thou shalt neither cast discredit upon DoD nor appear to give military sponsorship, sanction, endorsement, or approval to any commercial product or service.

IV. Remember thy job, to keep it professional. Thy outside employment shalt not interfere with or be incompatible with thy official duties and shalt not bring discredit upon thy Government or Agency. Thy outside employment

shalt not be dependent upon information gained from thy official Government job unless such information is generally available to the public. Military personnel on active duty shalt not be authorized to leave their post to engage in a civilian pursuit, business, or professional activity that interferes with the customary or regular employment of local civilians in their art, trade, or profession.

V. Honor thy obligations: that thy days may be long with the employment which the Government giveth thee. Honor thy financial obligations in a timely manner, particularly those imposed by law, so that thy indebtedness does not adversely affect thy Government or Agency.

VI. Thou shalt not murder thy supervisor's career through bribery or intended kindness. Thou shalt not give valuable gifts to thy superiors. Except for voluntary gifts or solicited contributions of nominal value on special occasions (marriage, illness, transfer, or retirement) for gifts of reasonable value, thou shalt not solicit a contribution from other coworkers for a gift to an official superior, make a donation or a gift to thy official superior, or accept a gift from thy subordinates to thyself.

VII. Thou shalt not adulterate thy workplace. While on Government property or Government duty, thou shalt not participate in gambling, betting or lotteries in any form except for activities specifically approved by thy Agency.

VIII. Thou shalt not steal from the Government. Thou shalt not misuse Government facilities, property and manpower. Government facilities, property and manpower shalt be used only for official Government business or for approved community relations which do not interfere with Government business. Thou shalt not directly or indirectly allow the use, taking, or disposing of Government property or facilities for other than officially approved purposes.

IX. Thou shalt not bear false witness against others because of

See CONDUCT, page 4

their race, color, religion, sex, age, or national origin. Thou shalt scrupulously adhere to the DoD program of equal opportunity regardless of race, color, religion, sex, age, or national origin. When deciding on the hiring or promotion of equally qualified candidates, thou shalt consult the approved Affirmative Action Plan to determine Agency needs for fair and equitable representation in the workforce.

X. Thou shalt not covet illegal gratuities. With few authorized exceptions, thou, thy spouse and thy minor children, shalt not solicit, accept or agree to accept any gratuity (including gifts, accommodations, subsistence, or services) directly or indirectly from or on behalf of any source that is engaged in, or may engage in, business or financial relations with thy Agency.

I passed this article to a chaplain friend for review prior to publication; I wanted to see if he felt anyone would be offended by this biblical comparison. He replied: "Render unto Caesar the things that are Caesar's, and render unto God the things that are God's." Seems like good advice to me.

Lemon Named New Director For Aerospace Center



Colonel Robert J. Lemon

Major General Robert A. Rosenberg, DMA director, has selected Air Force Colonel Robert J. Lemon to be the new director of the Aerospace Center, in St. Louis, Mo.

Colonel Lemon, who assumed command March 6, 1986, comes to the Center from duty as vice commander, 97th Bombardment Wing, Blytheville Air Force Base, Ark.

In announcing the appointment, General Rosenberg said he was "very pleased that an officer of the caliber of Colonel Lemon is available to assume this vital command. His experience with the operational Air Force units in Washington and in the international arena provides a unique background that will be of particular value to the Aerospace Center and to all elements of DMA."

The Colonel was born October 16, 1941, in Winterset, Iowa. He graduated from Winterset High School in 1960 and received a bachelor of science degree from the United States Air Force Academy in 1964. In 1968 he received a master's degree in Industrial Relations from the Inter American University. In 1975, Colonel Lemon was a distinguished graduate of the Air

Command and Staff College at Maxwell AFB, Ala. He graduated from the Industrial College of the Armed Forces in June 1984.

Following initial pilot training, Colonel Lemon was assigned in January 1966 as a copilot in the B-52G at Ramey AFB, Puerto Rico. In 1969, he was assigned to the 315th Special Operations Wing, Republic of Vietnam, where he served as an instructor pilot and flight examiner in the C-123K aircraft at Phan Rang Air Base, Republic of Vietnam. In June 1970, he was assigned to K. I. Sawyer AFB, Mich., where he served as an instructor pilot in the B-52H. During this period, he was sent on temporary duty to Utapao AB, Thailand, where he flew B-52D "Arc Light" missions over Vietnam.

In January 1972, Colonel Lemon was assigned to the Joint Strategic Target Planning Staff at Offutt AFB, Neb. During this period he was a member of the Aircraft Targeting Team and served as a Joint Strategic Target Planning Staff briefer for distinguished visitors.

Following Air Command and Staff College graduation in 1975, he became a member of the faculty at the college, as chief of the Military Strategy and Doctrine Branch of Instruction.

In July 1977, the colonel was assigned to the Organization of the Joint Chiefs of Staff as a strategic policy planner. During this period, he served as a member of the U.S. SALT II negotiating team. He served several months in Geneva, Switzerland, negotiating directly with a member of the Soviet delegation. From July 1979 to May 1980, he was the Joint Chiefs of Staff representative to the Standing Consultative Commission which also entailed direct negotiations with representatives of the Soviet Union.

Colonel Lemon became com-


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This is a rubber tree plantation in Thailand, a study area for the Mobile Training Team.

taught us about their country, customs and traditions on a daily basis. For example, Thailand covers approximately 200,000 square miles (about 4/5 the size of Texas). Bangkok, our base of operations, is the largest city in Thailand, consisting of approximately 4,500,000 people. There are basically two seasons in Thailand; dry and wet. Our visit occurred during the dry or winter season. It was somewhat difficult for us to understand why, from time to time, the Thai students wore long sleeve shirts and jackets. After all, the temperature was dropping all the way from 70° to 68°, and for them it was very cool. The team came home in mid-December with suntans.

With this brief background in mind, let's back up a few days and start our trip. We left Washington National Airport on the morning of Nov. 5, 1985, and flew to Chicago. A brief layover and a change of flight saw us winging our way to Tokyo where we changed flights and flew to Hong Kong, arriving there on the night of Nov. 6. This constituted about 22 hours of travel time. After spending the night in Hong Kong, we flew to Bangkok where we were met at the airport by representatives from RTSD and JUSMAGTHAI. We arrived at our hotel a little after 1:00 p.m., received a short in-briefing from JUSMAGTHAI, and had our first Thai meal, compliments of the hotel. We were given the rest of

the afternoon to get settled and to start adjusting to the 12 hour time difference. Friday was spent meeting key personnel at RTSD, notably Lt General Vichian, the Director, and becoming familiar with the assigned classroom and support facilities. The Thais were very eager to assist us. If the team members were discussing a potential problem area or a potential need, we would suddenly find that the "problem" no longer existed or the "need" was satisfied.

Saturday was spent in the study area so that the team could become somewhat familiar with the area. A Lieutenant Colonel was our escort officer. We did our best to see everything from rice paddies and rubber plantations to jungles, from flat lands to steep mountains and from beach sands to highly compressible organic clays. Sunday was spent adjusting to the time change and setting up our "household."

Monday, Nov. 11, we went to work. Under the "train the trainers" concept, our students were the best that RTSD had to offer. The majority of the students were graduates of the CHULACHOKMLAO Royal Military Academy, Thailand's equivalent of West Point. Many had Master's degrees in subjects ranging from engineering to geodetic survey. We introduced the data base and reviewed taking measurements from aerial photography and making calculations based on the photography. Two of our major concerns were the language barrier and the lack



Thai students that were in the group taught by CPT Oliver.

of response to instruction that we were told to expect. In Thailand, students are generally expected to sit quietly and "absorb" their instruction. Learning is based on this absorption factor and self-study. I frequently wish students in this country were smart enough and had the self-discipline to approach their studies in this manner. But, due to the nature of the material, we needed extensive interface with the students. We got what we asked for!

We found that neither of these problems was difficult to overcome. All of our students spoke English moderately well or better. The students were also ready to ask a lot of questions if they did not understand a given point. Be-



Thai students taking vegetation measurements in an assigned study area.

fore the five weeks were up, we were finding ourselves trying to answer questions that are still unresolved by "experts" of the Department of Defense concerning the criteria used in developing our data base. For example, "If soils are extremely dry and hard for six solid months and have several inches of standing water for the other six months of the year, why merely address an average of moist soil conditions as a yearly basis?" Another one addressed "If orchards or plantations have all the wide lanes oriented in the same direction, why does this vegetation category not delineate lane orientation on the vegetation data base?" We looked at each

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other and wondered if RTSD had run ringers in on us!

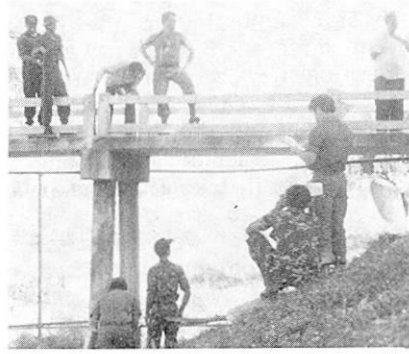
During this first week, we had indicated to our escort officer (LTC Neramit) that upon starting the data base construction, it was going to be very tight in terms of work area. He informed us the problem would be solved. Come Monday morning, we found ourselves in a much better work environment. The Thais had moved us from the school to a large conference room/classroom at the Ministry of Defense (MoD).

We finished up familiarization with the aerial photography and started work on the overlays. Our first step was to take the students to the study area for an introduction trip so that they would



Thai students taking rubber tree measurements.

know the importance of the information that was to go on the overlays. Our return to the classroom found the students constructing surface configuration (slope), surface materials (soils) and surface drainage overlays. The students showed an eagerness that would make teaching a class at DMS an experience worth looking forward to. Their background in survey and cartography truly facilitated data base construction. We were able to concentrate on the meat of the subject and did not have to worry much about the basic mechanics. Once again, I want to stress that these students really kept the instructors on the ball. Our basic students just do not ask questions that nail you to the floor. The analytical approach that our Thai students displayed



Thai students devising a method for taking stream depth measurements.

proved to us that we had, in fact, received RTSD's best.

The next three days were spent in the study area. We divided into four teams and each was assigned a section of the map sheet. Each team consisted of four to five students and an instructor. Initially, the students wanted to check soils every 500 to 750 meters and to measure stream channels every 50 to 100 meters. After about half-a-day, they started doing random soils tests to confirm their collateral information and thought it might be a good idea to widen their stream profile measurements to those locations where some condition concerning the stream obviously changed.

The students were a real gung-ho group. Going out to the middle of a rice paddy to check a soil type and to do trafficability tasks was standard practice with them. One of the students in my group felt that all the muck and mire



Thai students taking bridge measurements as part of a class assignment.

was just a minor inconvenience. The data was required so he was going to get it. Oh, to have BTAC students like that! All the streams were close to overflowing, so profiles would be difficult to obtain, right? Wrong! These guys tied a large rock (20 to 25 pounds) to the end of a rope, tied knots every two feet up the rope and took depth measurements horizontally across the bridge. Not the most accurate method I've ever seen but they had better data than they had prior to going out. My soils guy felt as long as the water was not deeper than his waist, he would wade out and determine bottom materials. RTSD did not have any rubber waders to issue. Talk about dedication! Thus, the overlays from the preceding week were checked for accuracy. As the students checked soils and drainage data, the in-



Man made klong (canal) near rice paddies in Thailand.

structors refreshed their knowledge on local "teaching points" for vegetation and transportation for the next week's training. Upon our return to the classroom, the students corrected their overlays and we started them on their vegetation and transportation overlays. After our first field trip, the students started showing a greater appreciation of aerial photography and collateral data.

Monday found us finishing up vegetation and transportation overlays in preparation for our final field check. The students hugged trees and measured bridges and roads with the same enthusiasm that they showed with soils

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CW2 Ron Lynch bends over to examine a pineapple at a pineapple/rubber tree plantation.

and drainage. This is where I learned a great deal. Vegetation has never been a strong point with me. My group taught me the details of harvesting rubber plantations, the life cycle of tapioca plants, of cashew nuts, of pineapple plants, of all kinds of fruit and nut trees I have never heard of, and the various coconut, date, and palm trees. I now feel somewhat like Ule Gibbons. Did you know that there are 11 different major products derived from a cashew tree? Seriously, their approach to looking at the tactical considerations of vegetation made me feel as if we had impressed upon them the "know your terrain" ideology. We spent three more days in the field to verify the data and then we returned to home station. On the Friday of our return, the RTSD personnel held a farewell party because CW2 Lynch was leaving Thailand early due to his imminent PCS (Permanent Change of Station) from Fort Belvoir. We were treated to dinner by RTSD at a traditional Thai restaurant. It was one of the real highlights of the trip. The food was excellent and the floor show was outstanding. It presented traditional Thai folklore told by dance.

The last week was dedicated to teaching the students to utilize the data to develop synthesized products. A simple graduation was planned for Friday. This consisted of the entire RTSD-MoD staff and TV cameras for the Thai National News. Lt Gen Vichen awarded

the diplomas and made some very pleasant remarks.

The team departed on Saturday and Sunday. SFC Aquino returned to Hawaii and CW2 Pessaro came back to Fort Belvoir. My wife had joined me the preceeding week in Bangkok and we spent a couple of days in Hong Kong and three days in Honolulu enroute home. A most pleasant ending to a most pleasant trip.



Thai students at their graduation exercise. CW2 Pessaro presents the diplomas.



CW2 Pessaro presents LTG Vichen, Director of RSTD, a certificate of appreciation.

Safety Sayings

by Arthur N. Fleshman, DMSSO

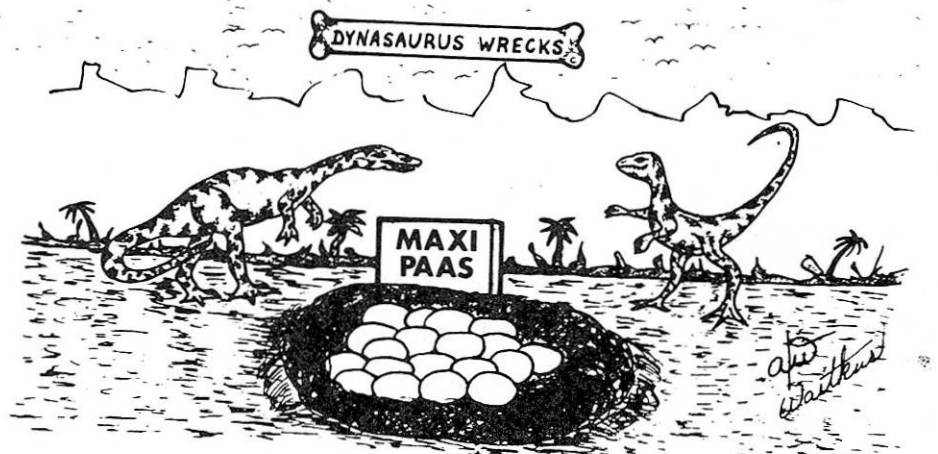
- Congratulations! Either you are actually taking safety more seriously or you know how to beat the inspection system.

- On Tuesday, the 18th of February, a Semiannual Safety/Fire Inspection was conducted and the results were very good, with a few specific exceptions. The team consisted of the Deputy Director, Lt Col Ritchey; the Chairman of the Safety Council, Capt Husar; the DMS Fire Marshal, CW3 Miller; Ad Hoc Member, MSgt Kommes; and the DMS Safety Officer. A FB Form 103 was used to record the deficiencies and will be forwarded to the Department Chiefs. There is some concern about the lack of visibility of the fire extinguishers in the recesses in the hallways in Building 220. A better way of placing the signs will be worked out to make the extinguishers more prominent.

- By now you should be aware that "No Smoking" signs have appeared in the latrines. This prohibition is in the new DMS Regulation 8910.1, paragraph 12.a.

- The invitation is still open to all DMSers to stop in my office (Room 201) to discuss any safety items of concern to you.

- Spring will come -- think safety!



"NO YOU DON'T.... I HAD TO COLOR THE EGGS LAST EASTER!!"

EEO Corner

by COL David F. Maune

As Director of the Defense Mapping School, I want all DMS personnel to be aware of my personal commitment to the Equal Employment Opportunity (EEO) program and my expectations that all military and civilian personnel of the School adhere to the spirit and intent of that EEO program.

Each manager and supervisor is charged with the responsibility of making EEO and affirmative action a continuing reality within DMS. Special efforts must be devoted toward assuring that all minority and female applicants realize fair and equitable treatment when vacancies occur. All of us must become personally involved, by positive emphasis and accomplishments, in the total EEO program. The impartial selection of candidates for hire and promotion, the full utilization of employees'



Mr. Bill Lewis, EEO Officer

present skills and abilities, and the training and development of lower grade employees to achieve their maximum potential must be vigorously pursued without regard to race, color, national origin, sex, age, religion, or handicapping conditions.

This does not mean that we must hire and promote all minorities and women who meet minimal qualifications, but it means that minorities and women who are well qualified should compete

equitably with others who are well qualified. In the event of a tie, selection and promotion decisions should be made in favor of those who would help DMS to meet our Affirmative Action Plan (AAP) goals.

To assist in carrying out this commitment, our EEO Officer, Bill Lewis, is responsible for monitoring all facets of our personnel management system and to make recommendations to correct barriers to EEO program accomplishment. All managers are responsible for ensuring that they and their subordinates are held accountable for their EEO actions.

If you have any suggestions on ways to improve our EEO program, either talk with Bill Lewis or see me personally. I am proud of DMS's EEO accomplishments to date, but there is always room for improvement.

In future editions of the Contour, the "EEO Corner" will contain articles on other topics related to EEO.

A Musing On Spring

When the winter nights grow shorter
and you're tired of work indoors,
Check out the spades, the rake and tiller,
soon you'll start your garden chores.

Take stock of all the seeds you'll need.
Inventory the things desired.
List mulch, and stakes, and binder's twine,
Fertilizer too, will be required.

Are your coveralls and gloves okay,
or are new ones now on order?
Have you checked the hose, and sprinkling can,
and the fence around the border?

Get out the flats and starter pots,
You'll need those seedlings soon.
Read through the Farmer's Almanac
for the phases of the moon.

Listen to the weatherman
for signs of changing seasons.
You'll want to stay on top of things
for all the proper reasons.

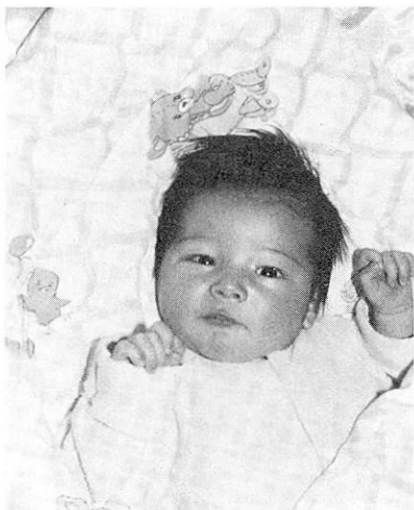
Think through the space available,
and diagram your plot.
A formulated garden plan
will always help a lot.

You say you've done all this,
and studied bugs and blights?
Well then, my friend, just rest a bit.
Relax, turn out the lights.

Dream on a while, in joyful bliss,
about those outdoor pleasures.
They'll come about quite soon enough
in never-ending measures.

For with them come the blisters,
backaches, and aching muscles,
that go along with gardening
and other backyard tussels.

by W. G. Freeze



Boss Darryl Lee

A New Boss Arrives at the Millers

Darryl Lee Miller made his arrival at DeWitt Army Hospital, Fort Belvoir, VA, Jan. 26, 1986. The Department of Cartography and Applied Graphic's (DCAG) Staff Sergeant Earl L. Miller and wife Ye Sun were very happy to see the 8lb 7oz, brown eyed Darryl. And judging from his smile, Little Darryl appears to be perfectly delighted with his new surroundings.

Mrs. Miller's first comment to her husband after the birth was, "This is the last one." It seems Baby Darryl weighed one ounce more at birth than his five year old brother, David. Mrs. Miller feels that future events such as

this would entail more weight so she says, "No way."

Ssg Miller, Master Instructor in Construction Drafting's 3rd Phase, expresses his thanks to everyone in DCAG for their thoughtfulness, flowers and gifts. He said, "The way the other instructors were able to move in and take over my lessons, and the way I was able to have a leave request expedited, shows the type of professionals I work with."

Little Darryl's arrival date was timed perfectly to insure future birthdays will be a double celebration - he was born on Mom and Dad's 7th wedding anniversary!

by Ricky Blas

Is 44 Years a Long Time?

by Irene L. Peine

To some people 44 years is an awfully long time, but to people like Mr. Edward F. Franke (Mr. Ed), it really isn't all that long. Mr. Franke describes his Federal Government career as very interesting, challenging, exciting, and rewarding. During his 44 years of service, he saw many innovative changes in the field of Mapping, Charting and Geodesy. He is proud to be a part of that history.

Mr. Ed was born in Cincinnati, Ohio. In 1929, Ed's family moved to Detroit, Mich. where he attended Southwestern High School and graduated in May 1934. He began his working career as an apprentice photolithographer with the Process Lithograph Corporation. In 1938, he was promoted to journeyman. For the next three years, while working as a photolithographer, he attended night classes at the College of Commerce and Finance of the University of Detroit and earned a total of 80 hours credit toward a degree in Economics and Business Management. In 1958, Mr. Ed (then LTC Franke) took advantage of the Army's "Bootstrap Pro-



Mr. Edward F. Franke

gram" and earned his BBA in Economics from St. Mary's University in San Antonio, Texas.

In January 1942, soon after the beginning of World War II, he entered the U.S. Army as a private, attended Officer's Candidate School and was commissioned a second lieutenant in the Army Engineer Corps in August 1942. After receiving basic military engineer training, he was assigned as an instructor to train and instruct recruits in basic military engineer subjects such as map reading, camouflage, scouting, patrolling, close-order drill, demo-

litions, use of pioneer tools in combat and combat construction.

While in service, his assignments took him all over the world. These assignments included places like the Azores, England, France, Germany, Belgium, Holland, Austria, Italy, Spain, Hawaii, Wake Island, Japan, Korea, the Bahamas, Spanish Morocco, Libya, Iran, Lebanon, and Turkey. State-side assignments included the Office, Chief of Engineers, Washington, D.C. as personnel officer; the U.S. Army Engineer School, Fort Belvoir, Va. as deputy director, Dept of Topography; the Aeronautical Chart & Information Center, St. Louis, Mo. as liaison officer; the Army Map Service Field Office at San Antonio, Texas as commanding officer and the Army Map Service (base plant) in Brookmont, Md. as executive officer.

Mr. Ed retired from military service in 1963 with the rank of lieutenant colonel. Soon after his retirement, he began his Civil Service career as a temporary intelligence research specialist with the U.S. Army Area Analysis Intelligence Agency and transferred to a permanent position as intelligence research analyst

See **FRANKE** page 11

Director's Call



Recent Arrivals

MILITARY AWARDS

TSgt Curtiss E. Poorman (USAF)
Air Force Commendation Medal (20LC)
Department of Cartography
and Applied Graphics

CIVILIAN AWARDS

Mr. Richard Christ
Retirement
Office of Training Development
and Evaluation

Mr. Andrew Bradley
Special Act Award

MASTER INSTRUCTOR CERTIFICATES

SFC Robert L. Gunn (USA)
Department of Cartography
and Applied Graphics

OUTSTANDING PERFORMANCE CERTIFICATE

Mr. William I. McCray
Department of Graphic Arts

SUSTAINED SUPERIOR PERFORMANCE CERTIFICATE

Ms. Catherine S. McCloskey
Department of Graphic Arts

Mr. John Jacobs
Department of Graphic Arts

SUGGESTION CERTIFICATES

CW2 Kathleen Hawes (USA)
Department of Cartography
and Applied Graphics

DEPARTURES

SFC Dana B. Hannon (USA)
Department of Survey

Mr. Richard Christ
Office of Training Development
and Evaluation

Ms. Mary Moton
Office of Programs, Budget
and Operations



SSgt Carl A. Richardson (USMC)
Instructor
Geodetic Survey Division

SSgt Richardson is from Aruba, Nederlands Antillen. In addition to English, he speaks Dutch, Spanish and Papiamento. His prior duty station was MASS-3, 3d MAW Survey Section at Camp Pendleton, California. SSgt Richardson and wife, Denise, have a two year old daughter, Ebony Quenette.



SFC John L. Rippy (USA)
Instructor
Geodetic Survey Division
Department of Survey

SFC Rippy is from Andrews, Texas. prior to his assignment to DMS, he was stationed with the 30th Engr Bn, here at Fort Belvoir. He has two sons, John, age 15, and Jason, age 12.

(Missiles & Aerospace) with the Defense Intelligence Agency. While with the Defense Intelligence Agency, he published six articles on Missiles and Aerospace Vehicles in the Defense Intelligence Digest.

In July 1966, he transferred to the Corps of Engineers, Fort Belvoir, starting as a training instructor in Lithographic plate-making. In July 1972, he accepted a position with the U.S. Army Engineer School, Department of Topography, which is now known as the Defense Mapping School.

Throughout his career, Mr. Ed received numerous awards for duties performed in an outstanding and professional manner. Coworkers enjoyed Mr. Ed's friendly attitude and liked talking with him. Although Mr. Ed talked of retirement many times in recent years, we all had come to think of him as a permanent fixture. Frankly, I think Mr. Ed surprised himself as much as he did the rest of us when his retirement day actually did arrive on Feb. 1, 1986. In his farewell speech to



Lt Col Ritchey with Mr. Franke on his last day at DMS. The bouquet of balloons are from the USAF Air Training Command, San Antonio, Texas.

his friends at a luncheon held in his honor in the Schools' Heitmann Auditorium, Mr. Ed fought hard to hold back the tears. Yes, Mr. Ed we all miss you as much as you miss us.

And what is Mr. Ed going to do now? Well, that is sort of indefinite, but one thing for sure, he plans to relax and enjoy life with his lovely wife, Pat, in their home in Annandale, Va. Mr. Ed met his wife during World War II in London, England and they were married in 1944. This marital union was blessed with one daughter and two sons.

The Sick Leave Payoff

Realizing and appreciating the importance of saving sick leave cannot be stressed too strongly. It is those unexpected times when an accident has occurred or surgery becomes necessary that a sick-leave "nest egg" helps an employee through weeks away from the job. It is the best insurance policy a person can have. Bills do not stop and must be paid, and it's reassuring to know that a paycheck is still coming in.

If an employee does not miss work due to sickness or a medical emergency, any unused sick leave will add money to his/her retirement annuity. For example, an employee plans to retire in June 1986 with 30 years of service and a high-three average salary of \$18,000 per year; his sick-leave balance is 2,080 hours (one year). This one year of sick leave will increase his annuity by \$360 per year. Additionally, cost-of-living adjustments will continue to increase the value of this "sick-leave adjustment" over the life of the annuity.

The misguided "use now and save later" attitude with regard to sick leave won't achieve the above results. With retirement in the future, now is the time to start banking your sick leave. It means money in the bank, whether you have to use it for prolonged illness or save it for an increased annuity.

Four Bones Found

It has been said that the workforce of any organization is made up of "Four Bones." They are:

The "Wish Bones," who spend all their time just wishing that someone else would do all the work.

The "Jaw Bones," who do a lot of talking, but very little of anything else.

The "Knuckle Bones," who knock everything that anyone else tries to do, and

The "Back Bones," who get under the load and get the job done.

Looking for Your Refund?

Has 10 weeks passed since the filing of your tax return and still no refund check? The Internal Revenue Service has an automated telephone service for taxpayers to use when inquiring about their refunds. Taxpayers may be able to call a special telephone number to find out the status of their income tax refund. For details on how to use this telephone service, see Tele-Tax in the instructions for Form 1040 or Forms 1040EZ and 1040A. Please be sure to allow 10 weeks from the date of filing before using this service. ♡

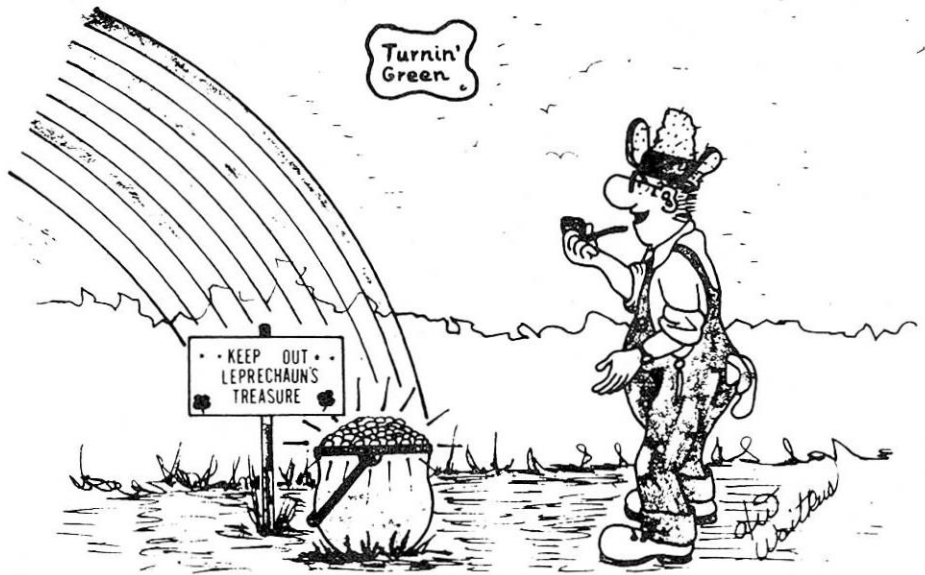
Married Couples Deduction
A two-earner couple who files a joint return may be able to deduct 10% of the qualified earned income, up to \$3,000, of the lesser earning spouse.
A public service message from the IRS

mander of the 2nd Bombardment Squadron at March AFB, Calif., in September 1980. In May 1981, he became the Assistant Deputy Commander for Operations of the 22nd Bombardment Wing at March.

The new director was reassigned to Washington, D.C., in January 1982, where he served as chief of all strategic forces programs in the Programs and Evaluations Directorate, Headquarters USAF. In July 1984, he became the Deputy Commander for Operations, 379th Bombardment Wing, Wurtsmith AFB, Mich. He assumed duties as vice commander of the 97th Bombardment Wing in June 1985.

He is a command pilot with more than 4,000 flying hours, 1,500 in combat. Colonel Lemon's military decorations and awards include the Defense Superior Service Medal, Legion of Merit, Distinguished Flying Cross, Meritorious Service Medal, Air Medal with eight oak leaf clusters and the Joint Service Commendation Medal.

Colonel Lemon is married to the former Dolores T. Sosa of El Paso, Texas. They have two children.



"Let's see....it would put me in a higher tax bracket....I'd have to pay a short-term capital gains tax....my unearned income tax rate would increase....and there's the windfall profits tax.... FORGET IT....I CAN'T AFFORD IT!!"

"Women over thirty are at their best, but men over thirty are too old to recognize it."

—Jean-Paul Belmondo,
French actor

"Marriage is a lot like the Army; everyone complains, but you'd be surprised at the large number that re-enlist."

—James Garner



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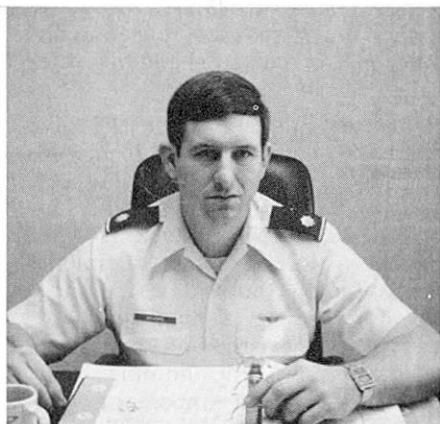
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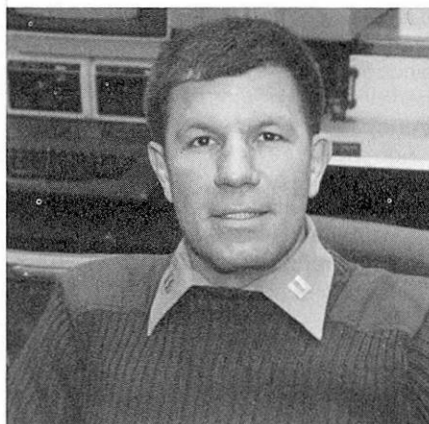
April 1986

PBO Has a New Look

by Capt John Husar



Maj Roger Devore (USAF)
Chief, Office of Programs,
Budget and Operations



Capt John P. Husar (USMC)
Chief of
Operations Division



Ms. Lynn Keleher
Registrar
(Program Analyst)

Under the FY 87 reorganization, the Office of Programs, Budget and Operations (PBO) will undergo more than a change in office symbol.

The new Office of Plans, Programs and Operations (PP) will be divided into two divisions: Resource Management Division and Operations Division.

Supervising PBO is the newly appointed Major Roger Devore, USAF. An Air Force pilot, Major Devore has an undergraduate degree in computers and a masters degree in accounting. The new chief arrived March 31st and is in the process of "assuming command."

The position description for the Chief of the Resource Management Division is currently being reclassified. It will expand upon the current duties of the program analyst position which will be vacated upon the transfer of Wilma Pacey to the Hydrographic/Topographic Center. The responsibilities of the division chief,

in addition to evaluating/supervising division employees, include formulating the Program Objective Memorandum and finalizing programs such as: Goals and Objectives, Internal Management Control, Management Improvement Actions (cost avoidance/cost reduction) and long-range equipment procurement.

The budget officer (formerly held by Mary Moton) is responsible for budgeting Operations and Maintenance funds. These funds are for supplies, parts, minor equipment and payment of personnel salaries and travel expenses.

The management analyst, Helga Yovorsky, (yes, this position is filled!) is responsible for the review and preparation of the Joint Manpower Program. She evaluates all requests for manpower changes and submits recommendations to the Director. She also compiles data such as manpower expenditures and platform manhours and conducts analyses to assist in the planning, programming and budget-

ing for manpower.

The management information specialist (formerly Lynn Keleher) is responsible for coordinating, maintaining, managing and the development of the School's Management Information System. On Mar. 30th, Lynn officially became the new Registrar (Program Analyst).

The Operations Division Chief is Captain John Husar, USMC. His areas of responsibility include managing Mobile Training Teams, Resident Training Assistance, Key Personnel orientations, classroom scheduling and Health and Safety. He is also responsible for new construction work and the DMS Five-Year Real Property Master Plan. He works closely with the Directorate of Engineering and Housing and the Corps of Engineers on architectural and engineering contracts.

MSG Charles Knight is the Operations noncommissioned offi-

See PBO, Page 4

The Direct Line



by
Maj. Gen. Robert A. Rosenberg
Director, DMA

More and more I am convinced that employees not only **can**, but also **do** make the difference between success and failure of any organization's operations. This is particularly true of the Defense Mapping Agency today and as we work to meet the rather awesome objectives before us in the next few years of transformation under the Modernization Program.

We are fortunate here at DMA to have the sort of highly skilled, professional people on board who both recognize the vital importance of the work we do and are also confident enough in their skills to put forward suggestions for improving our methods -- not in production alone, but in all phases of all operations of this Agency.

I want you to know personally that I not only encourage this sort of initiative, but I also charge you with the shared responsibility of constantly seeking better ways to fulfill our mission, through more efficient and more economical procedures.

At the same time, I feel strongly that you should and must be recognized for your good ideas as well as your special performance. Those of you who are managers should have the word by now that I feel strongly that incentive awards must be coupled with public recognition of outstanding achievement, not just

because it is right to do so, but also because we must develop an atmosphere where such recognition encourages and inspires others to perform in a similar manner.

I have asked all DMA managers to become "recognition conscious" as a natural part of their responsibilities. And I am insisting that, as they observe the performance of their people, all special accomplishments be recognized as they occur, rather than waiting until individuals are reassigned, or retired, to commend them. I want our people recommended for special recognition whenever appropriate, within the Agency and in any other forum.

For this year, I invited nominations for DMA Awards Day recognition in the Suggestion Program, Merit Awards for the Handicapped Individual Program, in the Effectiveness/Productivity area, Cost Reduction and others. These citations will be presented in public ceremonies and reported in this newspaper.

However, this year I am changing the recognition schedule from

one big Agency Awards Day ceremony in Washington to three, more local ceremonies in different geographic areas. I do this because I want your co-workers and families to be present whenever possible for these proceedings.

I will present all the awards as Director of this Agency because of my pride in the accomplishments of DMA and because I want to recognize personally those whose achievements have contributed so much to DMA's progress. I want your spouses, parents and children to be on hand if they can.

To accomplish this, I have scheduled Awards Day ceremonies for May 1st in San Antonio, St. Louis on May 9th and in Washington on June 6th. I look forward to congratulating award recipients personally on those dates. And I look forward to a significant increase in awards, and beneficial suggestions, in the coming year. We have a lot of important work to do in DMA this year. Together, we can do it better.

Congressional Proposals Affecting Federal Employees

The Defense Mapping Agency's Personnel Department is continuing to monitor the progress of legislation before Congress affecting federal workers. Following is an update of these proposals:

The House recently passed tax "reform" legislation that would subject a portion of federal retirement pensions to immediate taxes. This version of the legislation would be effective July 1, with taxation of retirement annuities to begin immediately upon retirement -- including taxes on employee contributions. A Senate committee has drafted a proposal whereby these retirement annuities would still be taxed, but the tax-free period would be phased in over a two-year period beginning January 1987.

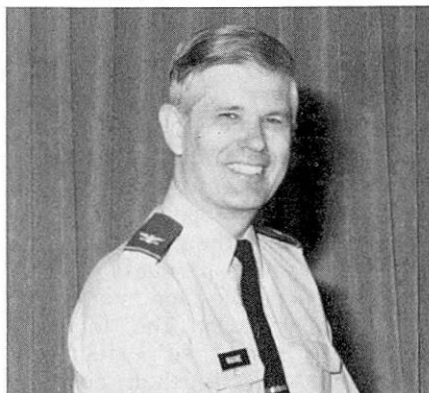
If the Senate approves its ver-

sion, that bill and the one approved by the House will go to a Senate-House conference which may approve either version of the pension taxation proposals, change effective dates, drop the proposals entirely, etc.

Two other bills that would affect federal employees' retirement have been introduced recently. One pertains to retirement eligibility and would open an early retirement "window" between July 1 and December 31 of this year. Under it, employees could retire at any age with 25 years of service; age 50, 20 years' service; age 55, 15 years' service; and age 57, 5 years' service. Under this bill, annuities would be re-

See PROPOSALS, Page 8

From the DMS Director



Lessons Learned - Germany to Vietnam

In the mid 1960s, I spent three years in key assignments with our engineer topographic battalion in Germany. We expended much of our effort on the production of "terrain studies" per doctrine described in FM 30-10, "Military Geographic Intelligence (Terrain)." These terrain studies included series of 1:250,000 overprinted maps. For each 1:250,000 scale map of a country, the terrain study normally included separate map overprints depicting soils, rock types, drainage, vegetation and landforms. We spent a great deal of time compiling data from each country before publishing the final study in a large, Confidential book approximately 24" x 30" and 1/2 to 1" thick. We were directed to produce these terrain studies by Headquarters, U. S. Army Europe, and we never knew if these terrain studies were needed or used by any of our "customers."

I was then reassigned to Vietnam where I served as the Map and Weather Officer in the G-2 (General Staff) office at HQ, U.S. Army Vietnam. I visited both corps (called Field Forces in Vietnam), and every division and brigade in Vietnam and several of the battalions. I visited the tactical operations center (TOC) at each of these organizations and

talked with the G-2s, G-3s, S-2s and S-3s (Security and Operations staffs). I asked each of them: "Are you satisfied or dissatisfied with your topographic support?" The answers were totally opposite in the two Field Forces. In one Field Force, every single person replied that topographic engineers were "force multipliers" and successful combat operations couldn't be conducted without them. In the other Field Force, every single person replied that topographic engineers were worthless. Since each Field Force was supported by one corps topographic company and one terrain team, I investigated to determine what these identically organized units were doing right in half of the country and wrong in the other half.

In the Field Force, with totally negative regard for their topographic support, the units were applying FM 30-10 doctrine much as we had done in Germany. Many of the same personnel were in fact involved. When the terrain studies were published at 1:250,000 scale as large Confidential books, they were usually burned upon receipt so as to avoid a security violation. The combined arms teams in Vietnam had no need for Confidential analyses of soils, geology, drainage, vegetation and landforms at any scale. The topographic engineers had not talked with their "customers" to learn what was really needed. Doctrine clearly didn't "fit" the war in Vietnam, and it was probably suspect in Germany too.

In the Field Force, with totally positive regard for their topographic support, terrain analysts visited the combat units supported, explained topographic unit capabilities and limitations, and asked what was needed by the combat forces. A team effort emerged. The combat units wanted their obsolete 1:50,000 scale maps to be regularly updated, and they wanted map overlays or overprints of intelligence and operations information. The combat units themselves provided most of this information to the terrain team. Here's how the system worked:

- The G-2s, G-3s, S-2s and G-3s

got their unit reconnaissance patrols, task forces, aviators and drivers to report all instances where maps were considered to be obsolete. All such information was funneled to the terrain team where mylar overlays were maintained for every 1:50,000 scale topographic map in the Field Force's geographic area of responsibility. The terrain team also received reconnaissance imagery from the Air Force for analysis. I observed terrain analysts briefing a reconnaissance patrol on expedient measurement techniques and specific items to look for on patrol. I also reviewed many of the map overlays maintained by the terrain team. I saw overlays with approximate traces of jungle trails not depicted on the standard topographic maps and annotations where bridges had been destroyed or added since the maps were last revised. Some of the annotations depicted enemy intelligence, e.g., locations of suspected enemy organizations and road locations with frequent enemy ambushes.

- A day or two before a combat unit planned an operation in the countryside, TOC personnel first visited the terrain team to review these overlays. Then they added intelligence and operational information for the operation being planned, e.g., helicopter landing zones, unit boundary symbols and artillery fire control plans. The terrain analysts worked with the TOC personnel to compile this information to be overprinted on 1:50,000 scale topographic maps of the area. Subsequently, cartographers from the corps topographic company drafted the information in final form suitable for quantity reproduction. For each map sheet to be overprinted, the topographic company took several hundred copies of the standard (5-color) topographic maps from the map distribution platoon and had them overprinted (6th color) by the map reproduction platoon with the information requested by the G-2, G-3, S-2 or S-3 personnel. Thus, several hundred copies of overprinted maps were furnished at

See LESSONS, Page 4

cer. Anything and everything affecting students, such as remedial training and academic probation, to tracking class starts and graduations, are areas within his responsibility. Also known as the PBO "Inside Roving Troubleshooter," MSG Knight's value to this organization is much greater than meets the eye when reading his position description.

The Registrar Program Analyst is Lynn Keleher. (This position was held by Mr. Franke until his retirement, Feb. 1.) Lynn's responsibilities include, but are not limited to the management, administration, evaluation and programming required to implement training at DMS.

Assisting Lynn is the training technician, Ms. Penelope "Penny" Greer. She serves as the assistant registrar and student affairs coordinator while managing DMS' academic records and training data system.

The heart of this organization (like any other "good office") is its secretary, Maria Cristina Becerra. The very busy and cheerful "Cris" rushes from one task to the next, typing, filing and coordinating the heavy workload for the office. In addition to these described tasks, Cris has the additional duty of keeping the office Marine in line.

The fields of expertise required in this organization are varied and the office symbol will change to PP; but the PBO motto remains the same:

"Here to Serve."



**Ms Helga Yovorsky
Management Analyst**



**Ms. Wilma Pacey
Program Analyst**



**Ms Penelope Greer
Training Technician**



**MSG Charles Knight (USA)
Operations NCO**



**Ms Maria (Cris) Becerra
Secretary**

the tactical scale in unclassified form just hours before commencement of combat operations. The information was so "hot off the press" that the enemy could not have had access to this information prior to initiation of the combat operation.

• Thus, with only a 24-hour notice in most cases, the terrain team and corps topographic company furnished the combat units with topographic products considered indispensable for successful combat operations. The topographic units here had effectively communicated with their customers and they worked together as a team. Published doctrine didn't "fit" so they improvised with astounding results. Although the terrain team performed many tasks normally performed by the cartographic platoon of a topographic company, they did what was necessary at the time to best contribute to the success of combat operations.

What is important to remember from this lesson is that the successful operation involved teamwork and excellent exchange of terrain information. All topographic engineers are in the terrain information business, yesterday, today and tomorrow. Terrain information is not generated in a vacuum; it must be obtained from those who know and disseminated to others who need to know. On the AirLand Battlefield of tomorrow, topographic engineers must obtain terrain information from combat engineers, infantrymen, aviators, or anyone else in a position to report terrain information of potential value to others. If we are well trained and exercised in the exchange of terrain information in peacetime, we will be best prepared for the contingencies of tomorrow.

"Anyone who goes to a psychiatrist should have his head examined."

**—Sam Goldwyn,
movie producer**



Brigadier Patrick F. Fagan, United Kingdom, Colonel David F. Maune, DMS and Lt Col Andrew J. Hoon, British Liaison Officer.

Brigadier Fagan

Visits DMS

On March 19, 1986, the Defense Mapping School was honored by a visit from Brigadier Patrick Fagan, Director Surveys, Operations and Production, Ministry of Defense, United Kingdom. Brigadier Fagan was accompanied by Lt Col Andrew J. Hoon, the British Liaison officer at Headquarters, Defense Mapping Agency.

After an overview briefing, Colonel Maune escorted Brigadier Fagan and Lt Col Hoon on an afternoon tour of the Defense Mapping School. The tour began with the Department of Graphic Arts in Bagley Hall. Next, they visited Wheeler Hall's Department of Survey, Department of Cartography and Applied Graphics, and the Department of Topographic Sciences.



Where Are You?

by Irene L. Peine

"Oh, Mr. Christ, where are you? I've got a problem. Can you help me? Give me an idea of how and where I can find the solution."

Mr. Christ would then lean back in his chair or lean forward on his desk, smile, and with a twinkle in his eye he would say, "Certainly, Irene, what's bothering you?"

Nine times out of ten he had the right answer and always had the time to tell me the "5 W steps" (who, what, where, when and why) to take to help me get my anxiety under control. I respected him for this! Even if he didn't know the answer, he seemed to know just where I could find the answer that would enable me to solve my problem.

Yes, it was Dick Christ that made my beginnings at DMS much easier. He was truly a helpful friend.

I am certain there are many others at DMS and in his world of acquaintances that probably feel the same way I do about Dick Christ.

Mr. Richard (Dick) Christ retired from Federal Service Mar. 1, 1986, with 36 years of meritorious service. His service to his country began when he enlisted in the U.S. Marine Corps in 1945—the last year of World War II. He served in the Pacific Campaign and then spent a year with the Army Occupation Forces in North China near Peking.

After the term of his enlistment had ended (1946), he returned to his home in Bronx, N.Y., and went to work for the Western Electric Company as an electronic technician. In 1948, he left the company to attend college, under the G.I. Bill, at the State University in Buffalo, N.Y. He graduated from the university in 1952 with a bachelor of science degree in education.

His first Civil Service appointment was with the U.S. Army Signal Center and School at Fort Monmouth, N.J. in 1952. He served in the positions of elec-



Mr. Richard Christ

tronics instructor, instructor in the Instructor Training Course, and a research specialist in the School's Evaluation Division. In June of 1968, he moved to Virginia to accept a position as educational advisor in the Department of Sciences and Engineering, U.S. Army Engineer School. He served in this position until he transferred to the Defense Mapping School, Office of Training Development and Evaluation, as the School's Educational Advisor in 1973. Christ enjoyed working for DMS and made the School his home away from home until his retirement.

While at DMS, he was largely responsible for the Self-Study Program which enabled the School to receive its impressive accreditation with the Southern Association of Colleges and Schools. He was also the DMS point of contact with the American Council on Education.

While the faculty, staff and co-workers at DMS will miss the friendly Dick Christ, he will be enjoying a very busy retirement. In addition to spending leisure hours with his wife, Judy, whom he married in 1952, visiting his daughter and two sons, and attending to "honey do/fix it" chores around his home, he plans to devote some time to writing books. He has already decided on topics such as training (the DMS way), the civil war days and model trains. Other topics will be selected at a later date.

Poormon Paints

by Rickie Blas

In recent months the Contour has presented articles on the artistic abilities of the Defense Mapping School employees, such as Office of Training, Development and Evaluation's Nick Mosura, who does portrait type illustrations for HQ, DMA, and Department of Topographic Sciences' CPT Alan Waitkus, who is the cartoonist and creator of the Contour's "Turnin' Green."

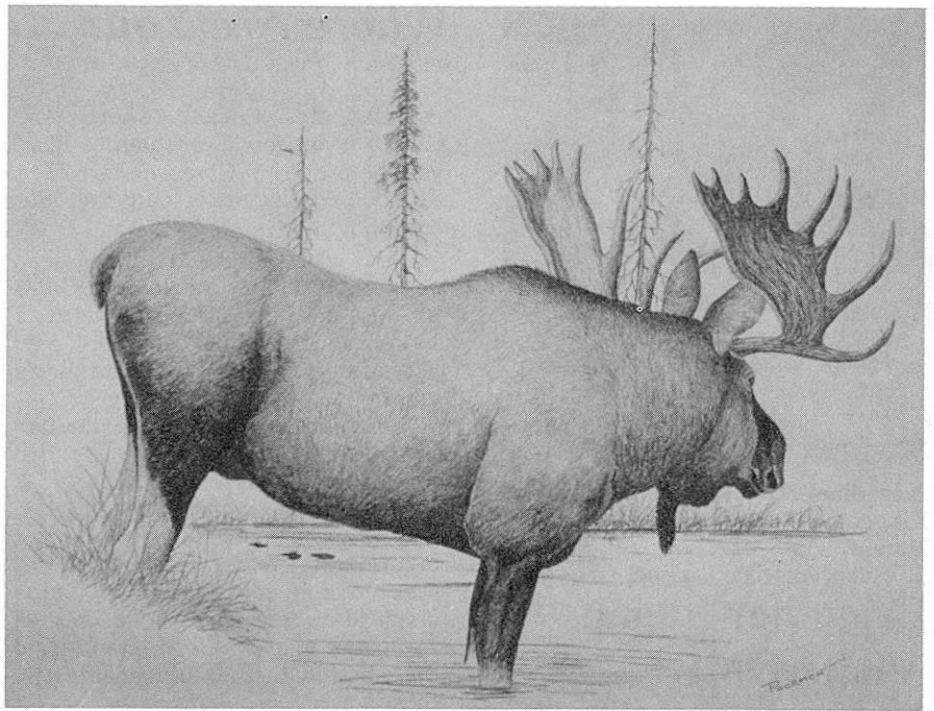
In the specialty of "wildlife" paintings and sketchings, we have Air Force Technical Sergeant, Curtiss Poormon. TSgt Poormon, is a Meteorology Instructor in Department of Cartography and Applied Graphics' Advanced Terrain Analysis Course and has been at DMS for six months.

TSgt Poormon, a native of Waterloo, N.Y., has been doing sketches, oil and acrylic painting since grade school. Acrylic painting and pencil sketching are his favorites. Although he sometimes paints landscapes or seascapes as background scenery, he says his specialty is "wildlife."

Each year TSgt Poormon enters the federal government's Federal Migratory Bird Hunting and Conservation Stamp Contest. In this contest the artist paints a design for a new stamp. In 1983, he took 5th place in this competition. The first place winner of the competition receives printing rights, and with approximately 92,000 stamps selling each year, the winner would net a sizeable profit.

In 1984, while assigned to Detachment 5, 9th Weather Squadron Malmstrom Air Force, Mont., TSgt Poormon won first place in Great Falls, Mont., at the Base's Arts and Crafts Show for his pencil drawing of a moose (above).

His acrylic paintings have won some recognition for him also. He took first place in this same competition for his acrylic painting of a grizzly bear. He won 2nd place for another acrylic painting named "Montana Wildlife Scene" which he painted on a saw



This pencil drawing of a moose by TSgt Poormon, won first place in Malmstrom AFB, Mont. Arts and Crafts Show

blade. In the same year at Offutt Air Force Base in Nebraska, TSgt Poormon won 4th place in the Worldwide Air Force Art Show for another acrylic entitled "Whitetail Deer." "Green Wing Teal" in flight over a swamp, hangs in Clint Eastwood's famous "Hog's Breath Inn" in Carmel, Calif.

TSgt Poormon's main interest at the present time is "First Day Cover" production. A "First Day Cover" is a painting to accompany a first issue stamp. On the first day of the stamp's release for sale to the public, the artist buys a supply of this new edition stamp, affixes them to envelopes and sends them to the originator of the stamp. The originator then postmarks the envelopes and sends them back to the artist. The artist then paints designs or scenery etc. onto the envelopes and sends them to his list of collectors.

In his home, TSgt Poormon has a private studio, which he named "Curt's Den." He has supplied galleries from Alaska, Montana and North Dakota. He was the president of the United Alaskan Artists from 1980-1983.

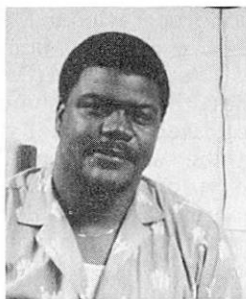
He has a photo file in "Curt's Den" for selecting the pose and the type of painting the customer wants. Saw blades and hardboard such as masonite provide a smooth finish to acrylic painting. Moose antlers also provide a smooth finish and are quite a conversation piece. Canvas gives a more textured finish.

Artistic talents run in the family. Wife, Rosemarie, although not an artist herself, has favorite paintings by her husband which she keeps. She is also the secretary for "Curt's Den", and TSgt Poormon gratefully states that she is his biggest critic. Daughters, Angela age 18, and Palma age 16, are both artists. Palma produced her first Christmas "First Day Cover" last year.

Asked if he has had any formal training to be a "Wildlife Artist", TSgt Poormon replies, "No, but I recommend formal training so that the artist can learn all the techniques."

Unlike many artists, he does not have to be secluded in silence to paint. He says, "I don't know why, but all I need is some good country music."

EEO Corner



by Bill Lewis,
EEO Officer

EEO Counselors Solve Problems

The role of an Equal Employment Opportunity (EEO) Counselor is to resolve complaints during the informal stage of complaint processing. They do not represent complainants nor do they represent management. They are fact finders who meet with the parties involved to discuss corrective actions that will resolve the issue. When contacting a counselor, it is important to have the background information; for example the who-what-where-when in writing, how the incident at issue occurred, and what corrective action is desired.

The Equal Opportunity Program encompasses both military and civilian to serve as EEO counselors. The EEO counselors are selected by the Director and the Deputy Director, to assist in the implementation of an effective equal opportunity program, including the handling of informal and formal complaints of discrimination. The EEO counselor's role is vital. His/her responsibilities coordinate with and are a natural extension of those of manager and the Equal Employment Opportunity officer. Each EEO counselor is required to complete 24 hours of EEO counselor training sponsored by the Office of Personnel Management. The EEO counselors assist the EEO officer in the preparation and conduct of ethnic observances and activities, and on a continuing basis, assist and advise the Director, Deputy Director and EEO officer of indicators of racial, ethnic and/or gender dis-

criminatory practices within the Defense Mapping School.

When employees or applicants believe they have been discriminated against because of race, color, sex (to include sexual harassment), national origin, age, religion or mental/physical handicap, they must contact an EEO counselor within 30 days of the date of the incident giving rise to the complaint or if it is a personnel action, within 30 days of the effective date. The EEO counselor will listen and help to identify the problem, advise complainant of his/her right to remain anonymous and the right to representation. The EEO counselor will meet with appropriate management officials, review personnel files, interview possible witnesses, and develop facts pertinent to the resolution of the complaint informally. EEO counselors report regularly to the EEO officer about their activities and make recommendations to the EEO officer where his/her involvement is needed to reach a solution to a problem.

DMS EEO Counselors

The current EEO counselors, who carry out their responsibilities in a very effective manner, are:

- CW3 Garrett Moore, Chief, Construction Survey and Repair Division, Department of Survey, has served as an EEO counselor for 2 years. He is also the Alcohol and Drug Abuse officer.

- Deborah Eure, secretary for the Office of Training Development and Evaluation, has served as an EEO counselor for 2 1/2 years.

- Cathy McCloskey is an instructor in the Department of Graphic Arts and has served as an EEO counselor for 1 1/2 years.

Since Ms. McCloskey and CW3 Moore will be leaving the EEO staff soon, volunteer counselors are needed. Counselor positions occupy approximately 10% of the volunteers' work time. Quarterly meetings are held in the Bagley Hall conference room.

If there are any DMS personnel interested in serving on the EEO staff as counselors, please contact William Lewis, DMS EEO officer, at 664-2182.



CW3 Garrett Moore
EEO Counselor
x41087



Ms. Deborah Eure
EEO Counselor
x42182



Ms. Cathy McCloskey
EEO Counselor
x43098

A graphic for the Defense Hotline. It features a large, stylized telephone handset icon on the left. The text "DEFENSE HOTLINE" is written in a bold, slanted font across the top. Below this, it says "FOR FRAUD, WASTE, ABUSE REPORTING". Three phone numbers are listed: "800/424-9098 toll free", "223-5080-Autovox", and "693-5080-FIS". Below the numbers, it says "OR WRITE: DEFENSE HOTLINE THE PENTAGON WASHINGTON, D.C. 20304-1900".

duced by two percent for each year under age 55.

The second bill would affect federal employees hired after December 31, 1983 and who currently pay only into the Social Security System. The deadline for Congress to pass legislation on a new retirement plan for these federal employees is April 30, but will probably be extended again to ensure that these employees do not have to pay both Social Security and Civil Service Retirement, pending final Congressional action on a new retirement plan.

Personnel emphasizes that although the final bills could contain provisions affecting employees' retirement eligibility/benefits, at this time they are still proposals and the final outcome is still undecided. Personnel will advise on the progress of all legislation affecting federal employees.

DMA Consolidated Personnel Services Office is Operational

The Defense Mapping School misses its two cheerful personnel specialists, Carla Davis and Bette Callicotte, who are now a part of the new Consolidated Personnel Services Office (CPSO). We were, however, pleased to see them again March 14 when both Carla and Betty accompanied other CPSO personnel here to DMS to take a tour of the School.

The DMA Director approved the establishment of the DMA Consolidated Personnel Services Office on Feb. 6, 1986. This new office which consolidates the personnel offices of HQ DMA, the Office of Distribution Services, the Defense Mapping School, the Special Programs Office for Exploitation Modernization and the Office of Telecommunications Services, be-

came operational Mar. 3.

Mrs. E. W. Manifold, Director of Personnel, HQ DMA stated that the establishment of a consolidated personnel servicing office in the Washington, D.C. area was to provide DMA personnel an improved personnel service organization by combining the skills of personnel specialists who have been scattered throughout this area. She further indicated that, while there will be a brief period of "relocation confusion," there should not be any decrease or delays in current personnel actions.

Ms Mary Gail Chrostowski is acting chief of the new office. The location is:

Westwood Towers, Room 824
5401 Westbard Avenue
Bethesda, Maryland

The phone number is: **295-0730**
The mailing address is:

DMA Consolidated Personnel
Services Office
Bldg. 56, U.S. Naval Observatory
Washington, D.C. 20305-3000

What's Up in May

by Rickie Blas

May is National Physical Fitness and Sports month so shake the dust out of those jogging suits and wipe the cobwebs off those tennis rackets and get your shape into shape!

While you're warming up, here are some special "**May Days**" to remember.

- **May 1** is Law Day. (Don't pick this day to begin a life of crime-it's bad luck.)
- **May 1** also is National Day of Prayer. (Time to pray for world peace.)
- **May 8** is V-E Day. (End of WWII in Europe, 1945.)
- **May 11** is Mother's Day. (Don't forget your mom. After all, being in labor is no Saturday night square dance!)
- **May 17** is Armed Forces Day. (Get out and visit your local military installation.)

- **May 23** is National Military Spouse Day. (Finally, you've been issued one!!)
- **May 26** Memorial Day is observed. (Remember when we packed the picnic basket on the 30th?)

May is my birthmonth (another historic event) but I, a true Taurus the Bull, stopped having birthdays a few years back. (Now my children are older than I am!)

Remember, **May 3-10** is Asian-Pacific Heritage Week, and **May 4-10** is National Family Week. It's a week of double celebration!



I would like to thank all of you who contributed to the American Heart Association in the memory of my mother, Sally DeLong, who unexpectedly passed away in February. Your thoughtfulness was greatly appreciated.

Paulette Kommes



Do You Have the Time?

On April 27th, set your alarm for 2 a.m., get up and set your clocks forward one hour. This means you will be going back to sleep at approximately 3:10 a.m., depending upon how many clocks you must reset to comply with **Daylight Saving Time**. If you don't follow these instructions, you will be an hour late for work, an hour late for lunch, and an hour late returning home, which may net you a whole heap of trouble.

Did you know in 1880 there were more than 100 local time zones throughout the states? Therefore, while traveling coast to coast you would have to reset your watch 20 times to have the "local time."

This situation was resolved in a "timely manner" in 1883 when the railroads established the four current time zones (Eastern, Central, Mountain and Pacific).

Twenty times, huh? Now..... would that be wasting time, spending time, passing time, or time flying by?

Asian-Pacific Heritage Shared at DMS

In 1984 President Reagan proclaimed the first weekend in May to begin Asian-Pacific Heritage Week, to honor and recognize Americans from the Asian-Pacific countries.

Here at the Defense Mapping School, two of our employees enjoy sharing thoughts about their homeland and as a bonus, they like sharing recipes of their native land. Ask them about the foods they like. **Contour** writer Rickie Blas did and here are two recipes you may want to add to your weekly menu.

From Korea, Kim Rogue of the Office of Administration and Mission Support, Logistics Division, tells us briefly about Korea. "Korea is well known as the land of the morning calm. The history of Korea goes back 5000 years beginning in

2333 B.C. Korea has been called 'Keumsugansan' (a beautiful land). It literally means 'the rivers and mountains which are embroidered on silk cloth.'"

Kim says that food from her native country is not hard to prepare. Just try this easy recipe for Bu Ko Ki.

Bu Ko Ki

- A - 1 pound steak
- B - 1 tsp. minced garlic
2 tsp. sugar
- C - 3 tbsp. soy sauce
1 green onion, chopped
1/4 tsp. "Accent"
1/4 tsp. black pepper
2 tsp. Sesame Oil
1 tsp. Sesame Seed
(Optional)

Cut steak into thin slices and place into a bowl. Add ingredients in B and mix. Let stand 10 minutes. Add ingredients in C and mix. Let

stand 3 hours. Place all in large sauce pan, cook over moderate heat 15 minutes.

SSG Richard Carandang, an instructor in the Department of Survey, is very proud of his native Guam and tells about his homeland with little persuasion.

Guam, a small tropical island in the Pacific Ocean, celebrates nearly every occasion with fiestas and that means plenty of good food. Each month there's at least two large fiestas on this island of 21 villages. The large family clans get together on weekends, and often on weeknights with their activities always centering around a fiesta. A favorite recipe, often found at these fiestas is the "Estofao Carne Beef." The recipe for this delicious dish follows:

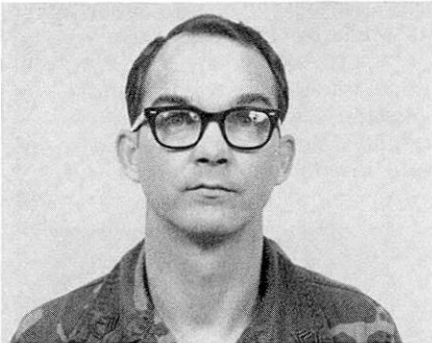
Estofao Carne Beef

- 3 pounds beef flank steak
- 2 tbsp. vinegar
- 1/2 tsp. black pepper
- 1 clove garlic, minced
- 1 onion, medium size, minced
- 2 tbsp. cooking oil
- 1 tsp. salt
- 1/4 cup water
- 2 cups milk
- 4 tbsp. flour
- 1/4 clove garlic; slice
and insert into meat
- 1/2 onion, sliced

Slit meat, insert small slices onion and garlic (last two items). Heat oil in pan and add ingredients. Cook until meat is done - 10 minutes. Remove and make gravy by adding the milk and flour. Serves six.

Polynesian and oriental recipes from Asian-Pacific countries are delightfully different from American foods and are very popular in the United States, especially on the east and west coasts.

DMS Loses a Friend



SFC Burt Ayres, Jr. was Military Personnel Staff NCO until Aug. 85.

SFC Burton (Burt) W. Ayres, Jr., a near permanent fixture of the DMS Office of Administration and Mission Support, has been transferred to Turkey.

SFC Ayres, who served as Military Personnel Staff Noncommissioned Officer, has been with DMS since 1982.

At his Dale City home, SFC (Andy) Anderson had a farewell party for "Burt" on Saturday, March 29th.

On April 2, a farewell luncheon was given in his honor by co-work-

ers, at the House of Dynasty restaurant on nearby Telegraph Road.

Last year, SFC Ayres received word that he would be leaving DMS for reassignment to Germany in January of this year. However, those orders were changed. He is now assigned to USA, FS, SINOP, Turkey.

SFC Ayres enlisted in the Army in 1970 at Fort Jackson, South Carolina. His military career has taken him overseas three times previously. In 1971-72, SFC Ayres served in Thailand, in 1974-75, he served in Okinawa, and in 1975-79 he served in Japan.

He has received the National Defense Service Medal, the Army Service Ribbon, the Overseas Service Ribbon (2 device), the NCO Professional Development Ribbon (3 device), Good Conduct Medal (4), Vietnam Service Medal, Republic of Vietnam Campaign Medal, Meritorious Unit Citation, Joint Meritorious Unit Award, and the Army Commendation Medal (1st Oak Leaf Cluster).

This friendly, good humored, Georgia native will be missed by all his friends - who happens to be everyone here at DMS!



The staff and faculty of the Defense Mapping School expresses their sincere sympathy to MSG Harold Domingue (DCAG) and his family, in the recent death of his sister, Beverly.



Director's Call

MILITARY AWARDS

SFC Burton W. Ayres, Jr.(USA)
Office of Administration
and Mission Support
Defense Meritorious Service Medal



CIVILIAN PROMOTIONS

Mr. Edward L. Nickens
Department of Graphic Arts

SENIOR INSTRUCTOR CERTIFICATES

CPT James B. Oliver (USA)
Department of Cartography and
Applied Graphics

CW2 Frederick N. Pessaro, Jr. (USA)
Department of Cartography
and Applied Graphics

SSG Kevin L. Riley (USA)
Department of Cartography
and Applied Graphics

LII Michael J. Busch (USN)
Department of Graphic Arts

MASTER INSTRUCTOR CERTIFICATES

GySgt Jamey G. Byers
Department of Survey

SFC Aaron C. Guess
Department of Survey

GySgt Raymond L. Moll
Department of Survey

SFC Ronald H. Nelson
Department of Survey

SSG Barney B. Free
Department of Topographic Sciences

COMMENDATION FOR SUGGESTIONS

SSG Jose M. Perez
Department of Graphic Arts

Mr. Charles W. Locke II
Department of Survey

Mr. Arthur N. Fleshman
Department of Graphic Arts

DEPARTURES



TSgt James K. Yates
Instructor

Department of Survey

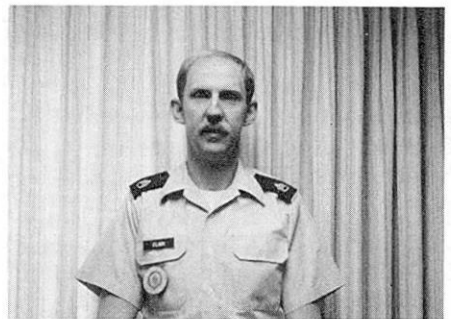
TSgt Yates is now assigned to
the Geodetic Survey Squadron at
F.E. Warren AFB, Cheyenne, Wyo.



Ms Michelle D. Fazenbaker
Clerk-Typist

Office of Administration and
Mission Support-Logistics

Friendly Michelle transferred to
a new position at Davison U.S.
Army Airfield.



SSG Arthur J. Flinn
Instructor

Department of Cartography and
Applied Graphics

SSG Flinn left DMS mid-April
to attend the Facilities Engineer-
ing Support Agency's Prime Power
Production Specialist Course here
at Fort Belvoir.

Armed Forces Day and Memorial Day Observed

by Rickie Blas

In addition to Asian-Pacific Heritage Week, Armed Forces Day and Memorial Day also occur in May.

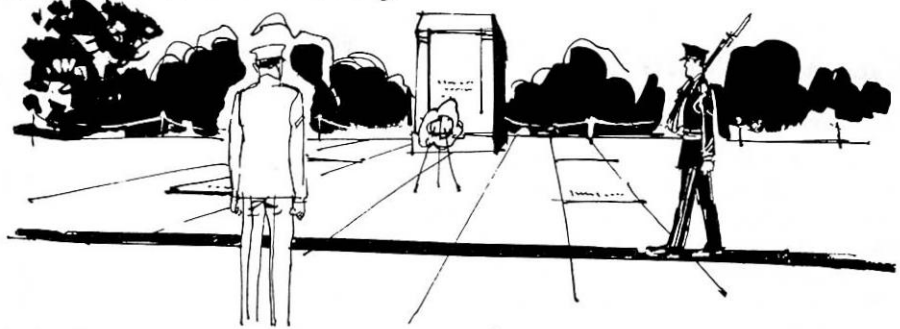
"Power for Peace" is the slogan of Armed Forces Day which is celebrated the 3rd Saturday in May. It was established by a proclamation of President Harry S. Truman in 1950, three years after the enactment of the National Security Act, placing the Army, Navy and Air Force under a single Department of Defense.

Armed Forces Day, which falls on May 17 this year, represents no particular anniversary, but is our armed forces "open house". On this day, the American people, our allies and other friendly countries may visit most military installations where our armed forces demonstrate this country's strength and readiness to sustain freedom here and throughout the world. All Americans are urged to display the Stars and Stripes over their homes on this day.

Armed Forces Day represents a combination of Army Day, Navy Day, Air Force Day and the anniversaries of the establishment of the Marine Corps and the Coast Guard.

Memorial Day, taking place at the end of May, is also known as Decoration Day. It is observed on May 26 this year. It was originally observed by decorating the graves of the war dead, however, now we take this special day to decorate other graves such as those of family and friends. Military and civic parades take place on this day. At military installations, flags are displayed at half-staff until noon and ceremonies usually begin with a 21 gun salute. The Tomb of the Unknown Soldier in Arlington Cemetery, outside Washington, D.C., is well known across the nation for its ceremony. Other ceremonies take place throughout Washington, including one at the new Vietnam Memorial. Naval ships at sea celebrate by casting garlands of flowers upon the ocean.

Memorial Day originated in



Columbus, Miss. in 1866, only a year after the bitter and bloody Civil War ended. The women of this town, led by a local minister, marched to Friendship Cemetery, flowers in hand, to decorate the graves of both Union and Confederate soldiers. The men of the town tried to discourage the women from marching, insisting the Union soldiers might object and start a riot. But the women did not believe that the Union soldiers occupying their town would riot at the compassionate act of decorating the graves of the war dead from both sides.

And the women were right. They marched without incident to the cemetery. The New York Tribune later wrote, "The women of Columbus have shown themselves impartial in their offerings made to the memory of the dead. They strewed flowers alike on the graves of the Confederate and of

the National soldiers."

A young lawyer named Francis Miles Finch was so inspired by the newspaper article on this touching event that he wrote:

The Blue and The Gray

By the flow of the inland river
Whence the fleets of iron have fled,
Where the blades of the grave
grass quiver,
Asleep are the ranks of the dead:
Under the sod and the dew,
Waiting the judgment-day;
Under the one, the Blue,
Under the other, the Gray.

From the silence of sorrowful
hours

The desolate mourners go,
Lovingly laden with flowers
Alike for the friend and the foe:
Under the sod and the dew,
Waiting the judgment-day;
Under the roses, the Blue,
Under the lillies, the Gray.

Mr. Franke Assigned A New Position

by Irene Peine

In the early morning hours of Apr. 9, 1986, Mr. Edward F. Franke received an Executive Order from heaven to immediately report for duty on St. Peter's staff. The position was one that only a man of Mr. Franke's caliber and expertise could fill.

In true obedience to this heavenly order, Mr. Franke quietly slipped away from his home in Annandale, Va. He had no time to say good-bye -- God's Honour Guard would not wait.

However, Mr. Franke knew that his wife, Pat, daughter, three sons, seven grandchildren and

friends would understand that only an Order such as this would cause him to leave so suddenly.

Mr. Franke retired with 44 years of Federal Service Feb. 1, 1986. He had been employed at the Defense Mapping school from 1973 to 1986 as a training specialist.

Funeral services were held at St. Michael's Catholic Church, Annandale, Va., Monday, Apr. 14, 1986; interment at Arlington National Cemetery.

Friends, staff and faculty of the School wish to express their sincere sympathy to Mr. Franke's family. Memories of Mr. Franke will never be forgotten.

From the Editor

Can You Contribute?

The **Contour** welcomes contributions from its readers. The **Contour** is your newspaper.

Let's hear from you retirees out there. While you're sipping lemonade under that Florida palm tree, write an article for us reflecting your most treasured memories while employed here at the Defense Mapping School. And send us a photo so we can all envy your retirement.

Current employees, let's hear from you, too. Each department needs a "stringer" (reporter) to keep the **Contour** editor, Public Affairs Office, informed of the latest events within their department. The stringer, often known as a "special feature writer," can write the event in article form, news release type form, or just draft some paragraphs with the vital information needed for the **Contour** writer/editor to formulate an article.

Please provide photographs with your article, or notify the editor (PA) and we will do the photography for you.

For those departments who are due to write a feature article for the **Contour**, please be **prompt**.

This article is normally placed on the front page, therefore, we need pictures or photographs to enhance this special article. In addition to this feature article, human interest or other type articles are encouraged to focus further recognition on your department.

Remember, the deadline for submitting your articles is the 15th of the previous month. For example, articles for the June issue must be in by May 15.



The **Contour** is an authorized newspaper, published monthly by and for the

Defense Mapping School,
Defense Mapping Agency.

Views and opinions expressed in this publication are not necessarily those of the Department of Defense.

Address all communication to:
Defense Mapping School
Fort Belvoir, VA 22060

Director

Colonel David F. Maune

Editor: Irene Bellefeuille

Associate Editor: Rickie Blas



"Would you believe he came at me like this and accidentally conked himself instead?!"

Washington Celebrates Cherry Blossom Time

In the Washington area, April is known as Cherry Blossom Time.

In 1912, First Lady, Mrs. William Howard Taft received the gift of 3,000 cherry trees of 12 varieties from the Mayor of Tokyo. The trees bloom as early as March 20 and as late as April 14, depending on the weather. This event, which usually takes place in the first week of April with the famous Cherry Blossom Festival and Cherry Blossom Grand Ball, doesn't last long. Hope you were lucky enough to see this year's blossoms!

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Spotsylvania, VA 22553

CONTOUR

Volume 13, Number 8

Defense Mapping School

May 1986

AMS Gives It's "A" Away

Author Anonymous



Mr. Chesley Cummins, Chief of the Office of Administration and Mission Support.

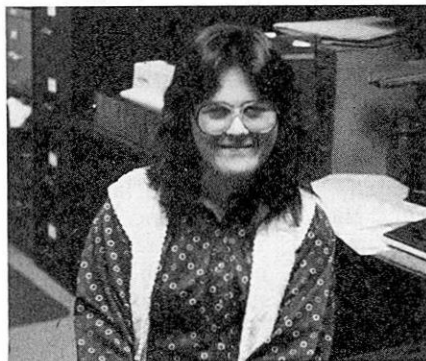
The Office of Administration and Mission Support (AMS) has long been known by its three-letter acronym. However, with the forthcoming reorganization of DMS, all offices and departments that report to the DMS Director will be known by a two-letter acronym; and their subordinates will be known by a three-letter acronym with the first two letters matching that of their boss. This is all consistent with the DMA acronym system which doesn't appear to be engraved anywhere in stone but nonetheless is accepted and used everywhere else in the Agency.

In the case of AMS, they will become the Office of Mission Support (MS) with three divisions: the Personnel Division (MSP), the Administration/Security Division (MSA), and the Logistics Division (MSL).

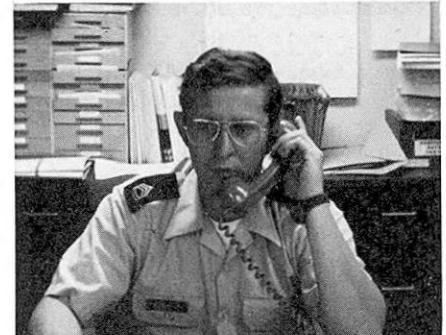
MS will still be headed by Chesley Cummins who was selected by Colonel Maune as DMS Civilian Employee of the Year for 1985. Although we all knew that Ches ran a tight ship, he was selected in large part because

AMS's functional areas of responsibility (military and civilian personnel, administration, security, and logistics) emerged from the 1985 IG inspection with no major compliance findings requiring corrective action by DMS. Colonel Maune considered this a most significant accomplishment because he was the DMA Inspector General at the time and knew that these functional areas normally yielded the majority of all IG findings. Ches provided outstanding leadership, plus he had a lot of good people working for him.

Mr. Cummins is assisted by his capable and personable secretary, Vicki May. Together they run the most effective suspense system within DMA. They even have a suspense for republishing their weekly suspense listing of actions in progress. The only actions that "slip through the cracks" on their suspense system are those that never got to AMS in the first place. Any official-looking paper entering AMS with a suspense date gets sucked into their suspense machine and isn't released until actions are complete.



Mrs. Vicki May, Secretary, AMS



SFC Jerome "Andy" Anderson, the Military Personnel Staff NCO.

The Personnel Division (MSP) has two authorized positions --the Military Personnel Staff NCO, SFC Jerome "Andy" Anderson, and Clerk Typist, Mae Anderson (no relative). You don't have to be named Anderson to work here, but it helps. All military personnel actions are handled right here for DMS faculty and staff members of the Army, Navy, Air Force, and Marines. It's not easy to keep track of the various Service regulations and procedures so vital to our military personnel.

Effective March 3, 1986, the Civilian Personnel Office within AMS was consolidated with four other DMA elements (HQ DMA, Office of Distribution Services, Office of Telecommunications Services, and DMA Special Program Office for Exploitation Modernization) to form the DMA Consolidated Personnel Services Office (CPSO). Betty Callicotte and Carla Davis have relocated to the CPSO, but Carla continues to provide classification and staffing

See AMS, Page 4.

The Direct Line



by

Maj. Gen. Robert A. Rosenberg
Director, DMA

In recent columns, I have emphasized our continuing efforts to meet the twin challenges of transition into the Modernization Program and, at the same time, keeping ahead of increasing requirements from operational commanders and operational plans. It's a tremendous challenge for us -- and recent budgetary constraints are not helping.

I consider it vitally important that senior military commanders and Department of Defense (DoD) officials, as well as key Members of Congress, are made more aware of DMA's growing capabilities -- as well as recognizing our limitations.

To this end, I have undertaken an aggressive program of personal visits to these key people, to give them the story of DMA, 1986. In addition to visits to Capitol Hill, I have met in recent weeks with senior leadership in DoD. My specific objective is raising the visibility of DMA, to get the DMA story before the three- and four-star decision makers who contribute to DoD decisions on budget and who are leaders in determining new weapons development.

I have personally briefed the Air Force Council, a group of general officers at the very senior level. I have briefed a similar gathering of Navy admirals and am taking our message to the Army Council as well.

To all of them, in addition to relating what DMA is and does in

support of today's national defense posture, I am emphasizing that they, at the flag level, must be cognizant of the requirements their Services are laying on DMA, and the impact on production of these requirements.

To those responsible for initiation of new weapons systems, I carry a warning not to be taken in by the "snake oil salesmen" from various contractors who maintain DMA can provide all sorts of data bases for the new "black boxes" they would like to sell, which, in fact, DMA does not have or does not intend to produce. I urge them to develop realistic requirements, which can realistically be developed by us to support these advanced technologies.

To illustrate this problem, I take with me viewgraphs showing the various systems under development by the different Military Departments, along with lists of the various kinds of potentially excessive mapping, charting and geodesy (MC&G) requirements these systems would levy on DMA. The need for consolidation then becomes more apparent to them -- as I am sure it is already for you in production. It makes no sense for DMA to develop data bases which position each fence post, for instance, when a digitized photograph of the entire field will serve the needs of that system.

With respect to area MC&G requirements, I have initiated a requirement for flag officer approval of this tasking. In this period of seriously constrained budgets, we cannot respond to action officers in the field who send in requirements to put 9,500 DMA dedicated professionals to work on projects that may not actually be needed in that form. General Ted Vander Els, our Plans and Requirements deputy, is personally working with flag officers in the Unified and Specified commands and Military Departments to ensure that realistic requirements are forwarded to this agency. We will continue this effort to keep high level involvement of these senior people, to

refine requirements and to eliminate overlap and duplication -- to ensure that your efforts are put forth in the right direction in an increasingly efficient manner.

We are also working hard to see that DMA is involved in the earliest possible stage of weapons system development, right on the drawing board. We're not going to be a day late and a dollar short as we were in starting production of TERCOM for the cruise missiles. We are going to position DMA so we may define and, if necessary, limit MC&G requirements to appropriate proportions in these new systems.

And finally, I emphasize the absolutely essential need for DMA's Modernization Program which, as you realize, is actually a mandatory conversion program driven by changing source material. I show these senior leaders data which clearly indicates that without this Modernization Program, DMA just will not be delivering the products they require in the 1990s. They sit up and take notice here -- and then I describe the impact of budget reductions, present and projected.

I feel these efforts are bringing results, results which will have a measurable impact on your day-to-day work and your careers.

You and I know that if we are going to press for your full efforts and extra initiative in the next few years, you must be equally confident that your leadership is working just as hard to ensure those efforts are directed in the most efficient and productive directions. This we are working hard to do. And our work is, more and more, being recognized where it counts.

Reminder

I'm looking forward to greeting our men and women award winners at the three upcoming ceremonies and hope your husbands, wives, sweethearts, children and families will join me in saluting you.

**"Speak well of your
enemies. Remember,
you made them."**

—Justice Oliver Wendell Holmes

From the DMS Director

Colonel David F. Maune



DMS Policy on Fraternization Explained

Fraternization is a relationship between two military personnel, or between teacher and student, which has an actual or perceived detrimental effect on the authority of the senior person. Relationships between DMS faculty members and students which involve (or give the appearance of) partiality, preferential treatment or the improper use of rank or position for personal reasons, are prejudicial to good order, discipline, and unit morale. Situations that invite or give the appearance of undue familiarity or informality among faculty and students must be avoided. Fraternalism is a form of discrimination where improper senior-subordinate relationships result in perceptions by others that an unfair advantage is held by those favored.

Managed Relationships

The military services have traditionally managed relationships between officers and enlisted personnel as well as trainers and trainees. The exercise of military authority on the life of soldiers, sailors, airmen and marines makes obedience and respect the proper response to the senior. Similarly the relationship between instructor and student must be maintained on a high level. Relationships between trainers and trainees present particular problems because they are fraught with the

possibility of perceived favoritism. When the trainer has authority over the trainee or has the capability to influence personnel, academic or disciplinary actions, assignments, benefits or privileges, there is the strongest need for exercising sound judgment and restraint on social, commercial or duty relationships.

The propriety or impropriety of relationships may be clear or confused, depending on circumstances. Here are a few examples:

- Suppose a member of the DMS faculty dates, individually socializes with (accepts drinks from, bowls, hunts or fishes), or borrows money from one of his/her students. This would be improper for several reasons and prejudicial to the good order, discipline and reputation of DMS:

- a. Other students may perceive that the "favored student" will receive unfair or inequitable assistance in passing the course.

- b. Other students may perceive that the "favored student" will become the Distinguished Graduate and others need not compete for class honors.

- c. Even if the "favored student" legitimately deserved to be the Distinguished Graduate, others may perceive that the competition was unfair.

- Suppose that the class has a graduation party in which a student group challenges the faculty to a game of volleyball. Following the game the students and faculty socialize together as a group to celebrate successful completion of the course. This would be proper if all students were treated equitably and if everyone's behavior was otherwise acceptable.

- Somewhere between the two examples cited above are situations that are more difficult to define.

- Suppose faculty members are bowling together and a student asks to join, or suppose the instructor and his/her spouse are at the club and one of the students offers to join their table and buy them both a drink. These apparently innocent situations could give the impression to others that the personal relationship is im-

proper; therefore, the faculty members should tactfully try to extricate themselves from such false appearances without unduly offending the dignity of their student(s) in the process.

- Suppose a male instructor is teaching a night course or conducting remedial training after normal duty hours, and a female student needs to return to the barracks, after dark, on North Post. Common sense would indicate that the student should not walk home alone. The most prudent course would be for a third party to join while driving the student to her barracks. Extreme care should be undertaken to prevent any improper perceptions or appearances in a situation such as this. Only a professional relationship is to be maintained between faculty and students.

Sound Judgment and Common Sense

In the final analysis, sound judgment and common sense must prevail, and the use of poor judgment is the most common reason for faculty disciplinary cases in Service schools. We must each set the correct example and ensure that our peers do the same. The responsibility then lies with both the instructor and the student to ensure there is no improper fraternization at DMS. It is critical that both trainer and trainee at no time do anything which may create even an appearance of impropriety in the relationship of instructor and student.

The DMA Standards of Conduct Instruction, DMA 5500.1, dated Jan. 29, 1982, a copy of which is provided to each DMS member, also addresses the ethical standards required of all government personnel, military and civilian alike, regardless of rank or rate. Enclosure 1 to the DMA Instruction is the DoD Directive on Standards of Conduct and must be read with particular care. Paragraph VI of the DoD Directive prohibits **any** conduct which is prejudicial to the government. It requires **any** DoD personnel, among other things, to avoid any

See **FRATERNIZATION**, Page 4.

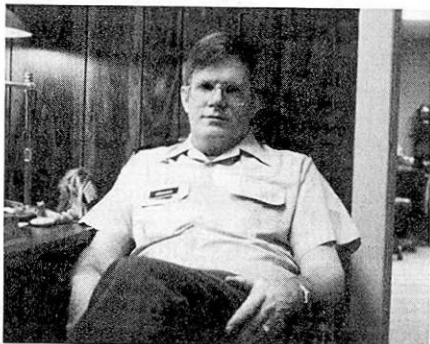


Mrs. Mae Anderson, Clerk-Typist in the Personnel Division.

support to DMS as part of her CPSO responsibilities.

The Administration/Security Division (MSA) also has two authorized positions -- the Security/Travel NCO, SFC Roger Graham, and the Management Assistant. The Management Assistant position was just classified and is now being advertised. MSA manages the numerous aspects of our Administration Program as well as our Security Program.

The Logistics Division (MSL) has seven authorized positions. MSgt Larry Kommes is the Division Chief. SSgt David Lawrence is the Inventory Management Specialist. Jeffrey Hamn is the Supply Technician. Cheryl Lee is the Procurement Clerk. Hyeun "Kim" Roque is Clerk Typist. Frank Bruley and Ed Burton are Warehouse Workers. The mission of MSL is to manage and perform the day-to-day logistical operations of DMS; to initiate and coordinate the buildings, utilities,



SFC Roger Graham, Security/Travel NCO.

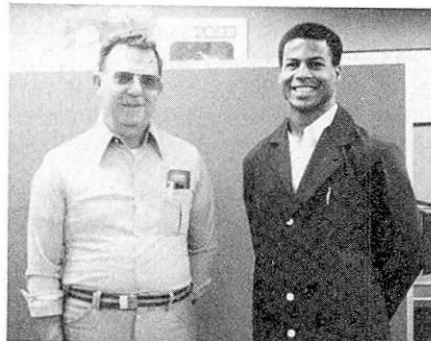
and equipment maintenance programs; and to plan, monitor, and coordinate the DMS budget for supplies, equipment and maintenance.

These jobs constitute the majority of the thankless jobs in DMS, but we're all thankful that we have this conscientious team working for us in AMS -- soon to become MS.

One final point of trivia. Since AMS is "giving its 'A' away," someone asked what we'd do with the excess "A." Would we turn it in to the Property Disposal Office? We are happy to report that nothing is wasted. The Topographic Sciences Department (TSD) is being renamed the Department of Management and Technology (MT) and will have a new Advanced Technology Division (MTA). So the excess "A" is excess no longer, being put directly to work in Major Wright's new division. It's hard keeping track of these details but someone has to do it.



MSgt Larry Kommes, Chief of the Logistics Division, AMS.



Warehouseman Ed Burton and Supply Technician Jeffery Hamn of the Logistics Division.



Left to right: Clerk Typist Hyeun "Kim" Roque, Procurement Clerk Cheryl Lee, and Inventory Management Specialist SSgt David Lawrence of the Logistics Division.

FRATERNIZATION from Page 3.

action, whether or not specifically prohibited by the Directive, which might result in or reasonably be expected to create the appearance of giving preferential treatment to any person or authority, or from losing complete independence or impartiality.

Summary

In summary, every DMS faculty member and student deserves to enjoy the dignity and respect that comes from fair treatment, job satisfaction, recognition of accomplishments, and leadership committed to the professional development of DMA students. Confidence in the certainty of fair treatment is essential to the dignity and well being of each individual and to maintaining the professional excellence, good order, discipline and teamwork necessary to perform our important mission. Failure to abide by this policy in some circumstances may constitute the criminal offense of fraternization punishable by the Uniform Code of Military Justice for those subject to the military code. In other circumstances, the improper conduct may result in appropriate disciplinary and adverse personnel action being taken against the faculty member and/or the student as well. As professionals and as federal personnel, I am certain we will all adhere to the high ethical standards required of us as public servants.

Picnic With A Twist

by Sue Phillips

This year's DMS summer event will be held June 30th and is going to be "wildly" different than those we have had in the past. Instead of the park setting with organized games, DMSers will be getting together at Wild World Family Entertainment Park, in Largo, Maryland, for Organization Day. Wow, what a twist!

Since this is going to be a change from previous picnics, here is an idea of what to expect. Wild World, a public park, is providing a private picnic area for DMSers and their families from 10 a.m. to 3 p.m. However, for those never-tiring DMSers, the rest of the park may be enjoyed until the park closes at 9 p.m.



- Wild World has a variety of shows that will be presented several times during the day. Included are: a high dive show, a magic show, a 50's show, a puppet show, a train show (climb aboard an antique diesel train and see Doc Abbot's Miracle Tonic Show, a "Perils of Pauline" type show) and Cinema 180 (a scenic adventure on a 180° screen).

- Smaller children have two separate specially designed play areas. First is the Play Port featuring "USS High 'n Dry" (an 80 foot wooden flag ship), a wooden maze of tunnels and turns, and other play activities. Tiny tots are sure to enjoy this fantasyland.



Second is Kiddie City which includes over an acre of children's rides, games and Pettin' Place where kids can touch, hold and feed barnyard animals.

- For older children and adventurous (suicidal) adults, the Park has an array of rides from mild to wild. They are especially proud of "Wild One," Maryland's (only) tallest wooden rollercoaster.

- Probably the most well known attraction is **WATER!** Wild World features an assortment of refreshing water attractions including Wild Wave, water slides and a splash pool for "half-pints."

I know, some of you are thinking, "Rides? Water? Who cares! What about the **food?**" Don't fret! We will still have plenty of good food! The menu includes all the hamburgers, hot dogs, cole slaw and baked beans you can eat at lunch. Soft drinks and beer will be provided in the picnic area from 10 a.m. to 3 p.m.

The Department of Survey is planning this year's function and they are off to a great start. Hats, T-shirts and sweatshirts are still available for those of you who don't have yours yet. Check with your chief instructor to find out how to get yours!

Stay tuned to your mailboxes and next month's **Contour** for more specific information on our 1986 Picnic with a Twist!

WILD WORLD
LARGO, MD.

From the Editor

As stated last month, news articles and feature articles are always welcomed by your **Contour** editor. Photographs and artwork that supplement your articles and are of interest to DMSers are also welcomed.

Your photographs should be black and white glossy prints; however, we can also use good quality color prints. When submitting a photo or drawing to be used in the **Contour**, please include a caption and photo credit. Drawings should be legible but do not have to be camera ready.

The **Contour** focus is on policies of the Defense Mapping Agency and the Defense Mapping School that affect military, civilian and student personnel. The primary mission of DMS is providing students from the Army, Navy, Air Force, Marine Corps and International Nations hands-on instruction in military mapping, charting and geodesy and related subjects.

Therefore, your **Contour** editor is looking for newsworthy articles and photo submissions that compliment the DMS mission and are of interest to the School's personnel. Articles may include topics such as:

- Letters to the Editor
- DMS people
- Employee ingenuity
- Personal viewpoints
- DMS courses
- DMS students
- Former DMS personnel
- Department/staff office newsy

type notes on current happenings within the office. These notes may include items about births, marriages, retirements, arrivals, departures, etc.

Writers are requested to write in the active tense using plain English, written clearly and concisely. Let your article flow in a straightforward, logical and effective manner. Avoid excess verbiage and always assure yourself that your statements are accurate and appropriate. Please give your article a title that includes a verb. Example:

"Contour Editor Needs Help!"

Beings from the Future Visit DMS

by CW2 William Micheals



DMS instructors pose with visitors from the future (Hayfield Intermediate School).

DATELINE DMS April 23, 1986:

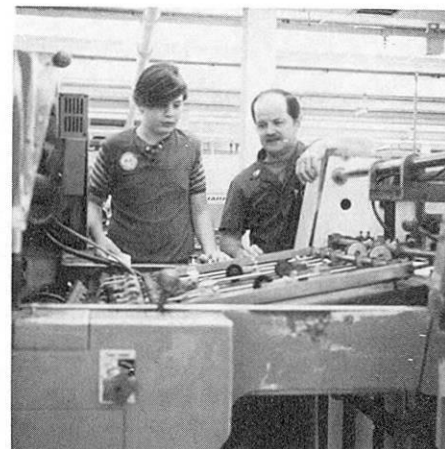
Today the Defense Mapping School was visited by beings from the future! These beings, disguised as 8th graders from Hayfield Intermediate School and dressed as normal teenagers, perpetrated the most hideous impersonation ever witnessed in the history of "Teen-agerism." They came here as students to **learn** something!

These beings, claiming to be preparing for an English assignment, asked many thought provoking questions of the instructors in the Department of Graphic Arts. All questions were answered and the beings were pleased.

Along with being assigned to individual instructors (LII Thorson, SSG(P) Hollingsworth, SSG Tarry, SSG Strong, LII Wiebenga, SGT



L13 Siminick showing a being the different parts of the Harris off-set LXG-FR press.



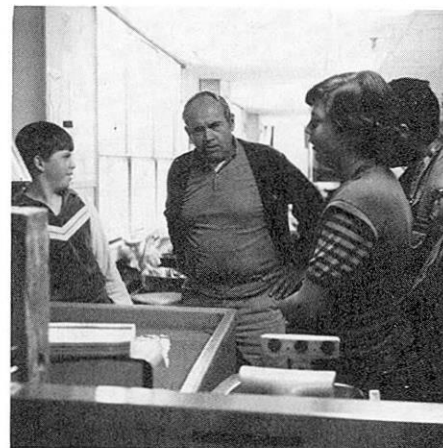
SSG Hollingsworth explaining the function of the Harris offset LXG-FR 129 press.

Slusher, Mr. Sutton, Mr. Jacobs, Mr. Glazier and MSG Cain), the beings were provided notepads and pens to write down questions for later discussion.

Ms. Sue Phillips took pictures of the beings from the future for later reference. As you can see, they look just like the kids down the block (of course this unique disguise didn't fool us).

At the end of the day the beings stated that they must return to school and write about their visit.

We of course know this to be incorrect. These beings are returning to the future, of which they belong, and for which we must prepare and protect, or GOD help us all from the terrible consequences.



John Jacobs explains camera procedures to the visitors.



Bill Sutton explains the procedure used to expose a printing plate.



"Oh, I forgot to tell you about the smell!"



MSG Cain demonstrating a paper stitcher used in book binding.

Mr. Locke Clowns Around

by Rickie Blas



"Flutter B" and "Shadrack" (Beverly and Bill Locke) give Mrs. Nellie Coonly, a Homewood Retirement Home resident in Frederick, Maryland, a big "sandwich hug."

Mr. Bill Locke, an instructor in the Department of Survey, Wheeler Hall, at the Defense Mapping School, began clowning in 1971 with the Cub Scouts here on Fort Belvoir. He was elected to dress as a clown for the Cub Scouts' circus theme. He did and no one recognized him. He later attended the Manassas Scout Expo for four years as a clown and instituted a "Clown Workshop" attending den and pack meetings to instruct Cubs in clowning.

Upon joining the Franconia Methodist Church three years ago, Mr. Locke found that the church had a "Clown Ministry." He not only learned a great deal more about clowning but met a fellow clown in the ministry who particularly interested him - his wife, Beverly.

Both of the Lockes work with the Clown Ministry but most of the time they clown on their own, going to hospitals, nursing homes, and retirement homes with helium filled "Love Balloons." They especially enjoy clowning for senior citizens.

Sometimes the Lockes are allowed into a hospital's Intensive



Beverly Locke

Care Unit where the geriatric patients are quite ill. Just to see a glimmer of response in these seriously ill patients makes clowning very rewarding.

In the above photograph, the Lockes are giving a "sandwich hug" to Mrs. Nellie Coonly, a Homewood Retirement Home resident in Frederick, Maryland.

In costume, Mr. Locke, whose clown name is "Shadrack," wears a small shamrock on his face to represent the trinity, while Mrs. Locke, whose clown name is "Flutter B," sports a rainbow on

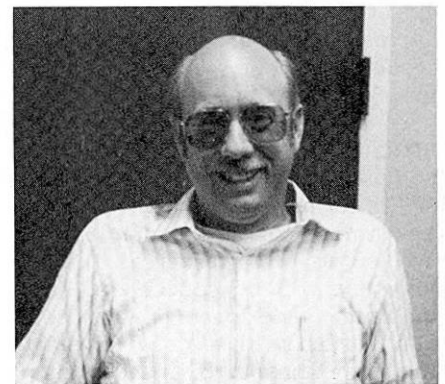
her costume to represent Christianity. However, they do not promote religion when clowning. Their purpose is to bring happiness and give "Love Balloons," but if asked where they are from, they will tell about their church and the Clown Ministry.

Once they were stopped when leaving a hospital and asked to visit other patients. They were hungry but they were happy to oblige.

Clowning is not always fun. On one of their visits to Jefferson Memorial Hospital's Intensive Care Unit, the Lockes clowned for a critically ill man who was hooked up to several tubes and had several limbs missing. It was hard to tell what age he was. At one point, however, they saw some response in his eyes.

Mr. Locke says the Clowning Ministry in the Protestant Church is gaining popularity. They go to many organizations including other churches, performing juggling acts, pocket magic and playing washboards and singing. At Christmas the clowns go carolling. The Clown Ministry meets once a week and performs twice a month. The book "If I Were A Clown," by Floyd Shaffer, offers guidelines, skits, routines and make-up for clowning. It also contains a lot of inspiration.

Clowning is catching on fast and the Lockes are providing a valuable community service by "clowning around."



Bill Locke

EEO

Corner

by Bill Lewis,
EEO Officer



EEO Complaint Guidelines

1. Any civilian employee who believes that he or she has been discriminated against because of his or her race, color, national origin, religion, sex, physical or mental handicap, or age, and wishes to resolve the matter, must consult with an EEO Counselor within 30 calendar days of the incident.

2. The EEO Counselor will make whatever inquiry is necessary in an attempt to informally resolve the matter within 21 calendar days.

3. If the matter cannot be resolved to the satisfaction of the aggrieved person, he or she may file a formal complaint within 15 calendar days after the final interview with the counselor.

4. If the aggrieved person files a formal complaint, an EEO Investigator (not from DMS), will be assigned to conduct a formal investigation. The investigator will be authorized to administer oaths and require that statements of witnesses be under oath or affirmation, without a pledge of confidence. The complainant receives a copy of the investigative report.

5. After the investigative report has been reviewed, appropriate official(s) will meet with the complainant to attempt to make an informal adjustment. If an adjustment of the complaint is arrived at, the terms of the adjustment will be reduced to writing and made part of the complaint file with a copy given to the complainant. If an adjustment of the complaint is not arrived at, the complainant will be notified in writing of:

a. the proposed disposition of

the complaint;

b. his or her right to a hearing and decision by the agency head or his or her designee; and

c. his or her right to a decision by the agency head or designee without a hearing. The complainant must notify the agency of his or her wishes within 15 calendar days. If he or she does not notify the agency within the 15 calendar day period, the agency may adopt the proposed disposition as the agency's final decision.

6. If the complainant is dissatisfied with the proposed disposition and wishes a hearing, the agency will request the Equal Employment Opportunity Commission (EEOC) to assign a Complaints Examiner to conduct a hearing. The hearing will be recorded and transcribed verbatim. After the hearing, the complaints examiner will transmit to the head of the agency or designee, the analysis, findings, and recommended decision of the complaints examiner.

7. If the complainant is dissatisfied with the proposed disposition and wishes a decision from the head of the agency without a

hearing, the head of the agency or designee will issue a final decision, in writing, based on the information in the complaint file.

8. The final decision letter will explain the appeal rights of the complainant if he or she is dissatisfied with the final decision of the agency. The complainant may appeal to the Office of Review and Appeals, EEOC, 2401 E. St., NW, Washington, D.C. 20502, within 20 calendar days of the receipt of the final decision letter of the agency.

9. OR, the complainant may file a civil action in the appropriate U.S. District Court within:

a. thirty calendar days after receipt of the final decision letter from the agency;

b. one hundred eighty calendar days from the date of filing a complaint with the agency if there has been no action;

c. thirty calendar days after receipt of notice of final action taken by EEOC on the complaint; or

d. one hundred eighty calendar days after filing and appeal to EEOC if there has been no decision.

It Could Happen to You

by William Lewis

John Doe was mugged in a public parking lot one day on his way to work. But, as safety communications specialist for the X-Company, he turned his unfortunate first hand experience with crime into a positive lesson for other would-be victims. In the employee publication, he outlined some parking lot security tips which you, the reader, may want to pass along to other employees, family and friends:

- o Pick a lot that has an attendant or patrol.
- o Organize a carpool; there's safety in numbers.
- o Arrive at the lot when you're fairly sure other commuters will be leaving or picking up their cars. Muggers prefer waiting until few people are around to stop them, or recog-

nize them if they're caught.

- o Don't park next to cars that can block you from other people's sight or prevent you from seeing someone loitering in the area.
- o If you spot a suspicious-looking person when dropping off your car, stay in the car, keep doors locked and engine running, and wait until that person leaves. Or drive out of the lot, or drive to the attendant to report the intruder.

If someone tries to rob you, remember that your life is worth more than any of your possessions. After the mugger leaves, call the police immediately - a five-minute delay cuts the chance of catching the criminal by two thirds. If the mugger is caught, prosecute: Most prosecuted criminals are found guilty.



Security Violation

by Sue Phillips

MAJ Robert Payne, renowned security officer, was called to investigate a security violation at the Agency of Defense Systems. GEN Ramsey, Agency Director, had a SECRET document on his desk. Between 10 a.m. and noon the document was stolen. At one point during that time frame he put the document in a SECRET cover sheet.

MAJ Payne began questioning each of the eight personnel who were in GEN Ramsey's office that day. Following are their statements, all of which are true:

o COL Stevenson, Deputy Director, said: "I went to the office to show GEN Ramsey the new issue of Soviet Military Power. He kept it to examine an article."

o RADM Webb, Chief of Naval Operations, said: "I came into the office to borrow the Defense '86 magazine. There was no SECRET cover sheet present at that time; I would have remembered it."

o TSgt Ramsey, GEN Ramsey's son, said: "When I went to visit my father he was reading Defense '86. He showed me the article in Soviet Military Power. I did not have coffee with him."

o LCDR Mills, RADM Webb's assistant, said: "I went to return the magazine RADM Webb had borrowed."

o Miss Danvers, GEN Ramsey's secretary, said: "As usual, at 10:30 a.m. I brought the coffee service into the office. GEN Ramsey was reading Defense '86."

o MAJ Isner, the General's aide, said: "The only time I was in the office was to clear the coffee service. I did notice that

four cups had been used, the general's personal cup and three others."

o Ambassador Bjawdi, ambassador to Ryswatii, said: "I was given a glass of ice water, since there was no coffee in the office. I wanted to look at Defense '86; however it was not in the office."

o Brig Gen Walker, Chief of Marine Corps Operations, said: "Of course I recall the SECRET cover sheet. GEN Ramsey brought it out while we were having coffee together. I did notice that one other cup had been used."

MAJ Payne's "little gray cells" immediately determined who was the last person to visit GEN Ramsey (CLUE: This person was the thief.)

Can you list GEN Ramsey's visitors in order, and determine which one was the thief?

Watch for the solution in next month's **Contour!**

Safety Sayings

Poison Prevention

The subject of poison prevention includes the obvious things one may drink, but it's also taking precaution against contact with many usual situations.

I would like to list a few ideas that you should consider in detail, then look around your home or office to make your environment healthier and safer.

1. Do children have access to alcohol, either drinking or medicinal?

2. Do children have access to medicines, even simple aspirins, Tylenol, etc.?

3. Do children, or even adults, play with or nibble on household plants?

4. Do you know which yard plants are poisonous?

5. Are your household cleaning products under control, secured from children?

6. Are you properly handling and safely securing gasoline (for mowers), terpineol, lighter fluid, etc.?

7. Are things (especially liquids) around the house properly labeled; are unknown substances properly discarded?

Clean up the clutter around your home, yard or office. An ounce of prevention is still worth a pound of cure!

Think Safety!!!

by Arthur Fleshman

Here Are Suggestions on Suggestions

by William Lewis

Whether you're making a suggestion through a formal process or just bouncing an idea off the boss, here are some tips for developing an idea:

Prepare a clear statement of the idea, listing expected results and steps needed for implementation.

List the plan's pros and cons (try to put yourself in the agency's shoes). How will this suggestion benefit the people

whose support the idea needs? Could the plan fail? What problems could it cause? Is the plan cost effective?

Get another perspective by sharing the idea with a spouse or a friend. Consider putting the idea on a suggestion form and then present the idea to superiors (at a time when they aren't likely to be busy). Be willing to amend the idea to fit your department's needs and desires.

Director's Call



Military Awards

CW2 Lester D. FitzGerald (USA)
Department of Topographic Sciences
Meritorious Service Medal

SSG Michael A. Edwards (USA)
Department of Cartography and
Applied Graphics
Army Commendation Medal (1 OLC)

TSgt David J. Okerblom (USAF)
Department of Graphic Arts
Air Force Commendation Medal (1 OLC)

CPT James B. Oliver (USA)
Department of Cartography and
Applied Graphics
Joint Service Achievement Medal

CW2 Frederick N. Pessaro (USA)
Department of Cartography and
Applied Graphics
Joint Service Achievement Medal

SSgt Thomas B. Walt, Jr. (USAF)
Department of Survey
Joint Service Achievement Medal

Civilian Promotion

Ms. Lynn Keleher
Office of Programs, Budget and Operations
Promoted to Registrar (Program Analyst)

Arrivals

SFC Peter D. Rossi
Instructor
Dept. of Cartography
and Applied Graphics

SFC Rossi arrived in March 1986 from the
524th Engineer Company, Fort Hood, Texas.

SSgt Thomas B. Walt
Instructor
Dept. of Survey

SSgt Walt arrived in April 1986 from the Geo-
detic Survey Squadron, Cheyenne, Wyo.

SGT Tim Valentine
Instructor
Dept. of Survey

SGT Valentine arrived in April 1986 from the
67th Engineer Detachment, Fort Shafter,
Hawaii

Military Promotions

CPT Edward J. Wright (USA)
Department of Topographic Sciences
Promoted to Major

TSgt Peter W. Dunbar (USAF)
Department of Graphic Arts
Promoted to MSgt

Master Instructor Certificates

LII Michael J. Busch
Department of Graphic Arts

Senior Instructor Certificates

LT Brian F. Daly
Department of Topographic Sciences

SFC Robert W. Holt
Department of Graphic Arts

SFC Richard E. Rivera
Department of Graphic Arts

SSG John M. Bradley
Department of Graphic Arts

LII Kenneth E. Priggemeier
Department of Graphic Arts

Departures

MAJ George R. Walter, Jr.
Dept. of Topographic
Sciences

MAJ Walter was Chief, Advanced Technology
Division, TSD. He is enroute to Fort Polk,
La.

SSgt Joseph M. Powell
Instructor
Dept. of Graphic Arts

SSgt Powell left DMS this month and is now
enroute to Okinawa.

SSG Michael A. Noderer
Instructor
Dept. of Cartography
& Applied Graphics

SSG Noderer is attending Warrant Officer
School at Fort Sill, Okla. Upon completion of
his training, he is going to Germany.



Have a Love Affair

You say you love me, but sometimes you don't show it. In the beginning you could not do enough for me. Now you seem to take me for granted. Some days I wonder if I mean anything to you at all.

Maybe when I'm gone you'll appreciate me and all the things I do for you. I'm responsible for the food on your table; for the clothes you wear; for the welfare of your home; for the thousand-and-one things you want and need. Why, if it weren't for me you wouldn't have the car you drive.

I've been quiet and waited to see how long it would take for you to realize how much you really need me.

Cherish me . . . take good care of me . . . and I'll take good care of you.

Who am I? — I'm Your Job!

P.S. If you really love your job or are just thankful you have one, practice and follow Safety and Health rules and regulations at all times. Make sure you are able to keep your "job" for a long, long time!



When is the Army's Birthday ???

Do you know on what date the Army celebrates its birthday? Don't feel bad - you're not the only one who doesn't know. The Department of Cartography and Applied Graphics' "Top" Cavender took a survey. He asked 50 people if they knew.

The results were: 3 knew and 47 didn't know!! I hesitate to add that all the Marines asked knew the answer. (This writer came close because I'll never forget the fantastic sale the Post Exchange had that weekend!)

Okay. Do you give up? The Army celebrates its birthday on June 14. Do you know what else is celebrated on June 14? Great! You're improving - that's right, it's Flag Day!

Now.... do you know what Semper Fidelis means??? (From the halls of Montezuma.....)

by Rickie Blas



Please Buckle Up!

Nearly 50,000 people are killed annually in traffic accidents, with one million seriously injured. Don't be a "volunteer statistic"- fasten your safety belt every time you drive or ride in a motor vehicle. And be sure to strap in those little tykes also. The leading cause of death for children one through four years old is traffic accidents. Since January 1984, small children were required to be placed in child safety seats.

It's the law!

Here are the latest notes affecting civil service employees:

o On April 16, 1986, the Senate Finance Committee, by voice vote, rejected a House-approved plan which would subject a portion of federal retirement annuities to taxation immediately upon retirement. This differs from current law whereby an employee's retirement annuity is not subject to taxes until he/she gets back, in pension, all of the money he/she contributed to the pension fund.

The Senate Finance Committee's rejection of the plan is considered a major (but not final) victory for opponents of the House-approved proposal. Although the Senate is not expected to reconsider the annuity taxation issue, the Senate and House will meet in committee to work out a compromise tax reform package. At that time, the annuity taxation proposal could be included as proposed by the House, revised, or eliminated.

o Federal salaries will be permanently computed on a 2,087-hour year in lieu of 2,080 hours which was used to compute salaries for many years. As a temporary measure, Congress had earlier prescribed a 2,087-hour year; however, this change expired before Congress could extend it. This change will not require employees to work longer, but will result in a slight decrease in salary as hourly rates are adjusted. (You may have noticed this already!)

o Part-time service performed after April 7, 1986 will be prorated for retirement purposes if the employee later moves into a full-time position prior to retirement. Previously, part-time employees could switch to full-time jobs for three years and, then, retire on the same annuities as career full-time employees. The new law does not apply to part-time service performed prior to April 7, 1986.

CFC Workers Honored

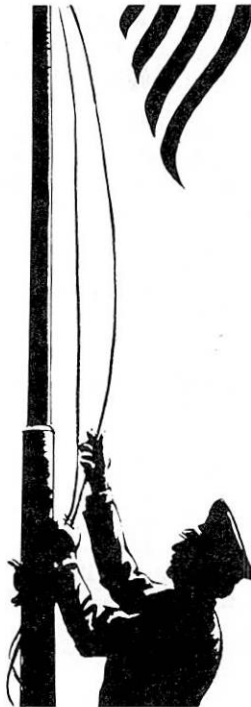
Major General Rosenberg recently visited the Defense Mapping School to personally present Certificates of Appreciation to those individuals whose outstanding support as keyworkers for the 1986 Combined Federal Campaign (CFC) enabled the Defense Mapping School to make their contribution a remarkable success.

While DMS is one of the smaller components of DMA, the average contribution per individual was \$50.00. Maj Gen Rosenberg was especially proud of the commitment made by DMS employees to help others in need. General Rosenberg feels that today's CFC quotas are more easily met because each individual has the freedom to give what he honestly can afford without being pressured.

UP IN SMOKE

A 1980 report by the Nuclear Regulatory Commission found that the radioactive materials in sidestream cigarette smoke were high enough that a non-smoker sitting next to a person smoking one and a half packs a day would receive more radiation than if he sat next to a nuclear power plant.

—Nuclear Regulatory Commission



*Somewhere a bugle softly sounds
The message of renown,
And men inside their buildings wait
Until the flag comes down.*

*And others run to get their cars
Quite harrowed or dismayed
Afraid they will not reach the gate
Before retreat is played.
Not thinking of the flag or men
Who fought to keep it flying.*

*How many would be glad to stand,
Whose bodies now are mute,
Or have no hand that they might raise
And stand in proud salute.*

*So accept it not as duty
But a privilege even more
And receive it as an honor
Instead of just a chore.*

**June 14
FLAG DAY**



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CONTOUR

Volume 13, Number 9

Defense Mapping School

June 1986

DMS Course Development Is Where It All Begins

by LTC Russell Reich

The mission of the United States military is to prepare forces to fight and preserve the freedom and security of the United States. The basic goal is peace. Training must focus on the maintaining of the warfighting capability of a force to win. The Defense Mapping School (DMS) has the unique mission of providing the mapping, charting and geodesy (MC&G) training to meet the war fighting requirements of the U.S. uniformed services. The challenge - determine the services' training requirements and develop training

to satisfy these requirements.

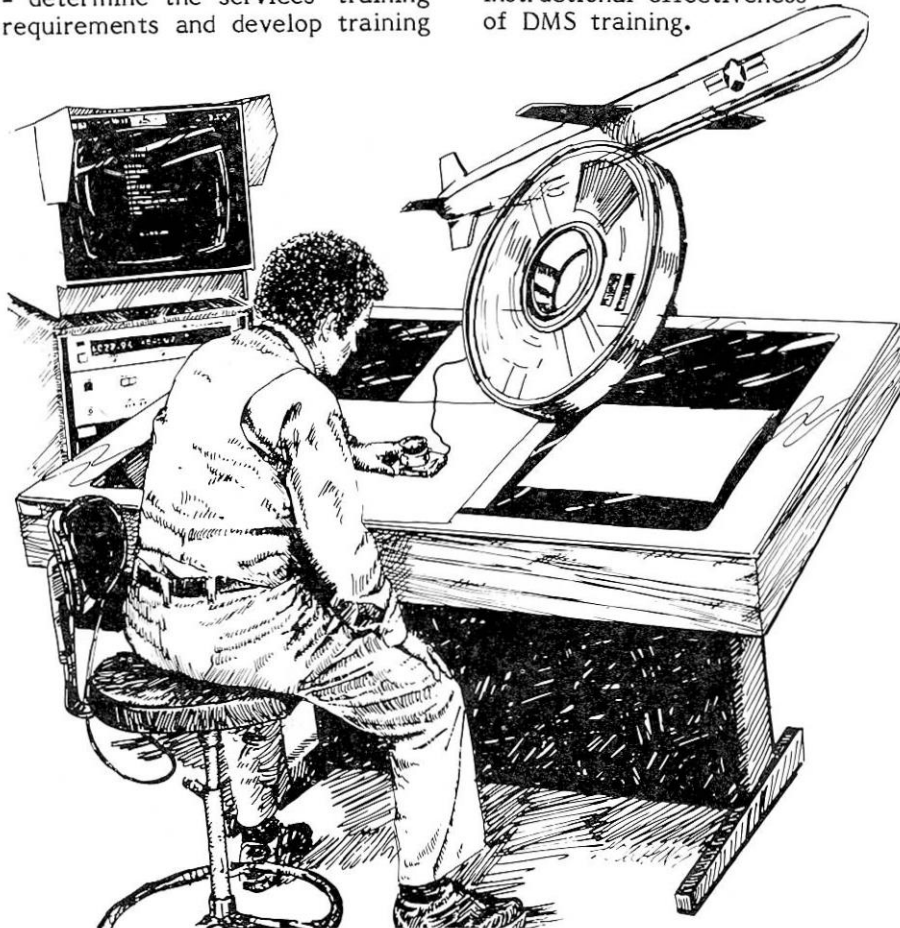
DMS uses a systems approach to course development to provide an orderly process of:

- o gathering and analyzing job performance requirements.
- o converting these job performance requirements to individual task statements.
- o selecting tasks for formal training at DMS.
- o developing task oriented lessons.
- o evaluating and improving the instructional effectiveness of DMS training.

The premise is that:

- o each individual task performed on a job can be identified and analyzed;
- o training objectives can be prepared to produce the desired performance;
- o training strategies can be structured and conducted to achieve objectives;
- o task performance can be evaluated using criterion referenced testing; and
- o internal and external feedback and evaluation programs can be designed to validate and modify achievements of the program.

The services, through their training developers, analyze job performance for specific career fields (Military Occupational Specialities (MOSs) for the Army) and select those tasks to be trained (and the stage in career progression where the tasks should be trained). Army tasks for Career Management Field (CMF) 81 are developed by the Army Topographic Element (ATE), Directorate of Training and Doctrine, U.S. Army Engineer School (USAES). ATE structures CMF 81 into definable tasks and jobs within MOSs and works within the Army system -- in this case using Training and Doctrine Command (TRADOC) guidance on Army organization, MOS structure, and common and technical training. Training developers of the other services perform similar functions for their career fields in the MC&G area. Air Force training developers, for example, prepare Specialty Training Standards (STS) for the various Air Force Specialty Codes (AFSC).



See COURSE

The Direct Line



by
Maj Gen Robert A. Rosenberg
Director, DMA

Over recent months, with little fanfare, your Component and Headquarters key staff people have been involved in their annual work-up of the DMA Program Objectives Memorandum or the POM, as we call it. This year in particular these people are the unsung heroes of this Agency, and what comes out of their computers will have a critical impact on all of us at DMA for the next five years.

The POM is the document that serves as basis for the DMA budget that goes from us to the Office of Secretary of Defense to the President, who then submits the Defense Department budget request to the Congress. As approved and appropriated by Congress, the annual budget determines our annual operations. Since this exercise ultimately affects all DMA employees, and what programs we may accomplish, and how many we can hire to do this, I thought I would let you know just what we are doing at this point.

As you will recall from earlier columns, DMA received significant budget reductions this year. First, Gramm-Rudman-Hollings cut, which resulted in the hiring freeze and an across-the-board reduction in contracting and operating expenses. Together, these reductions totaled some

\$50 million in the current fiscal year, and necessitated a delay in implementation of portions of the Modernization Program, plus impacting the Operations and Maintenance portion of the budget -- the O&M money, which includes programs and salaries.

These are not optimistic times for the Defense budget. Recently, the House and Senate have voted to reduce the FY 87 Defense budget somewhere between 20 and 35 billion dollars from the President's \$312 billion submission -- which will further impact DMA in the upcoming months.

Although we have hopes that Congress will restore some \$27 million in special requests now pending, it has been necessary to make some difficult decisions. The primary decision was that we must protect the Modernization Program, because this program carries the future of the Defense Mapping Agency, how we will utilize new source information and how we will continue to support the "smart" weapons systems now operational and in the pipeline. Additional difficulties with anticipated source material will also require acceleration of parts of the Mark 85 program so that we may meet anticipated needs of the operational forces.

Of course, these 1986 cuts will have a major impact throughout the next five-year period, as we try to adjust and recover from those cuts and, at the same time, install Mark 85 and then Mark 90. And it appears that Fiscal 1987 will be on a par with this reduced fiscal year.

In addition, in late February, we received a further reduction of \$105 million over Fiscal Years 1988-92. In all, we are looking at an average reduction in DMA budgets of somewhere between 19 and 35 million dollars -- or some four percent each year.

These cuts have forced substantial reduction in our planned support of the Armed Forces, particularly in updating existing products. Of course, we will ensure safety and navigation and first-time coverage support to deploy forces in areas where we have no

coverage. We have supported our JCS priority one requirements, but only part of priority two and relatively little of priorities three, four and five.

More significantly, the forces in the field will have to assume the burden of operating with products that are not updated as frequently as we would wish. There will be more safety notices and corrections distributed, as opposed to revised map products. Quartermasters on board ship and aircraft navigators will have to make many more corrections and additions by hand than desired, and keep their maps longer. We have had to eliminate building standard DMA products where some sort of substitute exists -- so that operational forces training in the United States will have to use USGS quadrangle maps as opposed to DMA products, for instance.

The cuts have aggravated present shortfalls: approximately \$685 million in validated requirements that we were unable to put into the FY 88 POM, plus another \$225 million in requirements for new weapons systems, that we know about. Altogether, we are looking at some one billion dollars in unsatisfied requirements over the next five years, requirements needed to support the military departments and operational commanders.

What are we doing about it? First, we have several "enhancement packages" in the works, through our boss, the Assistant Secretary of Defense (C31). He in turn will present DMA's story to the Defense Resources Board, consisting of senior DoD decision-makers, which assesses proposals for shifting or restoration of funds. Meantime, we are working very hard to make sure that our story is heard across the Potomac, by decision-makers throughout the Pentagon -- making sure that they understand that those few millions cut from the budget of DMA can actually mean that multi-billion dollar weapons systems just won't be able to reach

See ROSENBERG, page 12

From the DMS Director

Colonel David F. Maune



Whatcha Doin'?

A group of bricklayers were working at a construction site. A young boy walked up to one of the men and asked, "Whatcha doin mister?" The man replied gruffly, "Can't you see I'm working? This is what I do to make a living." The boy moved on to a second man and asked, "Whatcha doin mister?" The man replied, "I'm laying bricks." The boy strolled over to a third man and asked, "Whatcha doin mister?" With a twinkle in his eye the man stated proudly, "I'm building the finest cathedral in the whole world." The boy's face lit up and he ran home to tell his friends.

I'm not sure which of these three was the best bricklayer but I'd bet on the third one because of his sense of purpose and pride of workmanship; and I'm positive that the third one was happiest with his job.

I have a theory that people are happy when they are needed. They are happiest when most needed. That's why getting fired or divorced can be so devastating as people often feel they're not needed anymore. In the bricklayer story the first man was one of millions who needed a job; his reply gave no indication that his employer needed him. The second man was somewhat better; the project probably needed bricklayers all right, but there are lots

of people who can lay bricks. The third man was obviously the happiest because those capable of building the finest cathedrals are obviously rare and in great demand. Even though he didn't build the cathedral alone, it was obvious to the third man that the finest cathedral demanded the finest workmanship from him and his coworkers.

How do you look at your job? Do you just go to work every day so that you can make a living? If so, chances are you're not very happy with your job because you need it rather than it needing you.

Do you perhaps consider yourself to be an instructor at DMS? This is better because we do need instructors, but your answer has much room for improvement. One sergeant said, "I train soldiers to 'be all that they can be'." I like that idea.

I personally prefer to be the best at something. I always wanted to be the best topographic engineer in the Army. You might try to be or you might actually be the best (survey, carto, repro) instructor in DMS. Better yet, consider being the best with a purpose, e.g., "I train the finest Terrain Analysts in the world." Now we've got the right idea.

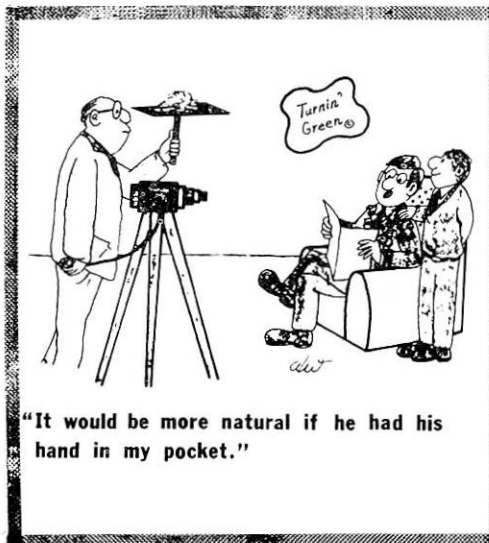
General Rosenberg revised DMA's mission statement so as to include our mission of war deterrence. In doing so he was appealing to our higher sense of

purpose to our country and to mankind. All of us, by being the best at what we do, are doing the best we can to deter war.

The next time someone asks you what you do, pause a second to think. Your subconscious attitude toward your job probably controls your job satisfaction and your degree of pride in your contribution to national defense and world peace.

* * * * *

Congratulations to our three DMA Outstanding Personnel of the Year winners, Mr. Ches Cummins (DMS Outstanding Civilian of the Year), MAJ Ed Wright (DMS Outstanding Officer of the Year), and GySgt John Platt (DMS Outstanding NCO of the Year). These three winners and their wives joined me for the DMA Awards Day ceremonies at Fort McNair on June 6th when General Rosenberg recognized them for their achievements and presented them with their awards. I didn't have to ask them, "Whatcha doin'?" It is obvious that they have winning attitudes about their jobs and their contributions to national defense and world peace. All of them are fine examples for the rest of us to emulate. DMS was also recognized for having the best suggestion program within the agency; this is an award shared by those numerous individuals with good ideas for making this fine schoolhouse even better. Keep those suggestions coming!



"It would be more natural if he had his hand in my pocket."



"Stop waving that flag in my face every time I object to our foreign policy!"

COURSE from page 1

DMS works directly with training developers in analyzing and, in many cases, interpreting tasks and definitions to determine the training requirements and to ensure that task lists incorporate new technology and doctrine. DMS develops joint service courses rather than individual courses to satisfy one service.

DMS receives training requirements from service training developers for the enlisted skills (basic and advanced levels), officer training and special functional courses (not MOS producing) as shown in Figure 1.

Each course taught at DMS is formalized in a product known as the Course Content Document (CCD), roughly equivalent to a POI prepared by other service schools, and one of the many written products of the DMS course development process. The CCD is a five part document, prepared using a

reverse planning sequence. The task lists provided by the US uniformed services are the first input into the CCD and become Part IV, "Job Task Cross-Reference." The services' task lists are analyzed by DMS course developers to determine which tasks should be trained at DMS, which should be rejected from formal DMS training (with proper justification for rejection), and to develop a single DMS task list which represents the requirements of all the services. Tasks are grouped by developers into duty areas similar to subject area groupings in the Army Job Books for MOS skills. Duty areas will eventually translate into Instructional Annexes for a course. Proficiency levels are established for each task selected for DMS training recognizing two levels:

- o Fully proficient and can perform the task to the job standard.
- o Partially proficient and can perform the task to a training standard.

The end result becomes Part III, "Composite Task List" of the CCD. The completion of Part III is one of the most critical, difficult, and time consuming steps in the course development process.

From each task selected for DMS training in Part III, a complete Task Analysis Data Base (TADB) is produced. This is a separate document which divides and refines tasks into subtasks until each subtask is an action that can be done by a student without further subdivision or refinement. These final subtasks are called performance elements. The TADB becomes the link between tasks selected for training and development of all subsequent course materials. The TADB serves to:

- o standardize procedures for task accomplishment.
- o identify teaching points and test elements.
- o identify objectives for lesson plans and support materials.
- o identify references related to

- U.S. ARMY**
Enlisted Skills
- 81B - Technical Drafting Specialist
 - 81C - Cartographic Specialist
 - 81Q - Terrain Analyst
 - 82B - Construction Surveyor
 - 82D - Topographic Surveyor
 - 83E - Photographic Layout Specialist
 - 83F - Offset Press Operator
 - 41B - Topographic Instrument Repair Specialist
 - J6 - ASI, Reproduction Equipment Repair Specialist

- U.S. NAVY**
Enlisted Skills
- LI - Lithographer

- U.S. AIR FORCE**
Enlisted Skills
- 222XO - Geodetic Specialist
 - 703XO - Reproduction Specialist

- U.S. MARINE CORP**
Enlisted Skills
- 1411 - Construction Drafter
 - 1431 - Map Compiler
 - 1441 - Construction Surveyor
 - 1442 - Geodetic Surveyor
 - 1521 - Offset Press Operator
 - 1532 - Process Camera Operator
 - 1542 - Reproduction Equipment Repairer

- OFFICER TRAINING**
- USA - 21C, Topographic Engineer
 - USAF - 5711/5716, Cartographic/Geodetic Staff Officer
 - USAF - 5731/5734, Cartographic/Geodetic Officer
 - USMC - 1402, Mapping Officer

- FUNCTIONAL COURSES**
- Hydrographic Survey
 - Analytical Photogrammetric Positioning System

Introduction to Digital Data

MICROFIX

See COURSE, page 5

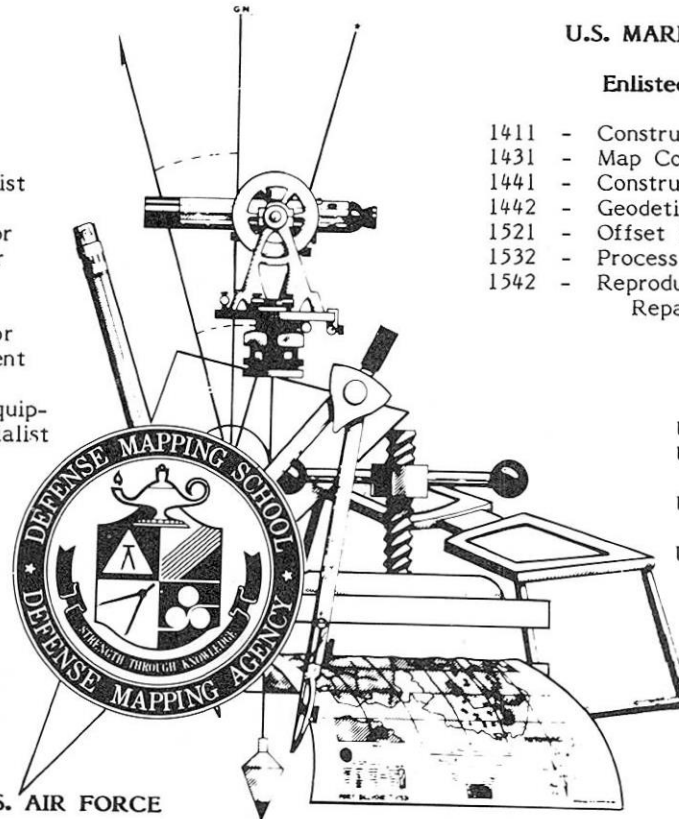


Figure 1

COURSE from page 4

task performance.

- o provide as the basis for determining test validity and analysis.

- o provide as the basis for internal and external evaluation.

It is at this point in course development where critical decisions are made concerning tasks (actions), conditions and standards -- the keys to performance oriented training.

The simplified flow process (Figure 2) brings together the development process for completion of the CCD and ties in the other course development products produced by DMS to satisfy service training requirements.

The DMS educational philosophy departs from other systems approaches to training with the completion of the TADB because now the examinations by which the student will be evaluated are developed. Results:

- o Ensures continuity between test objectives and lesson objectives (establishes that the "test will be taught").

- o Sets the standard to which the student will be trained (establishes clear-cut lesson boundaries).

- o Eliminates intuitive judgments reflecting personal experiences or other irrelevant subject matter from course content.

- o Concentrates on how a student should perform in a given task as the cornerstone of course development (adheres to criterion referenced testing).

Examinations are performance oriented and evaluate the end product produced by a student; the process which the student uses to produce a product or accomplish a task; or both the product and the process.

The grading system is simply "go" or "no go" as evaluated against the established standards. Examination packages at DMS are comprehensive and consist of exam support sheets, exam and answer sheets, student instructions, grading instructions, and various test validation and cross-reference materials.

Some lessons are recognized as goal oriented and the same detailed procedures are used to develop examinations for these lessons. Goal-oriented lessons, although not subject to task analysis, are subject to analysis of knowledges and abilities needed by the student as part of the learning experience.

Once lessons are defined by the task statements, conditions and standards by which the student will be evaluated, subject matter experts begin analyses to determine the amount of time the student will need to be able to perform to the

SERVICE TRAINING REQUIREMENTS

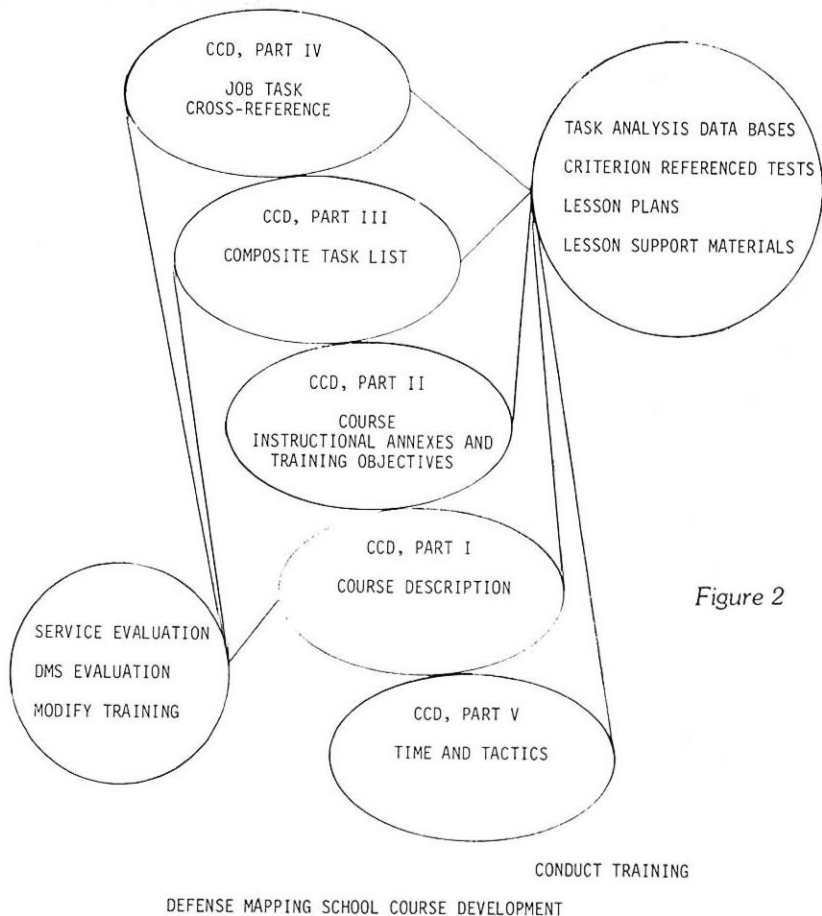


Figure 2

standards. Lesson plans, lesson support materials, and the remaining parts of the CCD are now easily developed because the boundaries have been clearly defined.

The DMS lesson plan is the translation of the task analysis into training. Subtask performance elements become teaching points in a subject matter outline and additional information is added to enable an instructor to prepare for and to conduct training. The lesson plan is not a rigid structure and individual instructors retain the freedom to use those instructional tactics that best fit their style and experience. The subject matter outline remains firm and cannot be changed without a formal approval and review process. A typical DMS lesson plan may contain the following:

- o Cover sheet
- o Lesson outline
- o Table of contents (components not required are omitted)
- o Demonstration
- o Lesson requirements sheet
- o Lead-through practical exercise
- o Objectives, time, training aids and devices, student materials and equipment, special requirements and text references)
- o Student practical exercise
- o Examination materials
- o Source materials (teaching point doctrinal reference)

Lesson plans are reviewed annually and revised as CCDs are reviewed and tasks added or deleted. The lesson plans remain a DMS document and are generally not distributed outside the school.

Part II, "Course Instructional Annexes and Training Objectives,"

See COURSE, page 6

COURSE from page 5

provides a cross-reference between the DMS tasks selected for training and those lessons developed to train those tasks. Task statements, conditions, and standards are combined to form the training objective for each lesson listed. Lessons are grouped by related subject matter or duty area into instructional annexes. The total academic hours of training is shown for each annex (lesson academic time is not shown). This part of the CCD provides the most comprehensive view of what training the student will receive in a particular course at DMS.

Two annexes are attached to Part II. Annex X, "Pertinent References," lists books and references, both military and civilian, used by students during the course of instruction. Annex Y, "Equipment Required," identifies items, tools and equipment required by students to complete the course.

Part I, "Course Description," brings together everything prepared into a quick synopsis of the course

in a standard format. Part V, "Time and Tactics," accounts for each lesson in every instructional annex and delineates the instructional tactics used throughout the course of instruction. Part V is an internal DMS document and subject to rapid change to improve instructional effectiveness of the course.

Only after US military service training developers have reviewed and approved Parts I through IV of the CCD, DMA has approved the CCD, and all lesson plans and lesson support materials prepared, is the course taught in the structure outlined in the CCD. The DMS course development process is lengthy. Sometimes it takes up to 2 years to develop a new course because of the detail and coordination required. During the implementation of a course, DMS continually evaluates via various internal systems. The service emphasis is on the quality of the DMS graduate and his/her ability to perform warfighting job tasks. External evaluation of Army DMS graduates is managed by the Directorate of Evaluation and Standardization

(DOES), USAES. The other services have similar evaluation programs and provide information back to DMS on their analysis of graduate performance on their job requirements. From this service feedback, DMS modifies the development of the course to improve job performance.

The cycle is complete. The DMS course design process can be described as three phased: **Development, Implementation, and Evaluation.** New technology, revised organizational structure, new mission requirements, and many other factors may dictate changes in the service's training requirements. When this happens, DMS begins the development stage anew. DMS has been able to satisfy the services MC&G training requirements with the emphasis, effort, and continued coordination devoted to course development. DMS accepts the challenge of being the MC&G trainer for the U.S. uniformed services and will continue to ensure that graduates meet the performance standards needed to satisfy military warfighting requirements.

Sue Identifies the Thief

For those of you who did not figure out who stole the SECRET document in last month's issue, here is the answer:

The order that each of the suspects came into GEN Ramsey's office is: Miss Danvers, RADM Webb, Brig Gen Walker, COL Stevenson, MAJ Isner, Ambassador Bjawdi, LCDR Mills and TSgt Ramsey. Consequently, TSgt Ramsey stole the classified document from his father's desk.

Still confused? It's easy when you know the key is coffee! Four cups of coffee were used, so three people drank coffee with GEN Ramsey. You know Brig Gen Walker was the second, but the first and third coffee drinkers are not known. Since Ambassador Bjawdi and TSgt Ramsey didn't drink coffee; RADM Webb, LCDR Mills and COL Stevenson are the only remaining possible coffee drinkers.

Ambassador Bjawdi did not see

any coffee. If he entered before Miss Danvers had brought the coffee in, then RADM Webb must have entered still earlier (to take the Defense '86 he wanted to see). LCDR Mills must have returned the magazine after Ambassador Bjawdi but before Miss Danvers brought in the coffee (since he saw the Defense '86). That would leave only one coffee drinker of the three - COL Stevenson. This is impossible since there were three coffee drinkers.

Since you know LCDR Mills returned the paper after Ambassador Bjawdi, he did not have coffee. Therefore the coffee drinkers must have been RADM Webb and COL Stevenson. Since RADM Webb did not see a SECRET cover sheet, he must have entered before Brig Gen Walker and COL Stevenson entered after. TSgt Ramsey came into the office after COL Stevenson (the Soviet Military Power) and after

LCDR Mills (the Defense '86). Obviously, TSgt Ramsey must have been the last person in the office and therefore the thief.

Why? TSgt Ramsey had a gambling problem and ran into financial trouble. He was approached by Ambassador Bjawdi who offered him \$10,000 for the SECRET document in his father's possession. He needed the money very badly and accepted the offer.

Although this is a fictitious story, it happens quite frequently in reality. Why would anyone steal classified information from the United States and give it to another country? There are many reasons people do this; among them are financial problems, blackmail and greed.

GEN Ramsey should have been more careful with the document he had. It should have been secured if he wasn't looking at it. Don't make the same mistake that he did. As a wise man once told me, "In God we trust. Everyone else needs a clearance."

DMSers Receive Awards

Three DMS employees were honored at the Annual DMA Awards Day Ceremony held June 6, 1986. Mr. Chesley Cummins, Major Edward Wright and Gunnery Sergeant John Platt were presented awards by General Rosenberg for their selection as Defense Mapping Agency Outstanding Personnel of the Year.



Mr. Chesley
Cummins

DMS's "Outstanding Civilian of the Year", Mr. "Ches" Cummins, is the chief of the Office of Mission Support. His outstanding leadership of this office was specifically recognized during the School's last IG inspection. In fact, his office did not receive a single adverse write-up from the IG on any of the four critical areas of administration, personnel, security and logistics, which routinely receive numerous findings on IG inspections of other components. Cummins has been personally responsible for setting the high standard of excellence which DMS enjoys. He certainly deserves the honor of being DMS's Civilian of the Year.

Ches Cummins, raised in Orlando, Fla., graduated from high school in 1946. He entered the Army in October 1946 and pursued a military career that spanned almost 27 years. He retired from the Army with the rank of Command Sergeant Major on July 1, 1973. Cummins served primarily with the Corps of Engineers in the topographic field as a cartographic draftsman and map compiler. In 1967, he was appointed Command Sergeant Major at the Army Map Service, Washington, D.C., which evolved to the

Army Topographic Command during his tenure there. At that time, the Map Service was a part of the topographic element of the Corps of Engineers. This organization is now the topo portion of DMA's Hydrographic/Topographic Center. Cummins has been the School's administrative officer since 1974.



Major Edward
Wright

Major Edward Wright, "Outstanding Officer of the Year," sometimes known as the Department of Management and Technology's "workhorse," is responsible for many outstanding achievements within his department. One of MAJ Wright's specific achievements, which led to his selection as Officer of the Year, was the remarkable job he did to develop the Analytical Photogrammetric Positioning System (APPS) IV course. He was given two months to completely design the course, including development of all examinations, practical exercises and lesson plans. For most of that two months, Major Wright worked 70 plus hours per week. His extraordinary efforts allowed DMS to provide an extremely important course which directly supports the joint cruise missile project. He also teaches geodesy, photogrammetry and APPS I, and is course manager and primary instructor in DMS's digital data course. Our congratulations go out to Ed for his conscientious devotion to his job and subsequent selection as DMS's Outstanding Officer of the Year.

Major Wright, born in Cortland, N.Y., grew up in Homer, N.Y., where he graduated from high school in 1971. He received his bachelors degree in forestry from State University of New York, Syracuse, N.Y. He entered the Army as a 2d Lieutenant in May 1975. After attending the Engineer Officer Basic Course and the

Mapping, Charting & Geodesy Officer Course, he spent two and a half years as a platoon leader and executive officer for the 30th Engineer Battalion here at Fort Belvoir. In 1978, Ed was selected to participate in the Army's advanced degree program, and earned a masters degree in geodetic science from Ohio State University, Columbus, Ohio. After another tour at Fort Belvoir to attend the Engineer Officer Advanced Course, he served as a company commander and brigade executive officer at Fort Leonard Wood, Mo.

Before returning to Fort Belvoir (September 1983) to be DMS's expert in photogrammetry, he spent a very interesting year in Yongsan, Korea, serving as the engineer on a team which monitored the covert tunneling efforts of the North Koreans. In addition to his many work-related accomplishments, MAJ Wright is a professional flyer, holding a private pilot's license with a commercial and instrument rating.



Gy Sgt John
Platt

Gunnery Sergeant John Platt, the DMS "Outstanding Noncommissioned Officer of the Year," is an instructor in the Department of Geodesy and Survey. During the two years he was assigned to the Department of Management and Technology, his contributions to DMS cannot be overstated. He single handedly completed the design of the Marine Corps Hydrographic Survey Course. This effort included evaluating and documenting four task analysis data bases, writing 27 lesson plans and 10 examinations, and completing all practical exercises and student handouts associated with the course. On top of being the developer of the course, he also was the teacher. "Gunny" Platt

See Awards, page 8

AWARDS from page 7

prepared himself and taught over 90% of this seven-week course. That's not all folks. He was also responsible for preparing and teaching all survey instruction to the officers attending the Mapping, Charting and Geodesy officer's course, and he served as the assistant course coordinator and instructor in the analytical photogrammetric positioning system (APPS) course.

"Gunny" Platt stays just as busy after duty hours. His community involvement includes: being a key player in establishing the Navy Sea Cadet Program at Fort Belvoir, coaching for Fort Belvoir youth activities, and playing on DMS's over-30 softball team; and above all else, he is an avid, even if struggling, golfer. In addition, to prevent terminal boredom from setting in, he is working toward a degree at Northern Virginia Community College. Certainly, no one deserves to be DMS' NCO of the Year more than Gunnery Sergeant John Platt.

Gunny Platt is a 1970 graduate of Southmoreland High School in Scottsdale, PA. He joined the

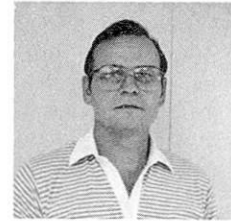
Marine Corps directly out of high school and attended basic training at Parris Island, S.C. John spent the next two years pulling sea duty aboard the USS Independence. In 1973, John became a "land-lubber" again with the 2d Marine Division at Camp LeJeune. He reenlisted for a new survey MOS (Military Occupational Specialty) and stayed on at Camp LeJeune until he was transferred to Okinawa for a one-year remote tour. He returned to Camp LeJeune in August 1976 and remained there until he joined DMS in March of 1984.

Each of these three represent the true DMS spirit--- the burning desire to be the best at what they do, and the drive to overcome all obstacles. Ches, Ed, and John--- we're all proud of you.

DMS Wins Suggestion Award

Once again, DMS has won the DMA Award for the Most Adopted Suggestions Per Capita. This makes four years in a row that DMS has won this award. A record like that is a direct reflection on the initiative, industri-

ousness and outright quality of our workforce. Our suggestion program not only produces better and more efficient ways for DMS to accomplish its mission, it can also put "bread" in your pocket. A recent example was a suggestion



Mr. William
Sutton

submitted by Mr. William "Bill" Sutton from Graphic Arts. His suggestion of replacing photo production chemicals, which had to be mixed and which also tended to break down in a relatively short period of time, with new state-of-the-art premixed chemical products, resulted in a cost savings of approximately \$23,000 per year for DMS and earned Bill \$1,384. Numerous other DMSers have received recognition and cash awards as well. Our suggestion program is the best in DMA. With your continuing support, we're going to keep it that way - so keep those suggestions coming in.

by Lt Col M. W. Ritchey

EEO Corner



I am totally committed officially, as director of the Defense Mapping Agency (DMA) and, personally, to equal opportunity for everyone! Laws, executive orders, and directives prohibit discrimination; but, laws and directives can't do it--people can! I readily accept my responsibilities to this commitment and will hold all HQ DMA and Component Directors, managers, and supervisors person-

ally responsible for carrying out this mandate for equal opportunity. This responsibility includes the early resolution of complaints.

In DMA, all employees and applicants for employment will be given equal opportunity for employment, regardless of race, color, religion, sex, national origin, mental or physical handicap, or age. Further, we will promote our equal opportunity program through a positive and continuing affirmative action program with each DMA Component.

Barriers that could impede the full attainment of equal opportunities principles in DMA will be prevented or eliminated. This will apply to all aspects of DMA civilian employment practices and procedures and to all conditions of employment

I will count on each of you to

ensure that we work in an environment that provides equal opportunity for all -- in other words, free of discrimination in any form.

Robert A. Rosenberg
Major General, USAF
Director, DMA



"The object of education is to prepare the young to educate themselves throughout their lives."

—Robert Hutchins, educator



National Safe Boating Week June 1-7, 1986

BE SMART...TAKE A BOATING COURSE!



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NOW is the time to make your plans!

Fifteen Ways to Sink a Boat

by Sue Phillips

1. Don't bother with life preservers. They look terrible and they are so bulky. (They may not be stylish but they could save your life.)
2. Take along all the passengers who want to go. The more the merrier. (Capsizing is a major cause of boating fatalities.)
3. Drive your boat as fast as possible. Let's see what she'll really do.
4. Encourage your passengers to stand up, stretch their legs and get a better view. (Falling overboard is a major cause of boating fatalities.)
5. Enjoy a cigarette while you're refueling.
6. Extra gear like anchor, oars,

boathooks, lines, fire extinguishers and first aid kits just clutter up the boat. Leave them at home. (Keep your boat's fire extinguishers and other life saving gear in top condition and ready for use at all times.)

7. Don't bother to check the weather forecasts. Anybody can see whether or not the sky is blue, and it looks like a good day.

8. If you are boating at night, don't worry about lights. It looks like it's going to be a full moon tonight.

9. It isn't important to know the rules of the waterways. The other boats will get out of the way, or else you can move to one

side or the other. (Collisions are a major cause of injury and property damage.)

10. Don't learn how to swim and don't worry about first aid training. What possible use would you have for artificial respiration?

11. Don't bother to check for leaks and defects before leaving the shore or dock. The boat was okay the last time you went out, wasn't it?

12. If you get caught in foul weather, speed as fast as you can to your destination. (NO! reduce speed, head into waves at a slight angle, make for the nearest shelter or harbor and seat passengers on the bottom of the boat near center line.)

13. Take along plenty of alcohol. Don't bother to wait until you get back to shore. (Alcohol is a contributing factor in more than half of boating fatalities.)

14. If your boat capsizes, try to swim for shore. (Stay with the boat, and climb on top of it if possible. You'll stay warmer and rescuers will spot you easier.)

15. Don't bother to carry tools, they take up too much space. (Nearly all engine failures are caused by a small, easy-to-fix breakdown.)

In 1983, more than 1,000 people died and nearly 3,000 were injured in boating accidents in U.S. waters.

Know the rules of the water. Practice courtesy and common sense on the water and you can enjoy the water this year and next year too!

The
Troglodytidae Family
thanks you
for being careful
with barbeque fires
when you picnic.



Hello DMSers

(past and present)

Ron Edwards is here, hoping all are well and in good spirits.

In response to your editor's request in the April issue of the Contour, I submit the following.

Life at Copperas Cove, Texas, is still flourishing. This little town and especially the city of Killeen is growing ever so rapidly. The latest developments in this area include a Hilton Hotel and a Sheridan Inn (not completed yet). West Fort Hood Airfield is also under consideration to become a joint Military and Civilian Regional Airport.

As for myself, I have worked 4 months since my last letter. It was a temporary job as a data test collector, GS-5 - a perfect retiree job! The main duties of the job was to evaluate the M-9 Ace against a D-7 Dozer. A team of three data collectors per truck (1985 Broncos) followed a tractor-trailer carrying a D-7 to the work site. The D-7 off-loaded to perform a mission and the tractor-trailer sat all day. Two data collectors, assigned to monitor the tractor-trailer, sat all day and observed the tractor-trailer. The other data collector, assigned to the D-7, followed it all day. We didn't believe the supervisor the first day when he said to bring something to sit on! After the first day, everyone brought their chairs to work. As I said, "Retiree Dream Job" (smiles).

With God's help, I should receive my Bachelor's Degree this summer, that is, if I pass the courses I'm presently taking. This is by far my most difficult semester. I'm taking Intermediate Accounting II, Cost Accounting, Auditing, and Data Structures. The only subject I will lack is Advanced Accounting to complete my major. I need three more courses to complete my minor, which is Computer Science. But I am experiencing "school-burn-out," so I am going to apply for

graduation this summer and take a break!

A representative from Inter-Serv., a surveying firm in Houston, contacted me Friday and stated they were interested in hiring me to do some surveying with them and I'm considering accepting.

So far I've seen only one other retiree from the Topo Field. I did see SGM Joseph at the new NCO Club one night. He said, "Ashcraft, Rudolph Allen and Dave Moore are living in Killeen. Hardy is in California and (R.A.T) Ronald Thompson is in Austin. Max Galavita passed a couple of years ago. Kameda is 1st SG here at the 524th Engr."

Hey, I've still got my Yammie

1100 and just purchased a "Time Share Condominium" at Canyon Lake (40 miles north of San Antonio) in God's country! Did I mention that my wife and I have been at war over adding another room to my house? Well, I put up a good fight, but the room is up! (smiles) I've got to give it to my wife. She has a head for good situations. That room 16' x 32', a room 6' x 6' and enlarging a kitchen, all for \$10,000, isn't too bad.

Well, that's the main things that have transpired the past year, so let me close for now. God Bless All!

Love,

Ronald E. Edwards

He is Our Cartographer

By Rickie Blas



Mr. Fred D. Sisk can proudly say that he is the Defense Mapping School's only Cartographer. As a GS-12, Sisk is the Course Manager for the Basic Cartography and Advanced Cartography courses taught within the Cartography Division of the Department of Topography and Drafting. Busy Fred says, "I wear so many hats I never know which one to grab."

Mr. Sisk has been with the Defense Mapping Agency and its predecessor organizations twenty-one years. He has been a familiar face here at the School since 1979.

A former military officer, Sisk became interested in Cartography while serving as an artillery officer at Fort Sill, Oklahoma in the 60's. During this assignment, he

had to have a map in his possession at all times. This, combined with his geographic background sparked his interest in the cartography field.

He began his cartography career with the old Army Map Service in 1965 as a journeyman cartographer. During his early years, Sisk was involved in geographic research and source material preparation. A data base was maintained to include information on the military, cultural and political aspects of an area of responsibility. Sisk's work also involved high security mapping projects. He had to know a geographic area and perform photo interpretation of that area.

Photo interpretation is his major interest in the mapping field. While employed at the DMA Topographic Center (now HTC), Sisk wrote many Map Preparation Guides (MPG).

Sisk is a native of Johnson City, Tenn. and a graduate of Science Hill High School. He attended East Tennessee State University, earning a BS in Geography. In 1984, he received his Masters Degree in Geographic and

See *SISK*, page 12

Director's Call



MILITARY AWARDS

Maj James D. Green (USAF)
Department of Geodesy and Survey
Defense Meritorious Service Medal

SSG Oliver E. Bone (USA)
Department of Geodesy and Survey
DMS Certificate of Achievement

SGT(P) Steven G. Puciato (USA)
Department of Topography and Drafting
Army Achievement Medal

MILITARY PROMOTIONS

SFC(P) Jimmy D. Watkins (USA)
Department of Management and Technology
Promoted to Master Sergeant

CIVILIAN PROMOTIONS

Mr. Thomas J. O'Brien
Department of Graphic Arts
Promoted to GS-12

Mr. Daniel B. Wilson
Office of Academics
Promoted to GS-11

MASTER INSTRUCTOR CERTIFICATE

GySgt Jamey G. Byers (USMC)
Department of Geodesy and Survey

GySgt Willis S. Joynes (USMC)
Department of Topography and Drafting

SFC Kenneth E. White (USA)
Department of Topography and Drafting

SSG Laurie R. Benke II (USA)
Department of Topography and Drafting

SSG Kevin L. Riley (USA)
Department of Topography and Drafting

SSG Enrique Rudino (USA)
Department of Topography and Drafting

SGT(P) Brenda D. Timmons (USA)
Department of Topography and Drafting

Mr. John Bassett
Department of Topography and Drafting

Mr. Alan S. Williams
Department of Topography and Drafting

SENIOR INSTRUCTOR CERTIFICATES

SSgt Claudia R. Rivas (USMC)
Department of Topography and Drafting

CERTIFICATES OF APPRECIATION

CW3 Garrett R. Moore (USA)
Department of Geodesy and Survey

SFC Jimmy D. Watkins (USA)
Department of Management and Technology

Mr. John L. Jacobs
Department of Graphic Arts

Mr. William H. Sutton
Department of Graphic Arts

Ms. Catherine S. McCloskey
Department of Graphic Arts

NEW ARRIVALS - MILITARY

Sgt John M. Kilgore (USMC)
Department of Geodesy and Survey

NEW ARRIVALS - CIVILIAN

Dr. Linda S. Schultz-Shiner
Office of Academics

Summer Hires

Ms. Jennifer L. Bowker
Office of Academics

Ms. Mieko A. Wakimoto
Office of Academics

DEPARTURES - MILITARY

SSG Oliver E. Bone (USA)
Department of Geodesy and Survey

SSG Laurie R. Benke II (USA)
Department of Topography and Drafting

ROSENBERG from page 2

the target or get from point A to point B.

And what does all this mean to you in the workplace? When you see vacancies that are not filled, or promotions not being made perhaps, or when you see requirements for production piling up and you can't fill them, well, now you know. But let me assure you that this director is firmly against any reduction-in-force, and opposes any sort of furloughs for our people. While we can never be sure just how deeply we will be cut, I can honestly report that I feel quite sure that we will be able to absorb all anticipated budget cuts without reducing our workforce. We may have to handle some of this through attrition, but we can handle it. I see no freeze -- but the Components will have to face up to holding their workforces at current levels, rather than look to the slow

expansion which had marked our operations in recent years.

So, when you next see those number crunchers in their green eyeshades huddling late into the night, realize how important their jobs really are. For they are developing the direction and the programs of DMA for the next five years. And more important, they are developing the justification for those programs, so that when I go before OSD or testify on Capitol Hill, I have with me the full facts and figures to back up our position.

You and I are convinced of the vital importance of our work here at DMA, and how critical what we do is to all the operational forces. As the overall Defense budget continues to be reduced by Congressional action, I will do all I can to make sure that the decision-makers provide sufficient resources for us to support our most important mission requirements.

SISK from page 10

Cartographic Science from George Mason University.

Mr. Sisk and wife Martha, who has a Masters Degree in Special Education, make their home in Fredericksburg, Va. They enjoy traveling. Two weeks each year is set aside to tour exotic places such as Honolulu, Mexico, England and Wales, Nova Scotia and Bermuda, to name a few. This year, they plan a return trip to Europe. The Sisks also enjoy cars and have four between them. They are especially fond of their latest purchase - a Mercedes 450 SL Sports Coupe!

Cartography is not Fred's only area of expertise. He is a graduate of the Bondurant School of High Performance Driving in California. "I love racing," he states, but now only as a spectator rather than as a participant.

Fred is an outstanding employee in many respects. The School is very proud to have him aboard.



UP IN SMOKE

Lung cancer accounts for nearly one-third of all cancer deaths in the United States. One-seventh of all deaths are smoking-related.

—American Cancer Society



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CONTOUR

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Defense Mapping School

July 1986

DMA Supports Modern Battlefield

Illustrations below are from artwork by the Defense Mapping School's own Nick Mosura; his original paintings are on display in the Pentagon. The following narrative was extracted from an article by Peter Ross Range that appeared in the February 9, 1986 edition of The Washington Post Magazine.

"This is what guides the Pershing II," said Paul Malebranche in a computer-filled room on Sangamore Road in Bethesda. "It's the brains of the smart missiles."

Malebranche held up a metal box the size of a small book. Hermetically sealed and hardened enough to withstand the weight of an Army truck, it contained an ordinary cassette tape. The tape was programmed not with music but a

computerized map of Florence, Ala.--an arbitrary substitute for a target in the Soviet Union.

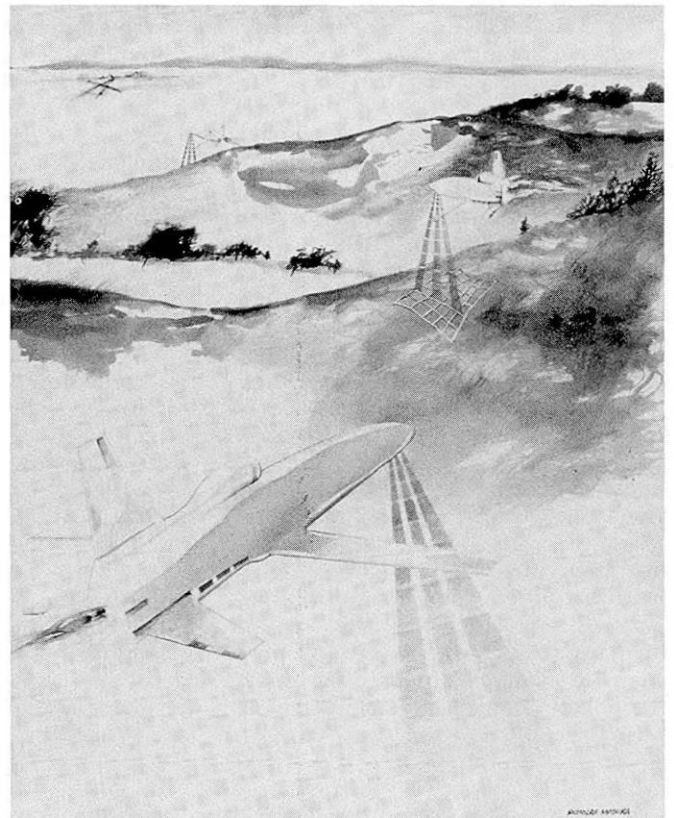
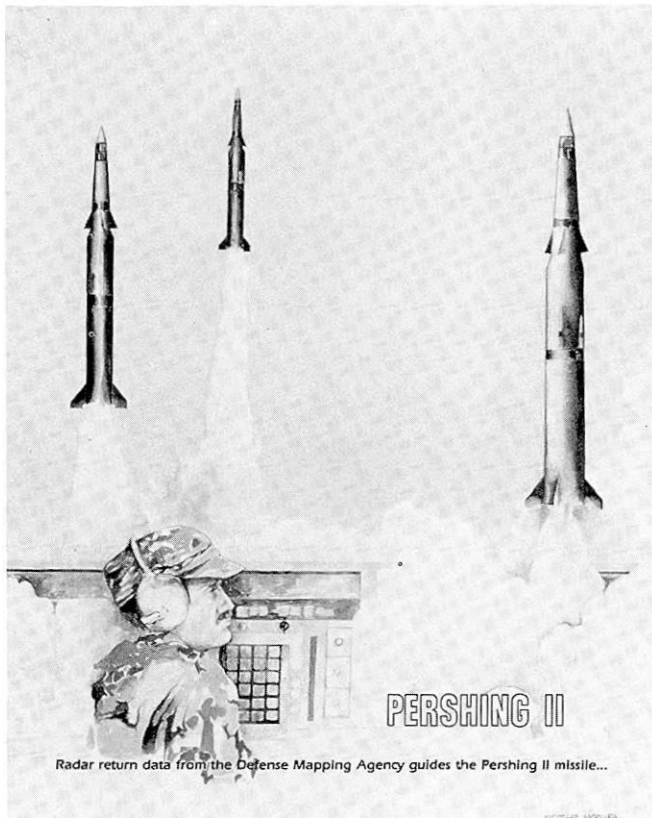
The steel-colored oblong box had grooved sides and notches on one end, so that it could be plugged into something--in this case, an intermediate-range ballistic missile armed with a nuclear warhead. When soldiers at missile sites in Europe choose which cassette to insert into a Pershing II--a task not unlike picking the music to play in their off hours--its digital code steers the missile to a target. The map on the Mylar generates a radar image of the missile's destination; the missile's own radar produces a "return image" of the ground below its trajectory; if the two don't match, the missile's guid-

ance system makes a correction to match the tape.

Such is the software of warfare. Atomic duels waged over thousands of miles are now programmed down to tolerances smaller than a football field; modern cruise and ballistic missiles can hit their targets with an accuracy of less than a hundred meters.

Helping the weapon system managers put the targets...on a standard tape cassette is the workaday task of the Defense Mapping Agency, one of those unsung Washington agencies that fill the background of the federal consciousness like traffic hum on the Beltway. The DMA's headquarters is a simple

See **BATTLEFIELD**, page 3



The Direct Line



from
Rear Admiral Eric A. McVadon
Deputy Director
Defense Mapping Agency

With the Director on TDY in Europe, I am pleased to have this opportunity to reach out directly to all of you in your various work stations. Among the many action areas currently occupying your Headquarters staff -- including Modernization and budgetary restrictions -- planning for a more formalized system for professional development of the DMA personnel continues to hold a high priority. This is an area where I have been particularly involved and I'd like to bring you up to speed.

In line with the Director's continued emphasis on our number one goal, "Focus on People," extensive time and effort have gone into refinement of a basic, and permanent, Civilian Career Management Program. For the first time, these new guidelines spell out our philosophy on implementation of firm career development plans for all DMA people. Under this program, all employees, early in their careers, will be provided specific steps to be taken so they may progress to even more responsible positions within the Agency. Developmental opportunities in their chosen career fields will be listed for each discipline, as will opportunities for movement across career fields. Opportunities will be offered in both technical and management devel-

opment and career paths will be specified in both areas.

In addition to the formal training programs which will be established, assignment to a number of different elements -- or different components -- will be inherent to ensuring the broadest possible base of knowledge and experience for each employee. Obviously, the depth and breadth of employee experience will be critical factors in determining the best qualified candidates for advancement throughout the Agency.

It must be understood that to acquire the experience necessary for career progression and executive development, employees may need to make geographic relocations. We must all recognize that planned movement of career employees among jobs, organizations and activities within DMA will be vital to individual career development -- and generate the most effective management in DMA.

In time, supervisors will work with each employee to generate individual career development plans, specifying career goals. For the intern, the goal would be the journeyman level, to which competent employees may advance without competition. For the careerist, the goal would be the next grade level, or a different position at the same grade level that the employee particularly desires. Long-range goals may be included -- so that training and career assignments may be designed to the mutual benefit of the employee and the Agency.

Normally, supervisors will be tasked with career counseling of their employees, since they usually are in the same career fields. In addition to supervisory counseling, however, employees will have access to training specialists in the personnel offices.

All in all, I consider the basic thrust of the new program (to be contained in a new DMA Manual 1430.9) is clearly in the right direction, and will be of significant benefit to you, as DMA employees, and vital to the greater efficiency which will be demanded by your move into the

Modernization era in the next few years. Full implementation of this program is underway, and should be accomplished by the end of this year.

An Agency Career Management Board has been established, chaired by Mr. Larry Ayers, DMA Deputy Director for Management and Technology, and consisting of HQ DMA element heads and component directors. Comparable boards are being established within the Components. Functional chiefs for the various career programs have been designated for the major career fields within DMA.

The next step will be development of career program guides, which will spell out specific career development tracks. Once these have been approved by the Career Management Boards, they will be promulgated, along with a program of training to ensure that all supervisors and employees are made aware of details of the program.

So, while all this may sound a bit awesome at this stage, and is certainly the root of numerous rumors, let me assure you that I am confident this new program will clearly provide the tools required to ensure that each of you has an opportunity to pursue your chosen career within DMA to the limit of your ability -- and to the extent of your aspirations. Should you find that you are happy being the best cartographer, or computer scientist, or personnel expert in your section, that will be your choice. If you feel you have what it takes to jump on the fast track and strive towards senior management in this Agency, the opportunity will be there. And your road to senior status will not be haphazard, or depend upon whom you know. Your talent, capabilities, initiative and energy will be directed along a chosen career path, with no limitations except your own.

Certainly, the Defense Mapping Agency, the taxpayers, and each of you will benefit. And all of us will be assured that we are doing our utmost to accomplish our important mission in the defense of our nation.

From the DMS Director



It's hard to believe that I've been the DMS Director a year already. Seems like I just arrived. Looking at our publicized goals and objectives for the year, we seem to be on track and our train is purring right along.

I take particular delight in our day-to-day instruction in the classroom or lab, inside or outside in our "survey classroom." I read every critique sheet or questionnaire completed by our students. Unless you hide the bad ones from me (I'd have no way of knowing) our students support my assessment that we do a tremendous job in our primary mission. Students regularly comment that our instructors were the best they'd ever seen in high school, trade school, or college. Some instructors even seem to have fan clubs. I've not received a single complaint from the field all year about DMS graduates and what we taught or failed to teach. I've sat in on lots of classes, for short periods of time, and I'm impressed. We're professionals. We know what we're doing, and we do it very well.

I was pleased to attend the recent Army Terrain Analysis Conference where I met many of the Army's terrain warrants for the first time. They are an impressive group. I heard that many division commanders now receive terrain analysis briefings from their terrain warrants before

the CGs, G2s and G3s develop their concepts of operations. I thought I'd died and gone to heaven. Ever since I attended the U.S. Army Command and General Staff College, and found myself consistently disagreeing with the "school solutions" because they failed to exploit (or even consider) the terrain in their tactical planning, I've been obsessed with the desire to correct this major error. That's why I'm so delighted with the track record to date of our terrain teams, 841As and 81Qs. (Now if we just had a worldwide terrain analysis data base.) Professionalism in all specialties is important of course, but the terrain analysts are the ones who provide support directly to the front lines and impact tactical decision making for our soldiers and marines. Yes, Marines! I'm happy to report that the USMC has "seen the light" and plans to double their enrollment in terrain analysis courses next year. We're obviously doing something right. Wouldn't it be nice if we could instantly increase our faculty so that CPT Oliver and his staff wouldn't have to work 80 hour weeks. I'm also pleased with our other teaching divisions; all nine divisions in this school are first rate.

As for disappointments, they are few. My biggest regret is with myself. I had planned to visit every classroom, every day, to see how things are going on the "front lines" within our schoolhouse. I'm lucky to drop in once per week. The meetings and bureaucracy won't let up.

Anyway, you know you're doing a good job. I know you're doing a good job. You hope I know you're doing a good job. I hope you know that I know you're doing a good job...

It takes a lot of good people to make this organization go. We have a lot of professional people staffing our schoolhouse and producing graduates we can all be proud of. I bounce up each morning to welcome the new day and the opportunity to get back to work. Yes, I love it here. It's been fun working with you all this year. Let's go for another!

BATTLEFIELD from page 1

World War II-vintage building on a hillside behind the Naval Observatory on Massachusetts Avenue. It has hundreds of staffers in 50 locations around the world. But the real work of mapping the Earth is done in two stateside facilities: the Aerospace Center in St. Louis and the Hydrographic/Topographic Center in Bethesda.

Every workday 4,000 civilian and military employees--scientists, cartographers, technicians--drive past the manicured flower beds and three white flagpoles at the entrance to the Bethesda facility on Sangamore Road. They toil at the business of knowing exactly where the hills and hummocks, rivers and streams, villages and shopping centers in the world lie, especially if they are in hostile territory. The atmosphere in the working parts of the building is decidedly high-tech. No wizened mapmakers bent with sharpened styluses over ancient plates; no yellowed charts with fanciful sea monsters around the edges and the warning: "Dragons Be Here."

Picture, rather, laser scanners and computer maps drawn with light pencils on dual color monitors. Picture dimly lighted rooms faintly rumbling with the vibration of countless air conditioners. Picture state-of-the-art computers putting the world's surface into digital code, so that maps can be sent like phone calls via satellite.

Picture the cartography of...the nuclear age--an era in which the mapmakers know down to the nearest foot exactly where the dragons are.

We are in the spy-in-the-sky era of modern mapping. Reconnaissance satellites cruise in the ethereal silence of extraterrestrial orbit. The pictures they take are not mere photographs of enemy entrenchments, but the intelligence-yielding data of multispectral imagery; things invisible to the naked eye that tell you, for instance, how it goes this year with the Soviet wheat crop.

Computerizing the world's maps

See BATTLEFIELD, page 4

BATTLEFIELD from page 3

has obvious advantages for storage and speed of delivery. Even more important to defense planners is the computer's ability to quickly update maps.

"We're in the Triptik business, like AAA," explains DMA's director, Air Force Maj. Gen. Robert A. Rosenberg. "You go to AAA if you want to know which roads are out of commission."

Telling its forces which roads are blocked, where a bridge has washed out, or where a new village has sprung up is one of DMA's primary jobs. Getting that task accomplished faster, via satellite, is its current goal.

"Wouldn't it have been neat," muses Gen. Rosenberg, "if within a few hours of the earthquake in Mexico City, you could transmit a new map to the relief people that showed which streets were blocked and which ones open? That's what we hope to be able to do."

Disaster relief is only one of DMA's jobs in the civilian sector. The National Aeronautics and Space Administration follows DMA charts of outer space, and DMA has mapped the moon. DMA's hydrographic services provide charts for naval and merchant ships. It also issues Notices to Mariners, a century-old service that warns merchantmen of sea hazards from bad buoys to marauding pirates.

All this does not mean that DMA is out of the business of making traditional paper maps with roads and contours. Indeed, it printed some 54 million sheets of various maps last year, including 3,600 new or revised ones. But DMA is digitizing the globe as fast as possible according to a five-level priority system. Potential battlegrounds such as Warsaw Pact countries are in priority one and are being digitized first; countries like Grenada, on the other hand, lie in priority five.

Granada catapulted the DMA into the news during the American invasion of the tiny island in 1983. Ground troops complained that they had to prosecute a miniwar with the local "tourist map." In fact, with less than 24 hours notice DMA had turned out several thousand

black-and-white copies of a British map of Grenada; but it had a slightly different military grid than a standard American map. In addition, it contained the fanciful logo of the Grenada Tourist Board, along with such handy notations as, "Population: 120,000 warm and friendly people."

"It was a Class A, 1-to-50,000 scale British combat map, in other words, a standard combat map," says Del Malkie, DMA's public affairs officer. "The British had turned it over to the Grenadians, who let their tourist board use it. When our people pulled it from the files, they had to copy it fast and didn't bother to remove the logo. Cartographers are thinking scale and detail; they don't even see the logo."

"If I had just thought to cover up that logo when we copied it," laughs Harold W. Madison DMA's duty officer during the Grenada crisis, "nobody would have ever called it a tourist map." Within less than a week, DMA had updated and printed a color version of the map.

A useful lesson emerged from the tourist-map flap: bring DMA into operational planning at an earlier stage. "If we had had 72 hours," says Col. Ernest F. Boyer, head of DMA's crisis management team, "we could have given them a much better product." The Joint Chiefs of Staff have announced that "new procedures have been implemented so that the director (of the) Defense Intelligence Agency...will provide early notification to DMA..."

Meanwhile, the folks at the color monitors on Sangamore Road click away at their keyboards in the acronymic argot of computerized mapping: DFAD ("dee-fad") means Digital Feature Analysis Data. It is superimposed on DTED ("dee-ted"), or Digital Terrain Elevation Data to produce the map that helps the Pershing II hit Moscow or wherever. DTED also creates a narrow-path tracking map called TERCOM ("tercom"), the Terrain Contour Matching that makes the cruise missile go up and down valleys and around mountains. Paul Malebranche combines all this as his ODB ("Operational Data

Base") to make those lead-encased cassettes he ships off to soldiers at the missile sites in Europe.

For troops on the ground--ever the backbone of conventional fighting forces--the digital era is close at hand, too. "There will probably never come a day when the squad leader in the field doesn't have a paper map to fold up and put in his pocket," says Rosenberg. "But I am sure that by the year 2000, we will be able to put digital products in the field commander's hands and continually push out new information to him via satellite. When you know soil content, vegetation content, the road network, you can provide a three-dimensional digital model of the Earth and simulate the outcomes between forces."

And the obvious next step on the electronic battlefield will be the simulated soldier.

New Appointments

Mr. Thomas J. O'Brien, Department of Graphic Arts, has been appointed the new DMS Safety Officer in place of Mr. Arthur N. Fleshman.

Major Ronald C. Lecki, USAF, is the new Chief, Department of Geodesy and Survey, vice Major James D. Green, USAF.

Ms. Penelope P. Greer, Office of Plans, Programs and Operations, has been appointed the DMS Federal Women's Program Manager. She succeeds Ms. Lynn M. Keleher.

ATTENTION SOFTBALL PLAYERS

The Fort Belvoir over thirty intramural league will be starting in mid-July. DMS needs players, both military and civilian. Individuals interested in playing or need some questions answered before making the "BIG" decision, contact: SSG Tim Marcum in construction survey at 4-2875.

By the way, the team has promising potential to be very competitive. So DMSers, come on out to the ballfield and support your team!

DMA Is Now on Weapons Systems Drawing Boards

A new DoD directive will require all Defense Department elements and new weapons system developers to include standard DMA data in initial design of all systems -- or foot the bill for conversion of DMA data to each special requirement. The savings in time and money to DMA can be significant, particularly in this era of dramatically reduced DoD budgets.

The need for such a requirement has grown in recent years along with development of the very sophisticated systems used by today's Armed Forces. In the mid-1970s, the Service began developing "smart" weapons systems that often required new or special support from DMA if they were to function accurately. All too often, these systems would be in the field before the support requirement was even coordinated with this Agency, under the assumption that DMA would be able to provide the special data or products simply on demand.

Flattering as that may have been, it wasn't so and because a number of these systems were so essential to national defense, it was necessary to divert significant effort and funds from existing DMA programs, to the detriment of some other product users.

In the early 1980s, efforts were begun to identify MC&G needs for new weapons systems but, since developers always want to keep their product costs down, MC&G requirements often were considered separately -- or not at all. The result was a continued proliferation of special purpose demands that continued to heavily tax DMA's resources.

In March, DOD issued a modified Directive 5000.3, "Test and Evaluation," that should help both DMA and product users make better use of today's limited resources. This directive provides that DoD elements are now responsible for planning, programming and budgeting for adequate



Dr. Linda J. Schultz-Shiner

Dr. Schultz-Shiner is Our New Educational Advisor

by Irene Peine

The office, vacated by Mr. Richard Christ in March, has a new occupant. None other than the very busy, trim, and pert Dr. Linda J. Schultz-Shiner who was appointed the School's Educational Advisor May 4, 1986.

Dr. Schultz-Shiner, a native of East Liverpool, Ohio, received her A.B. (Bachelor of Arts) degree from Wilson College, Chambersburg, Pa. Shortly after her graduation from Wilson, she came to this area to pursue her career. She studied at George Mason University, Fairfax, Va. and received her M.Ed (Master of Education) degree in Secondary Education and a Ph.D. (Doctor of Philosophy) in Educational Research and Evaluation from Virginia Polytechnic In-

resources to support testing -- including all necessary funds for mapping, charting, or geodesy data or products from DMA -- early in the development cycle.

It also requires testing and evaluation of compatibility and interoperability with existing or planned equipment and systems --including compatibility of existing MC&G data systems.

Dr. Kenneth I. Daugherty, DMA Deputy Director for Research and Engineering, in coordination with the Plans and Requirements Directorate, has been charged with determining MC&G data needs of new systems at the concept stage

stitute, Blacksburg, Va.

Dr. Schultz-Shiner's primary working positions have been in the field of education. Prior to entry into the Federal Service in Aug. 1983, she was a High School teacher in Warrenton, Va. Her first position with the government was with the U.S. Army Research Institute in Alexandria, Va. She then accepted a position at the Pentagon with HQ, Department of the Army, the position she held until she transferred to DMS.

Linda, as many of us prefer to call her, is married to George Shiner, an electronics engineer. He works for the Joint Tactical Fusion Program (Army/Air Force) in McLean, Va. They are especially proud of their son Paul who is a sophomore at McLean High School and a member of the National Honor Society there. He is active in scouting and will be awarded his Eagle Scout rank at his troop's June Court of Honor. In addition, Paul has been selected to be an intern in the DoD Science and Engineering Summer Apprenticeship Program at the Naval Observatory in Washington, D.C. He will be conducting research in astronomy.

Linda and her family live in McLean, Va. They enjoy doing activities together, especially skiing during the winter.

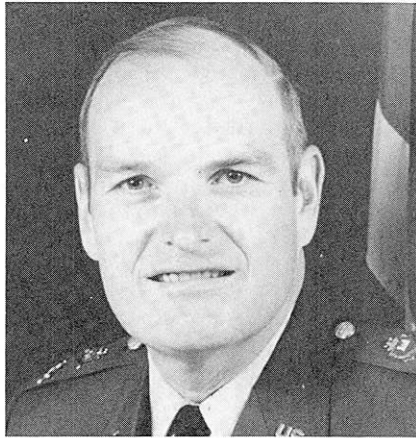
Welcome to DMS. We are glad to have you aboard, and sincerely hope you enjoy employment in our Office of Academics.

-- and ensuring that system developers better understand DMA capabilities, and limitations. This involvement of DMA on the drawing board will ensure this Agency remains on top of "smart" systems and developing technology, and that its limited funds are allocated in the most efficient manner possible.

"The purpose of learning is growth, and our minds, unlike our bodies, can continue growing as we continue to live."

—Mortimer Adler, educator

Colonel O'Neill Named New DMAHTC Director



Colonel Peter G. O'Neill, USA

Maj. Gen. Robert A. Rosenberg, Director, Defense Mapping Agency has selected Army Colonel Peter G. O'Neill, USA, as the Director of the Hydrographic/Topographic Center. The Change of Command was held at the HTC Complex on Thursday, June 19 at 2:00 p.m..

In announcing the appointment, General Rosenberg said he was, "very pleased to have an officer with the qualifications of Colonel O'Neill as new director of HTC. His experience with Army opera-

DMA Will Host the MC&G Conference

The Defense Mapping Agency will host the 1986 Department of Defense MC&G Conference Oct. 8-10, 1986 at Headquarters, Defense Logistics Agency, Cameron Station, Alexandria, Va. Attendance is limited to military and civilian employees of the U.S. Government. A "Secret" clearance is required except in cases where exemption of this requirement has been granted.

This year's conference begins on Wednesday rather than on Monday as in past conferences. This arrangement will make time available, prior to the conference, for participants to attend any necessary service-oriented MC&G

tional Engineer Corps units plus his broad knowledge of personnel, logistics and construction management will make him a vital asset to the future of the Hydrographic/Topographic Center and the Defense Mapping Agency.

Colonel O'Neil is formerly the Director of the Department of Military Engineering, U.S. Army Engineer School at Fort Belvoir, VA. The 23-year Army veteran earned his bachelor of science in mathematics from La Salle College in Philadelphia, Pa., and a master's degree in engineering administration from George Washington University, Washington, D.C.

Other major assignments include the Nuclear Reliability Office of the Chief of Engineers and Engineer Operations Officer, VII Corps, U.S. Army in Europe. Colonel O'Neill also served a tour of duty in the Republic of Vietnam.

He is married to the former Patricia M. Downs. They have four children: Trishanne, 17, Karen, 15, Gregg, 13 and Colleen, 9. The O'Neills reside in Fairfax City, Va.

meetings required to consolidate positions on conference agenda topics.

The shortened time schedule for the conference will be achieved by eliminating presentations of command/service concerns and issues and by earlier starts, later adjournments, and shorter breaks. In place of presentations, the Unified and Specified Commands and Military Departments are requested to prepare written statements covering MC&G issues which will be taken up during round table or workshop sessions. These statements should be submitted by letter to HQ Defense Mapping Agency, Attn: PR, Bldg 56, U.S. Naval Observatory, Washington, D.C. 20305-3000 not later than Aug. 1, 1986.

The organizations whose presentations on technical or operational

subjects that are selected to be presented during seminar sessions will be notified by August 1, 1986.

Questions on conference matters in general may be directed to Conference coordinators, Lt Col Stephen Pedone and Mr. Paul Bergford, HQ DMA/PRP, telephone (202) 653-1465 or Autovon 294-1465.

Recognition and Incentive Awards Board Is Appointed

The purpose of the Recognition and Incentive Awards Board is to review suggestions, together with evaluations, that have been submitted under the DMS Suggestion Program and to submit recommendations to the Director.

MAJ Louis R. DeSanzo is the current chairman of this board at the Defense Mapping School. Other members of the board include CMSgt Lylton B. Jackson, Mr. Wayne G. Batts, Mrs. Helga Yovorsky and the Executive Secretary, Mrs. Carla A. Davis.

A View from 35,000 Feet

by Rickie Blas

I'm reaching out to grab a cloud
As high, high I fly away
Looking down I see the
hot wheels, cars and trucks
Strewn over a patchwork quilt
Where the children left them

A few trees are sprinkled here
and there
A two lane road that goes every-
where but nowhere

And I so high
Can't imagine why
The electric train and wind-up
cars move so slow
Over the Tinker Toy bridge

The clouds lay weightless on my
head
As down, down I fly
My adventure comes to an end
But it was fun being a child
again!

Graphics - Our "Labor?" of Love

By Jeanne Elmore as Critiqued by Nick Mosura

While touring the Defense Mapping Agency's Headquarters, I was told by Deputy Director RADM McVadon to do my best work while at DMA; but most importantly, to have fun - and that's just what we do in Graphics!

After all, our well-known motto is "You want it **when?**"

Although our year-round staff is small (two people - but increasing soon), we have the good fortune to have two special summer hires this year. Now we no longer need ask, "You want it **when?**"

Our shop (Training Aids Division, Office of Academics) consists of:

"The Boss" - Nicholas Mosura (Bio sketch by Nick)

Hidden somewhere in a box of old photographs in my mother's house is my first drawing. I drew it with a purple crayon on the back of one of my baby pictures. My father promoted my drawing at first by making sure I held the crayon properly. I was four or five years old at the time. One look at the crayon scrawling and you instantly know what it is. It's a jeep; not a car or truck (vehicles most children will try to portray), but definitely a jeep. An army jeep. . .It must have been **prophecy!**

I remember driving on Backlick Road, heading for an interview for my first government illustrator job. Passing the Mosby Reserve Center near the lot full of parked army jeeps that always seem to be gathering rust, my wife Nancy remarked that this must be the place. . .

She was right, it has been the place, and I've had the opportunity to do more than draw jeeps during my last four years at the Defense Mapping School. I guess the best part of it all has been the opportunity to meet and work with the people that have come to be my friends.

So the purple crayon jeep that



Left to right: Meiko "Annie" Wakimoto, the Viewgraph Queen; Jeanne Elmore, the Paper Clip Person; Nick Mosura, the Boss; and Jennifer Bowker, the Rapidograph Whiz.

led to overworked oil paintings in high school art contests, four years of college art courses, and two years in the army as an illustrator, still lies in the shoe box in western Pennsylvania.

I may frame it someday. Better yet, it might make a great viewgraph!

"The Paper Clip Person" Jeanne Elmore

I will not go into details of how I was endowed with this nickname, but it has something to do with stopping the Diazo Machine with a paper clip. Needless to say, our shop does not function well without this machine. No damage was done (luckily for me), but I will never hear the end of "the paper clip that shut down the world!"

Now for some boring details about my background. I was born and raised near Newark (yeah Newark), New Jersey. After graduation from high school, I moved to Florida with my family. I attended Georgia Southern College (where?) and Florida State Univer-

sity, graduating with a B.S. Ed in Art.

I met my husband, at 16 years of age, by the Officers Club Pool at Hunter Army Airfield (don't ask how I got there), Savannah, Ga. and have been involved one way or another with the Army ever since. Having lived in Alabama, Georgia, Florida, Maryland, Kansas, Indiana, and North Carolina since my marriage, I will hopefully stay in this area forever more.

When I am not at work or enjoying (?) my two sons, I love to shop, shop and shop. Now you know why my favorite bumper sticker is "I owe, I owe, so off to work I go."

"The Viewgraph Queen" Meiko Wakimoto

Annie, as we call her, has had quite an interesting background, including life in Japan for 10 years. She is now entering her senior year at Hood College (where?). She chose this college

See GRAPHICS, page 8

Our First National Flag Was Not the Stars and Stripes

The "shot heard round the world" was fired at Lexington on April 19, 1775, but more than two years of the Revolutionary War passed before the American colonies adopted a flag that bore no resemblance to the British colors.

British flags, particularly the Union and Meteor banners, were flown by the American colonies from the earliest permanent settlement at Jamestown, Va. in 1607 to the adoption of the Stars and Stripes by the Continental Congress in 1777.

Our first national flag, called the Grand Union flag, evolved in 1775 from these two flags. Due to the strong emotional ties to Great Britain, it was simply the British Meteor flag with six white stripes added horizontally, dividing the red field into 13 alternate red and white stripes.

It was the first American national banner signifying the fusion of the colonies in common cause and the birth of America as a nation.

Gen. George Washington raised this flag at ceremonies at Cambridge, Mass. in January 1776 when the Continental Army was formally established. It was already being flown by John Paul Jones as the flag of the American Navy.

Although the flag, also known as the Continental Colors, the Cambridge flag, and the First Navy Ensign, was never officially adopted, it continued to be the flag of the American Revolution until June 14, 1777, when Congress adopted the Stars and Stripes as the official American Flag. The change was not made until almost a year after the Declaration of Independence was signed in August of 1776.

When the star-spangled banner was first flown by the Continental Army, General Washington is reported to have described its symbolism this way: "We take the stars from heaven, the red from our mother country, separating it by white stripes, thus show-

ing we have separated from her, and the white stripes shall go down to posterity representing liberty."

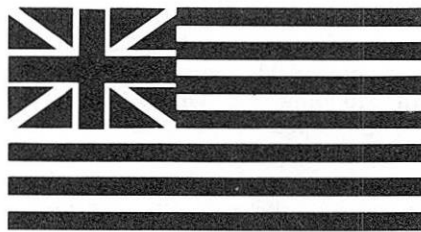
Since Congress did not specify how the stars should be arranged, some of the early flags had stars arranged in a circle; other flags displayed stars in rows.

With the admission of Vermont to the Union in 1791 and Kentucky in 1792, the flag contained 15 stars and 15 stripes. It remained that way until 1818, when it was returned to its original design of 13 stripes. It was determined at that time that new stars would be added to the blue field as additional states became a part of the Union.

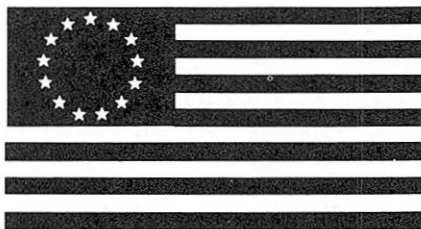
Because of its complex design, the American flag is one of the most difficult of all national flags to manufacture. The current 50 stars in "Old Glory" require very precise procedures and the alternating red and white stripes can be troublesome in the production process.

It is estimated that there are about 200 companies making flags in the United States today but none of these companies make American flags exclusively. In fact, only ten make the American flag.

THE GRAND UNION FLAG



THE FIRST STARS AND STRIPES



because of its classic school ring! (??) Her major is architecture/design. She picked this major because it did not require a history course (??) (figure that out). Even though her college activities read like a list from "Who's Who," she emphasized things like "Love to goof off and be difficult for Nick" in her autobiography. She said that she never wants to grow up, but upon her graduation (hopefully, May 1987) she would like to work for a design/architecture firm somewhere, anywhere in fact!

P.S. Annie has decided she likes Hood College (which is near Frederick, Md.) and her major.

"Rapidograph Whiz"

Jennifer Bowker

Jenni is known as the "Rapidograph Whiz" because she has amazed Nick and me with her tremendous ability in using a technical pen and she has not even had a single art class! She is a senior at Radford University, Radford, Va. with a major in public relations. It would take the rest of the **Contour** to list Jenni's accomplishments, so I will sum it up by saying that she likes to keep busy. She states, "When the pressure builds up, I try to avoid frustration by being kooky." (From what I have observed, she **must** be under a lot of pressure here at DMS.) Her boss describes her as "a moth around a streetlight."

Jenni plans to graduate in May 1987, and also has plans to move out of state after having lived here for 21 years. Her favorite hobby is socializing, which includes going to the beach, and just having lots of fun. I have no doubt that she will make the most of whatever comes her way!

Now that you know all about those friendly, fun-loving people in Graphics, please drop in anytime for a visit -- and don't hesitate to bring in those work orders!

The first time the U.S. Flag was flown by U.S. military troops was in 1777. The makeshift flag was made from a soldier's white shirt, a woman's red petticoat and a captain's blue overcoat.

Disaster —

The American Red Cross Is There!

To the majority of Americans, the Red Cross is best known for providing blood services; aiding servicemen and women in time of family crisis; and conducting instructional courses such as CPR, first aid, swimming, parenting, babysitting and other subjects that are beneficial to our communities. For the most of us these services are all we will ever need and will never use the primary reason for the existence of the Red Cross - emergency relief in time of disaster.

The American Red Cross was mandated by Congress in 1905 "...to continue and carry on a system of national and international relief in time of peace and apply the same in mitigating the sufferings caused by pestilence, famine, fire, floods and other great calamities..." Although ordered by Congress to provide relief assistance in time of disaster, The American Red Cross is **not** a government agency and receives **no** government funding for disaster relief. All relief funds are provided by donations from the American people.


Since July 1, 1985, the Red Cross has committed approximately \$50 million to provide food, clothing, shelter and, in some cases, financial assistance to disaster victims within the United States and abroad. Disasters included the six hurricanes that hit the U.S. mainland in varying degrees of severity; deadly

Now, more than ever, we need you.

Our disaster relief reserves are gone. We need your help. To raise at least \$40 million in emergency funds. To make sure our volunteers' hands aren't tied when the next disaster strikes.



Emergency! **GIVE TO THE
AMERICAN RED CROSS
DISASTER RELIEF CAMPAIGN/
FEDERAL SECTOR TODAY.**

American Red Cross 

mudslides and floods in Puerto Rico caused by rains from tropical storm Isabel; flooding produced by major storm systems that wiped out whole towns in West Virginia, Maryland, Virginia and Pennsylvania. During 1985, the American Red Cross also gave aid to international disasters such as the volcanic eruption in Colombia and the earthquakes in Mexico. So far in 1986, the Red Cross gave aid to California and Nevada when major storm systems caused flooding which left thousands homeless and to Missouri and Illinois when tornadoes and floods wiped out many communities. These disasters, as well as countless fires and other minor disasters, have caused the Red Cross disaster budget (for the first time in its 105-year history) to plunge into the red.

The Red Cross disaster fund is in urgent need of contributions --"Mister, can you spare a buck (or more)?"

Before you say no, think about this: What would you do if you stood beside a raging torrent of water and watched your home, your car, and **all** your possessions float past? What if a fire has left you with only your life and the clothes on your back? Who would you turn to? Not everyone has a family that can help to aid in rebuilding a future when disaster hits.

Send your contribution, big or small to:

**American Red Cross
Disaster Relief
Bldg 1161, Middleton Rd.
Fort Belvoir, VA 22060-5033**



. . . And the Last Shall Finish First. . .

by Capt Stephen Setari



GySgt John Platt shows off his form. (Dig that form!)



Mr. Bill MacPherson (our Major Mac) swings away — "Did you say that was a practice swing?"



MSgt Wayne Charles and SSG Barney Free relax while they wait on CW3 Herbert Kressler — "Hey, Kressler, you finished yet?"

DMS's most distinctive golf combo, "The Trailblazers," stunned the sports world with an amazing first place finish at the DMS 347th Buy Tourney. When asked by this reporter how they accomplished such a miraculous feat, team captain "Machete Steve" Setari stated, "I am not usually comfortable talking to myself, but I attribute our win to the magical, mystical, math model known as the "Modified Calloway." He quickly added, "We don't go into any situation totally unprepared. . ." (Laughter from students in background) . . . "Three of us even practiced a whole hour this year."

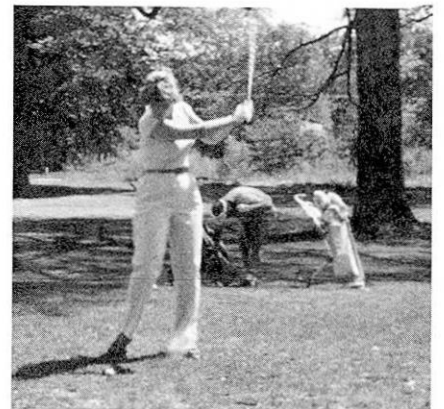
Team inspiration and scorekeeping was furnished by Wayne "The Bullet" Charles - the only Trailblazer who knows his handicap. Maybe that is why he came in first. Despite a twelve year break from the sport, Barney "Rambo" Free achieved the second best score. When asked for comments, Rambo replied, "Watch out June 27th" (year not specified). People in the gallery are also advised to watch out, especially during tee-offs. Boisterous Herb "The Annihilator" Kressler was uncharacteristically quiet during the tourney. On hole two, the Annihilator shot his career best tee-off. The ball flew 250 feet through the air and eventually landed dead center in the fairway - instead of the customary 80 foot roll through the grass and into the woods. "Did you see that?" he exclaimed excitedly. Three voices in unison answered, "See what? The Annihilator has not spoken to us since."

Moreover, the true sports enthusiast needs to visit the MTM (formerly TSD-MC) Golf Museum located in room 205 of Wheeler Hall. Admission is free. That's how we got Barney!

If you like Uecker and Dangerfield, you would have loved the Trailblazers at the Third Annual DMS Golf Tournament June 27, 1986, as they continued their quest for the perfect 300 point game.



What's this? ? ? ? "Is GySgt Raymond Moll laughing or crying?"



Mrs. Helga Yovorsky showed the guys the ladies can do it too! ("Do what Helga?")

Growing Older

What does it mean to grow older? It means to grow wiser each day, to appreciate more fully the joy life sends our way . . . To find pleasure in little things. . . A word, a smile, a thought. . . To plan and dream but not forget the joys the past has brought. . . To value having many friends and loved ones always near. . . To learn from each experience and cherish every year. . .

Author anonymous

Director's Call



MILITARY AWARDS

Maj Ronald C. Lecki (USAF)
Department of Geodesy and Survey
Joint Service Achievement Medal

Capt. John P. Husar (USMC)
Office of Plans, Programs and Operations
Joint Service Achievement Medal

CW2 Lester D. FitzGerald (USA)
Department of Management and Technology
Meritorious Service Medal

WO1 Michael A. Noderer (USA)
Department of Topography and Drafting
Joint Service Achievement Medal

SSgt Carl A. Richardson (USMC)
Department of Geodesy and Survey
Certificate of Commendation

CIVILIAN AWARDS

Ms. Penelope P. Greer
Office of Plans, Programs and Operations
20-year Service Pin

Mr. Carl Markwell
Department of Graphic Arts
20-year Service Pin

Mr. Albert Marvel
Department of Graphic Arts
20-year Service Pin

Ms. Helga Yovorsky
Office of Plans, Programs and Operations
10-year Service Pin

MILITARY PROMOTIONS

SSG(P) James L. Hollingsworth (USA)
Department of Graphic Arts
Promoted to Sergeant First Class

SSG(P) Stuart M. Lobel
Department of Graphic Arts
Promoted to Sergeant First Class

CIVILIAN PROMOTION

Ms. Maria C. Becerra
Office of Plans, Programs and Operations
Promoted to GS-5

CIVILIAN PROMOTION

Ms. Melinda L. Frank
Office of Academics
Promoted to GS-4

SENIOR INSTRUCTOR CERTIFICATES

SFC Robert W. Holt (USA)
Department of Graphic Arts

SFC Lyle K. Otineru (USA)
Department of Topography and Drafting

NEW ARRIVALS - MILITARY

LTC James W. Henry (USA)
Department of Management and Technology

CW 3 Thomas M. Besch (USA)
Department of Geodesy and Survey

SSG Paul W. Wavra (USA)
Department of Graphic Arts

SSG Ricky L. Williams (USA)
Department of Graphic Arts

NEW ARRIVALS - CIVILIAN

Ms. Delores V. Balkenbush
Budget Officer
Office of Plans, Programs and Operations

Ms. Marilyn E. Houston
Clerk-Typist
Department of Graphic Arts

Ms. Susan C. Farrar
Clerk-Typist
Department of Geodesy and Survey

Mr. Christopher T. Thoureen
Summer Hire
Department of Management and Technology

DEPARTURE

SFC Harvey L. Moore
Department of Graphic Arts

From the Editor

What is News?

Many people argue that news is what you find printed in the newspaper or aired on radio and TV newscasts. And they are right!

However, to be specific, news is defined as "a hitherto unpublished account of an event designed to interest, inform or entertain the reader." The key word here is "unpublished." Once a story makes its way into print, it is history. Essentially, it is the report of the event that is news -- the event itself is not news.

A good news story must be authentic, have something meaningful to relate, does not offend the general audience and will appeal to a wide range of readers. The story should contain some of the following ingredients: immediacy, proximity, consequence, prominence, suspense, oddity, sex, conflict, emotion or progress.

Let's take a closer look at these ingredients one-by-one:

Immediacy or timeliness is one of the hallmarks of the straight

news story. How interested would you be in reading about a School policy change that went into effect last year?

Proximity is important from the standpoint that the average reader has little interest in a story breaking far from his/her community. Unless, of course, there is an element of **Consequence** -- some direct impact on the reader, for example, the explosion of the Challenger in Florida.

Prominence -- readers like reading about prominent people, people they have heard of, people they can relate to and people they know and work with.

Stories involving **Suspense** have great news value. These stories may include proposed pay raises, changes in retirement benefits, tax increases, or reorganization.

Then there is **Oddity**. How about the black widow spider up in Geodesy and Survey who gave birth to 500 baby spiders the day after her capture, or the black widow spider webbing used to repair survey instruments?

Sex also has a strong appeal for readers. Shame on you--not that kind! Then again maybe so, but not in our paper. How about the lady SGT who is a photolithographer and expert instructor in the Reproduction Division of the Department of Graphic Arts?

Readers enjoy stories involving **Conflict** which is one reason sports pages are so popular --like "Lt Col Ritchey Wins Golfing Tournament."

Never underestimate the power of **Emotion**. How many readers do you think pass over "human interest" type stories about our School and its people?

Finally, there is **Progress**. No matter where you are in life you are going to encounter changes, be they bad or good. Changes in policy, methods, organization, staffing or equipment improvement -- all of which hold a special interest to readers.

These ingredients are called the "elements of news" and directly affect the mass appeal of a news story or article.



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CONTOUR

Volume 13, Number 11

Defense Mapping School

August 1986

Two DMSEs are Former Submariners

by CW2 Bill Michaels



Lt Col Milton Ritchey, USAF, currently is the Deputy Director of the Defense Mapping School.

Two DMSEs are former submariners. Both were assigned to submarines at Pearl Harbor, Hawaii, in the 1962 - 1964 time frame. Not only that, both men are from Texas, started their military careers with the U.S. Navy and, in later years, switched to another branch of the service.

The men are: Lt Col Milton "Butch" Ritchey, U.S. Air Force, Deputy Director of DMS and CW2 William "Bill" Michaels, U.S. Army, Chief Offset Printing Division, Department of Graphic Arts.

Lt Col Ritchey, a native of Denison, Texas, began his military career when he enlisted in the Navy in 1958. He was a Submarine Qualified Electronics Technician, E-5, Second Class (ET2-SS) aboard the USS Swordfish (SSN-579). The USS Swordfish was the fourth U.S. nuclear powered submarine and was the first to

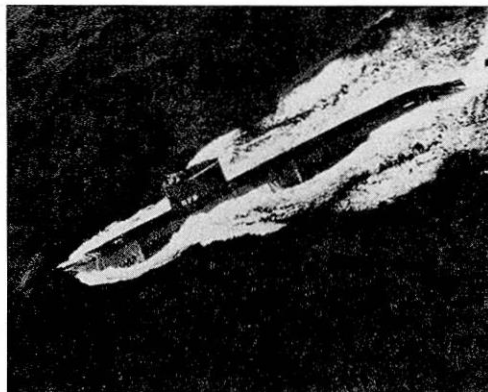
change out its reactor core at Mare Island Naval Shipyard. Interestingly enough, he was among the first group of Nuclear Reactor Operators in the Naval Submarine Force.

In January 1963, Ritchey left the Navy to enter college at North Texas State University, Denton, Texas. In November 1965, he entered active duty in the Air Force.

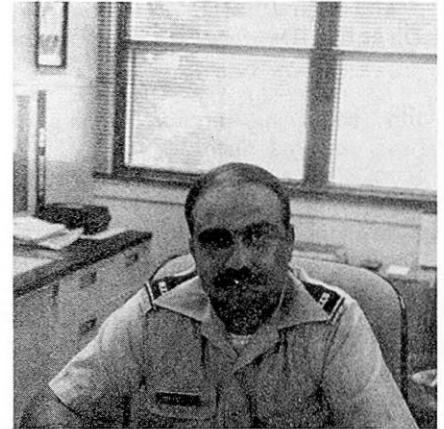
Ritchey was assigned to the Defense Mapping School, as Chief of Programs, Budget, and Operations in April 1983 and appointed Deputy Director of the School in July, 1985.

CW2 Michaels, a native of Dallas, Texas, enlisted in the Navy in July, 1964 and served in the Navy for a period of six years. He was a Submarine Qualified Torpedoman Mate (TM2-SS) E-5, aboard the USS Cusk (SS-348). The USS Cusk was one of the first submarines to fire the Regulus I Missile.

In July of 1970, when his enlist-



The USS Swordfish was the fourth U.S. nuclear powered submarine.



CW2 William Michaels, USA, is Chief of the Reproduction Division, Department of Graphic Arts.

ment period was completed, Michaels elected to try civilian life. However, after four years, he decided to reenlist in the military, this time in the U.S. Army. In 1980 he attended Warrant Officer School and received his grade by direct appointment. Michaels was assigned to the Defense Mapping School in August of 1984.

For those of you who are asking, "What does Submarine Qualified mean?"-- well, both Ritchey and Michaels claim that's a subject for another story.

Ritchey and Michaels like to remember their days when they were submariners. Both agree that there is something unique about being aboard a submarine. Perhaps, that is why they are proud to be with the Defense

See *SUBMARINERS*, page 4

The Direct Line



from
Maj Gen Robert A. Rosenberg
Director, Defense Mapping Agency

As many of you know, a major and recurring theme during my first year as Director of DMA has been the absolutely vital requirement that the Defense Mapping Agency be as responsive as humanly possible to the operational military commands that we support. I have emphasized this repeatedly to this Agency's senior staff at Headquarters and to the leadership of the Components.

Your own dedicated efforts to enhance productivity, quality and responsiveness to these most important customers, it turns out, have been most timely, for increasing concern over responsiveness of the defense agencies is being expressed in the Congress. Within the past several weeks it has become apparent that Congress wants to ensure that all the defense agencies with combat-support missions receive increased and regular oversight. Legislation adopted by both House and Senate committees calls for regular reassessment of defense agencies by the Secretary of Defense.

The House bill requires "the first fundamental reassessment of defense agencies" with a view toward whether they "have indeed proved to be more effective, economical and efficient," and uses the term "combat support agencies." The bill goes on to say:

"Combat Readiness. Periodically (and not less often than every two years) the Chairman

of the Joint Chiefs of Staff shall submit to the Secretary of Defense a report on the combat support agencies.

Each such report shall include:

"a determination with respect to the responsiveness and readiness of each such agency to support operating forces in the event of a war or threat to national security. After consultation with the Secretaries of the military departments and the commanders of the unified and specified combatant commands, as appropriate, the Chairman may, in accordance with guidelines established by the Secretary of Defense, take steps to provide for any revision of those plans that the Chairman considers appropriate."

The Senate version requires the Chairman of the Joint Chiefs of Staff (JCS) to advise the Secretary on preparedness of defense agencies "that have wartime support missions" and to "assess the adequacy of the contingency plans, participation in joint exercises, and readiness reporting systems" of each agency.

The Senate version also provides:

"The Secretary of Defense shall periodically assess the continuing need for each such supply or service agency. In making such assessment, the Secretary shall also examine the division of responsibilities between such supply or service agency and other components of the Department of Defense."

We have taken a number of actions to increase the responsiveness of DMA, and we will be taking more. One very significant result of the after-action review of the Grenada operation, for instance, was that DMA is now in the loop of the Joint Chiefs of Staff at a much earlier point, as part of the crisis management unit setup when world situations indicate possible U.S. military deployment, for any reason. For despite the good work done by all concerned at DMA in the Grenada situation, a far more effective initial response could have been de-

veloped with even 72 hours advanced notice. I have personally briefed Admiral Crowe, Chairman of the Joint Chiefs of Staff and senior members of the JCS staff on our crisis reaction system and its responsiveness. They understand your readiness, ability and strong support -- and use that capability frequently.

Also, I have directed our staff to initiate procedures to get DMA included in the JCS contingency planning cycle, to ensure that MC&G requirements are laid on early enough to permit proper evaluation by DMA, and production of updated materials when required.

At the same time, I have directed a fresh look at the requirements process, under which the U&S Commands, the JCS and other users provide their best estimates of operational needs each year. DMA's production schedules are based on those mutually agreed upon priorities. The present system makes little provision for much of the Third World and low level intensity conflict--and who is to say there won't be another Grenada, or some other such operation, on short notice.

When the priority system does work, we work well. From all quarters have come good words for DMA's support of the Libyan operation. It proved, to us and to those operational forces who must have DMA products to function, that the system can work, when properly tuned.

Another example is the excellent quick reaction support we were able to provide for the Bolivian drug enforcement operation -- and we continue to provide as this goes to press. The in-country project office of the Inter American Geodetic Survey provided hundreds of map sheets in various scales, plus other information. The Hydrographic/Topographic Center color and black and white prints of Landsat photography and Aerospace Center forwarded information on several hundred airfields.

We will continue to fine tune the system, in large part, through increased participation in joint exercises. In recent exercise op-

See DIRECT LINE, page 9

From the DMS Director

Colonel David F. Maune



Instructor Training Course (ITC)

Dan Wilson, the course manager for DMS's Instructor Training Course (ITC), recently received the following letter from a 1985 ITC graduate:

"It has been a while since the May 1985 Instructor Training Course you participated in at DMAAC. At that time, I expressed a 'wait and see' attitude about its value to any future teaching experience.

"I am delighted to inform you that it has opened my eyes wider to what makes up a good learning environment. I have incorporated much of what was imparted to me during your brief educational stay.

"To use previously learned knowledge is close to the ultimate show of appreciation to the ones who first shared it. I hope my actions humbly reflect such gratitude."

For those of you not familiar with ITC, this is DMS's version of the "charm school" for converting technicians into instructors. ITC is two weeks in length, and we teach it to personnel at the DMA Aerospace Center (AC) and the Hydrographic/Topographic Center (HTC) who will provide exploitation modernization program (EMP), cartographic school, or new employee orientation course (NEOC) training at the production centers.

ITC students are usually college

graduates, some with graduate degrees. These students are professionals who expect to be challenged, and we do indeed challenge them. The course completion student opinion surveys are very interesting. Since we teach them the fine points of being a good instructor, they praise those instructors who epitomize the professional teacher, and they are frank about those who don't. Since the course is designed to give the students practice teaching experience, for which the faculty critiques the students on all shortcomings, the students in turn are quick to criticize if the faculty members don't always practice what they preach.

I am extremely pleased with the ITC. I read every student opinion survey. They are overwhelmingly favorable, often stating that ITC was the best course they had ever attended anywhere. But even when an instructor is criticized, we have the opportunity to learn and benefit from our mistakes and to become more professional instructors as a result.

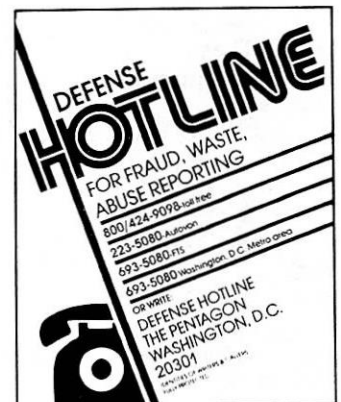
Although I want ITC to always "put DMS's best foot forward," I would like to see ITC participation as a part of our faculty development and incentive awards programs. Certainly, those who accept the challenges, risks and labors of ITC participation, contribute significantly to accomplishment of the overall DMA mission and deserve special consideration. For example, civilian instructors who train non-college graduates, are usually GS-9s. Those who train college graduates, such as in ITC, are technically performing higher level duties, much like NCOs who train officers or civilian college graduates. Assuming they do a good job, I personally feel they deserve special consideration for performance appraisals and/or awards. Those who prove their instructor professionalism, by withstanding the careful scrutiny of ITC critiques, can better justify the outstanding performance appraisals we'd all like to receive, regardless of whether they are civilians, NCOs, warrant or commissioned officers.

If a department or division chief

denies ITC participation to a subordinate who has the ability, time and desire to be an ITC faculty member as an additional duty, he or she may be denying the subordinate the opportunity to develop fully and prove his or her instructor maturity. I strongly recommend all supervisors to encourage ITC participation and to support the ITC manager who needs to coordinate "volunteers" for ten ITC courses this year.

ITC is now part of DMS's official mission statement, comparable to the MC&G instruction mission that we have always had. To date this year, the Cartography Division has provided the most instructors for ITC. These instructors have obviously improved themselves as a result. I encourage instructors from all divisions to seek self improvement and enhanced job satisfaction through ITC participation. You will be doing the Agency, the School, and yourself a favor. You will probably be thanked by appreciative students, though rarely in writing as above. And just maybe, I'll find a legal way to specially acknowledge and/or reward those who prove they're the best instructors the School has to offer.

Incidentally, did any of you ever stop to write your favorite teacher a thank you letter? I never did, though I should have. I'd like to thank R. Causey of DMAAC for being so thoughtful. That letter reminded me what DMS is doing to support the "one DMA" goal, and it confirmed my own assessment of the quality and value of our ITC. This gives me one more reason to be proud of our schoolhouse and the dedicated people who make it run so well.



SUBMARINERS from page 1

Mapping Agency, an agency that now supports our modern U.S. Submarine Fleet.

The Defense Mapping Agency supports the Submarine Fleet in many ways. For example, a great number of charts are provided to include: Harbor and Approach, Bathymetric Navigation (BNC), Bottom Contour, ASW Prediction, Submarine Trial Area (STA), and Navy Operating Area Charts just to mention a few. One of the newer products is the Digital Nautical Chart which supports the development of Electronic Chart capabilities for new systems such as the Submarine Advance Combat System (SUBACS).

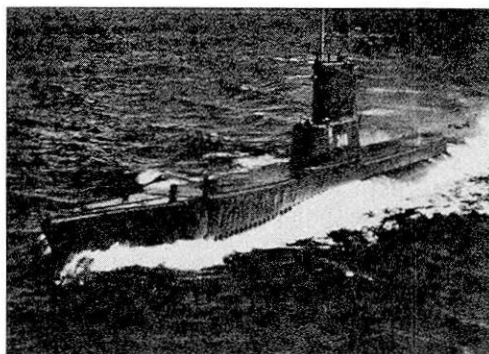
As Ritchey and Michaels think about the changes made in modern military weaponry and in the submarine fleet, they tend to reminisce about some of the history surrounding the submarine and the part it has played in our nation's defenses.

The 20th century began with a world of uneasy peace resulting in U.S. military forces taking time to develop some new weapons. Among them was the submarine. The U.S. Navy accepted its first operational submarine, USS Holland, (named after the developer) in April, 1900.

The Navy ordered a number of these new vessels and continued experimenting throughout the decade. One of the main problems which still remained was the gasoline - it heated up and gave off fumes which often overcame the crew.

The gasoline engine was replaced by the diesel when diesel engines were installed in the USS Skipjack (SS-24) and USS Sturgeon (SS-25). These new engines required no complicated ignition or sparking systems, produced fewer fumes, and were cheaper to operate. The diesel engine and electric battery remained the main propulsion systems for submarines until nuclear power emerged in the 1950s.

When the Japanese attacked Pearl Harbor, there were 111 American submarines in commission, 60 in the Atlantic Fleet and



The USS Cusk was one of the first submarines to fire the Regulus I Missile.

51 in the Pacific Fleet.

The final submarine score tells one of the real stories of the American victory in WWII. American submarines sank 1,750 Japanese merchant ships, and more than 200 combatants; this represented 55% of the total Japanese tonnage sunk in the war. For an Island nation such as Japan, these figures represent a fatal impact.

The USS Nautilus (SSN-576) (Summersible Ship Nuclear), the first nuclear submarine put to sea on Jan. 17, 1955, and under the command of Commander Eugene P. Wilkinson, made the historic signal "Underway On Nuclear Power."

On its shakedown cruise in May, 1955, Nautilus steamed submerged from New London, Connecticut to San Juan, Puerto Rico, traveling over 300 miles in 84 hours, a distance that was ten times greater than the record for continuously submerged travel by any previous submarine.

On Aug. 12, 1958, Nautilus completed a history-making trans-polar voyage from Pearl Harbor, Hawaii, to Portland, England. After diving under the ice near Point Barrow, Alaska, on Aug. 1, 1958, it had become the first submarine to reach the Geographic North Pole.

Nuclear powered submarines which followed Nautilus continued to pioneer new areas of submarine, operated as an active unit of the Atlantic Fleet, and on Oct. 6, 1958, completed a record-breaking 60-day run traveling a distance of 13,761 miles submerged. The three nuclear powered submarines that followed, USS Skate, (SSN-578), USS Sargo (SSN-583) and the USS Swordfish

(SSN-579), all of a new class, helped develop the way for the submarine of today.

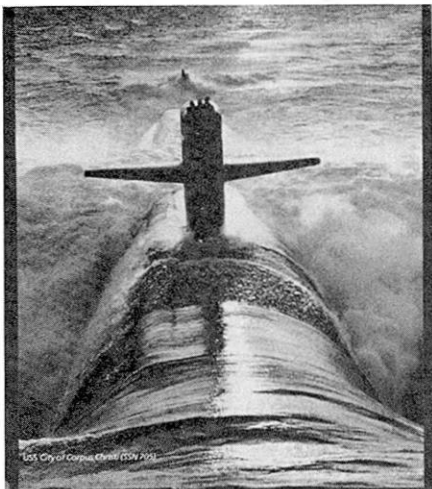
While Nautilus was still undergoing operational testing, the Navy began development of a ballistic missile of intermediate range. Brought from conception to initial operation in 5 years time, the Polaris Fleet Ballistic Missile (FBM) Weapons system was mated up with nuclear propulsion to produce a virtually invulnerable missile-firing submarine which today constitutes one of the highest priority elements of the United States deterrent to nuclear conflict.

Each Polaris submarine can launch 16 two-stage ballistic missiles powered by solid fuel rocket motors (SRM), guided by a self contained inertial guidance system, and providing a combined explosive power greater than the total of all the bombs dropped by all the aircraft during WWII, to include the Atomic Bomb. Nuclear propulsion enables these submarines to remain on patrol for extended periods, hidden beneath the surface of the sea, ready at all times to launch their missiles.

In early 1965 came the announcement of the proposal to develop a new missile for the Fleet Ballistic Missile System - Poseidon. The growth potential of the Ballistic Missile Submarine Launching System has enabled Poseidon to fit into the same 16 missile tubes that carry Polaris, and like Polaris A3, it is able to reach any spot on earth from its nuclear-powered hiding place. The increased accuracy, greater payload, and improved ability to penetrate enemy defenses make Poseidon more effective than Polaris.

On July 19, 1974, construction of the new Trident Undersea Nuclear Weapons Systems commenced. Now in operation, the Ohio class submarine is the largest ever built with a length of 560 feet, 42 feet wide and 24 tubes for Trident missiles. This, in comparison to the WWII diesel-electric boats with a length of

See SUBMARINERS, page 5



The USS City of Corpus Christi (SSN 705) is a nuclear powered submarine of the 80's.

280 feet and a width of 25 feet with only 10 torpedo tubes, is quite an accomplishment for the Navy and the United States. These new submarines, incorporating the latest nuclear propulsion and submarine design technology, are without a doubt the best in the world today.

Today, chart products and digital data, produced by DMA's Hydrographic/Topographic Center, provide support for the Navy's Trident requirements and are used

by Fleet Ballistic Missile Submarines for patrolling and as track charts.

DMA's Submarine Trial Area (STA) Charts provide information and approach support in the vicinity of Hull Integrity Test Site (HITS) areas for the conduct of submarine test dive operations and submarine rescue operations in the event of an emergency.

In addition to the hydrographic support given to the U.S. Navy, its submarines, ships, and air force, the Defense Mapping Agency and its Components are responsible for all mapping, charting, and geodesy resources and development for the Secretary of Defense, the Joint Chiefs of Staff, other military departments, the merchant marines and other government agencies. Production and distribution for both hard copy and digital mapping, charting, and geodesy products is under the direction of the Aerospace Center, St. Louis, Mo., Hydrographic/Topographic Center, Brookmont, Md., and the Office of Distribution Services, also located at Brookmont, Md. Mapping, charting and geodesy training to support the mission of DMA is provided by the Defense Mapping School, Fort Belvoir, Va. and the Inter American Geodetic Survey, Fort Sam Houston, Texas.



SSgt Tommy D. Williams, USMC

Rambo is Gone

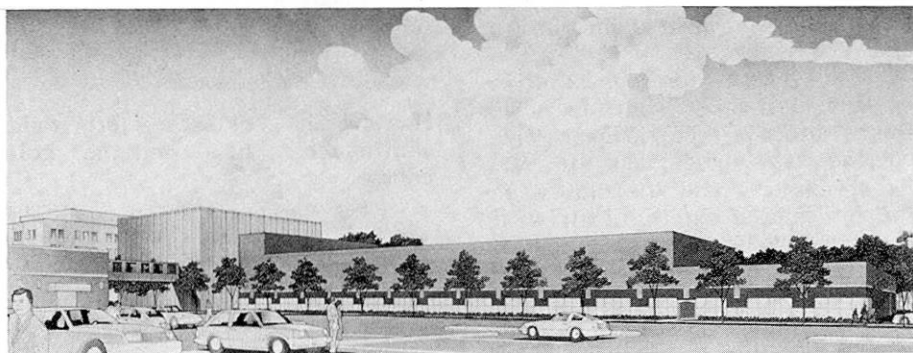
by Irene Peine

Gone?? Gone where? Okinawa! That's right folks, that personable, good natured, mischievous, and vivacious marine SSgt Tommy D. "Rambo" Williams has said, "So long DMS, see you around!" Thank goodness, he has promised to write and let us know all about his new duty station.

Tommy, a native of Cincinnati, Ohio, joined the marines in 1973, and has spent most of his Marine career in this area. In 1974 he studied Offset Press and in 1979, courses in Reproduction Equipment Repair and Offset Duplicator here at DMS. So when he was assigned to the School in 1982 as an instructor he already knew his way around quite well. When asked what part of his career he has enjoyed the most, he just grins and says, "Being an instructor at DMS!"

Tommy and his wife, Martha have two children, Tommy III, and Jesse. He enjoys fishing and coaching softball. Tommy has completed 22 college credit hours through Montgomery College, Takoma Park, Md., and plans to complete his college work for his degree while in Okinawa.

Needless to say, "Rambo", as the guys in Graphics Arts call him, will be missed here in Bagley Hall, but we all wish him the best of everything in Okinawa. Suppose he just might run into GySgt Banks or some other friendly face from DMS?



The Hydrographic/Topographic Center of the Defense Mapping Agency broke ground July 15, 1986 for a \$17 million addition to Abert Hall at the Brookmont, Md., complex. The new facility, approved by the National Capital Planning Commission, will house new state-of-the-art cartographic equipment which is part of the Agency's modernization program. Contractor for the 80,000 square-foot structure is the A.S. McCaughan Company, Inc., of Bethesda. Above is an architectural rendering of the addition, which will be named Maury Hall in memory of Commander Mathew Fontaine Maury, former superintendent of the U.S. Navy Depot of Charts and Instruments from July 1, 1842 to April 30, 1861.

Golf Tournament held at DMS

by Sue Phillips



For someone who isn't a true golfer, Colonel Maune did alright for himself. He said, "I certainly had fun!"

The hot June sun was just creeping into the skyline as CW2 Bill Michaels and his crew of volunteers began moving golf carts into position for the 1986 DMS Golf Classic. From across the D.C. Metropolitan area, DMSers, representatives from DMA Components and friends began arriving to compete in this scramble.

Each team was comprised of four expertly skilled golfers: a putter, who could sink the long ones; a driver, who could get you in position for a great approach shot; a short game player who could get you in or next to the hole; and the utility player, who could make up the shot missed by one of the other experts.

At 8:00 a.m. CW2 Michaels announced that "all was ready" and the golfers rode to their starting holes. The 1986 Golf Classic was underway! Throughout the morning, the course resounded with the click of metal against surlyn, the whish of graphite shafts cutting the air and explicatives as easy shots and putts went awry.

MSG James Cain escorted me around the course to take pictures and he **tried** to teach me about golf. Fortunately, there wasn't a test.

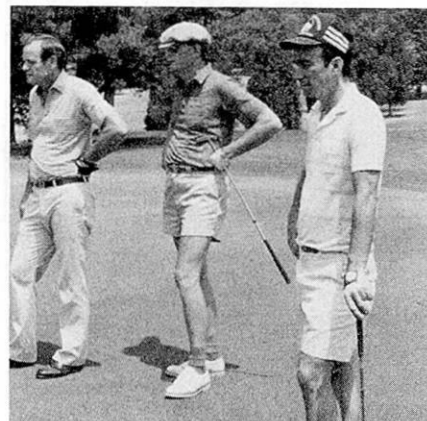
While touring the holes, I had the privilege of being introduced to our distinguished team: RDAM Andy Wilkinson, USN, Maj Gen William Nicholson, USAF, both former DMA Directors; Obie

Williams, former Deputy Director, Management and Technology; and Sam Custer, formerly executive officer for the DMA Director.

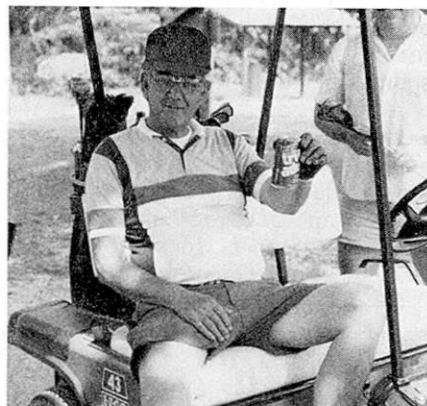
When the smoke finally cleared and the last golfers found their way in from the links, a four-way tie existed with each team 8 under. What a way to end -- a putting play-off, sudden death, on the practice green. Nerves were tense, palms sweaty and excitement high as teams selected their most stable putter to bring home the prize. Surviving the play-off to win first place were LTC Jim Hey, LTC Jim Ward, Mr. Skip Keim and Mr. Tom Wilson, all of DMA HQ. Second place went to CW2 Dave Smithson, SFC Ted Poulson, CW2 Bill Harden and CW3 Duke Anthony, all of the Army Topographic Element (ATE) and who, by the way, looked the nicest in their "golf uniforms!" Colonel Dave Maune, DMS, Lt Col Butch Ritchey, DMS, Mr. Al Yovorsky, former DMSer, and LTC Mike Wilson, United Kingdom liaison at HQ DMA, took third place. Fourth place went to Mr. Tom Jorgenson, ETL, and Mr. Bob Dermenderger, Ms. Pam Brown and Mr. Paul Weiss, HTC.

Other awards for longest drive on the 1st hole went to CW3 Duke Anthony, ATE; longest drive on the 11th hole went to Mr. Roger Elmore; and the closest to the pin marker on the 18th went to Mr. Bill Cordova, Jr., son of the former HTC Director, Colonel Bill Cordova (Ret).

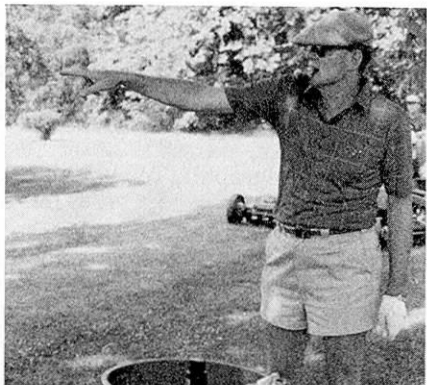
CW2 Michaels deserves a special thanks for the splendid job he did coordinating this year's event. He would like to thank LTC Bill Griffith, MSG James Cain, CW3 Dave Miller, Mr. Bill Sutton, CMSGT Lytton Jackson, Mrs. Jeanne Elmore, Ms. Jennifer Bowker, Ms. Annie Wakimoto, and especially Ms. Nancy Frishmoth, the Pro-Shop manager, for all their help.



Bill Sutton, LTC Russell Reich, and Roger Elmore intent on the day's golfing activities.



Howard Shaw relaxes a bit while waiting his turn on the golf course.



LTC Reich points toward the 15th tee.



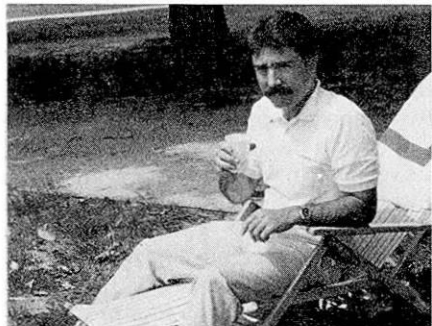
Maj. Bill McPherson, Ret. enjoying his day at the DMS annual golf classic.



Golfers taking a much needed break at the Pro-Shop.



Second place winners: CW3 Duke Anthony, SFC Ted Poulson, CW2 Dave Smithson and CW2 Bill Harden (sitting) from the Army Topographic Element.



The end -- Nick Mosura -- What a super day!

Wonder Why We Station Military Personnel Overseas?

by Irene Peine

Yes, just why did we send guys like Wallace ("Wally"), Antezana and Vincent to Korea? Then there was that tall handsome Marine, GySgt Banks, who they shipped off to Okinawa and, if I'm not mistaken, that is where SSgt Powell went too. Lovable Burt Ayres was sent to Turkey and super friendly Captain Saxton was sent to Italy after he finished Language School in California. Lucky Madera, Rivella and Lynch wound up in Hawaii. SSG Bone was headed for Germany when he left the School. And pray, why are they sending newly appointed Warrant Officer Mike Noderer to Germany also?

Do you realize that more than 500,000 American servicemen and women are stationed outside the United States? Do you know the reason? Seems to me they could do just as much good here in the good old "US of A" protecting our own country.

Well, we are not there as tourists nor are we there to fill up the bases. Our military forces are overseas because of self interest -- they provide security for the United States, not just for our allies.

Before World War I, our government believed that peace and economic prosperity could best be achieved by isolating the United States from alliances and commitments with other nations.

Two world wars proved this philosophy to be wrong. National leaders learned that the security of the United States did not begin and end at our shoreline. America's interests have become too widespread for us to sit isolated from the rest of the world.

Following World War II, the United States realized that American military forces overseas are necessary to deter aggression and give reassurance to our allies of our commitment to their freedom and security. The presence

of our military forces overseas today not only increases our ability to respond swiftly and effectively in the event of war, but also serves to discourage aggression in the first place.

Admiral William J. Crowe, Jr., chairman of the Joint Chiefs of Staff recently said, "Western Europe has been blessed with the longest period of uninterrupted peace it has enjoyed in this century." The United States military presence in this region has been greatly responsible for this peace.

Our highly visible presence in Western Europe sends a clear message to our allies and to the Soviet Union. The message is: "The United States considers Europe as a vital interest and an attack of Western Europe means a confrontation with the United States."

Our presence in other parts of the world has sent the same message with the same results. The more than 40,000 Army, Navy, Air Force and Marine Corps personnel stationed in South Korea have been instrumental in keeping the peace for the past 33 years.

President Reagan has repeatedly stressed that America's vital interests and those of our allies are inextricably linked. And furthermore, we are prepared to put our military forces in harm's way to back up that commitment.

Our military presence in varying levels around the world also discourages regional instability and low-intensity aggression. That presence, often in the form of naval forces or small assistance teams, such as the DMS Mobile Training teams, furthers freedom and protects vital American interests. It has been noted that U.S. presence around the world has a stabilizing affect because this American country is dedicated to peaceful solutions, freedom and self-determination. And the countries around the world know it!

Greer Attends FEW National Training Program



by

Penny Greer

As many of you know, I recently attended the 17th National Training Program for Federally Employed Women (FEW) held in Las Vegas, Nevada.

I am sure that, just as I did some of you want to know what the Federally Employed Women's Program is all about. According to the by-laws, the purpose of the program is to "take action to end discrimination because of sex, race, age, marital status, national origin, political affiliation, religion, or physical handicap. They also strive to increase job opportunities, improve the Government merit system, and to cooperate with and assist other organizations and individuals concerned with equal employment opportunity in the Government."

The National Training Program is conducted annually during the month of July. Attendance is open to all federal, state, city and public employees (female or male) and, as the Federal Women's Program Manager for the Defense Mapping School, I was given the opportunity to attend this Training Program. The purpose of this training is to teach program managers and interested individuals more about the rules and regulations of the program and to improve their knowledge on career development and planning techniques.

I arrived at my hotel in Las Vegas about ten o'clock Wednesday morning, July 23rd, and after "settling in," I picked up my FEW registration packet and looked at the many exhibits on display.

Valuable information was available on career opportunities within the government. There were also exhibits from the Defense Mapping Agency, Department of the Army, and the Corps of Engineers. Several FEW chapters had "fund raising" exhibits to award college scholarships to high school students. Blue Cross/Blue Shield and GEICO had booths and local vendors were also represented.

My first seminar, "Breaking Out and Moving Up," was taught by Jean Christiansen, Nation FEW Secretary. She pointed out that women must learn to plan their strategy, analyze themselves, set goals, acquire skills, learn the system, develop positive habits, publicize themselves and don't be afraid to take risks. "Above all, don't be afraid to sell yourself because no one knows you as well as you do!" she said.

The next seminar I attended was "Career Enhancement Options." Sharon S. Stromberg, Special Assistant FEW (Governmentwide), U.S. Office of Personnel Management was the instructor for this course. She stressed that women should take control of their own career development (be the "Quality Candidate"), strive for and maintain a high level performance, develop expertise regarding career options, provide an atmosphere for implementation opportunities, and always exhibit enthusiasm for the job.

Suzan Ammons of New York City was the instructor for my last seminar, "Volunteer, Participate, Succeed." She stressed that women need to volunteer in order to gain experience and attain a reputation for knowing how to get things done. It was pointed out that if you want to move up, don't be afraid to change jobs, make your boss look good, set goals and monitor them, and actively seek recognition, publicity and exposure. Finally, don't forget to list your volunteer work on your Personal Qualification State-

ment (SF 171). At the conference I purchased a book titled "Upward Mobility Kit" which is an excellent guide when completing your SF 171. Please feel free to come talk to me.

I attended the FEW banquet Friday night and thoroughly enjoyed listening to Pauline Lyttle, co-author of "Why Jenny Can't Lead: Understanding the Male Dominated System." She stressed throughout her presentation that women need to learn to help one another in order to reach their highest goals and, after reaching that goal, to remember to be a mentor to someone else so that all women can continue to grow.

I'm looking forward to arranging for guest speakers to visit DMS and I welcome any ideas or suggestions you may have. I can be reached on intercom 44 or 42383.

In closing, I must say the seminars were great and the instructors were super!! As for my stay in Las Vegas, all I can say is "Viva Las Vegas!!!"

Relocation Income Tax is Refundable

If you have had a permanent change of station on or after November 14, 1983, you may be entitled to an unexpected check.

The Relocation Income Tax Allowance (RITA), authorized by Public Law 98-151, will reimburse civilian government employees for substantially all of the additional federal, state and local income taxes incurred as a result of receiving PCS (permanent change of station) moving expense reimbursements. RITA is not applicable to new appointees, personnel returning from overseas locations for separation or employees assigned to a location under the Government Employees Training Act.

If you believe you are eligible for a RITA and have not received official notification -- or have any additional questions -- contact your servicing Finance and Accounting Travel Branch, as soon as possible.

Dr. Charles F. Martin Retires From the Defense Mapping Agency

After 35 years of public service, Dr. Charles F. Martin has retired from his position as chief of the Advanced Technology Division of the Defense Mapping Agency in Washington, D.C. Dr. Martin was honored with a luncheon and joined by his wife, Margelle ("Billie") Martin, his daughter, Tracey A. Martin, his son, Charles C. ("Christopher") Martin, and many friends and colleagues from DMA.

A native of Carrollton, Mo., Dr. Martin received his bachelor's degree in 1949 from Lincoln University, Jefferson City, Mo. and earned a master's degree in 1962 at Yale. He went on to complete a PhD in Astronomy at Yale in 1969.

While completing his studies, Dr. Martin was employed as a supervisor for Mammoth Life Insurance Company (June 1949 - June 1951), served as a 1st Lieutenant in the U.S. Army, January 1951 - September 1953), and as a cartographer, geodesist and physical scientist for the Department of the Air Force (Nov. 1955 - June 1972). He joined DMA as a Physical Scientist in 1972 and went on

to become the chief of DMA's Advanced Technology Division in 1974.

Dr. Martin is a noted author in the field of geodesy and has represented the Defense Mapping Agency at many national and international seminars. He is a member of the American Astronomical Society, the Royal Astronomical Society, the Astronomical Society of the Pacific, the American Geophysical Union, the American Congress on Surveying and Mapping, the Air Force Office of Scientific Research Mathematics Committee, the Department of Defense Lunar Control Committee and a member of Exploitation Research and Development (EXRAND). His scientific and professional honors are many and include the Meritorious Civilian Service Award, and an alumni award from Lincoln University for "exemplary accomplishment in the field of science, 1971." He is also listed in "Who's Who in the Mid West." Dr. Martin's work at DMA has resulted in a number of highly classified reports which, when declassified, will be recognized for their scientific and technical achievements.

tific and technical achievements.

He has also been very active in civic and community affairs throughout the years. He plans to remain in the Washington area and pursue a part-time teaching position or become involved in college administration, as well as, "do some gardening and fishing."

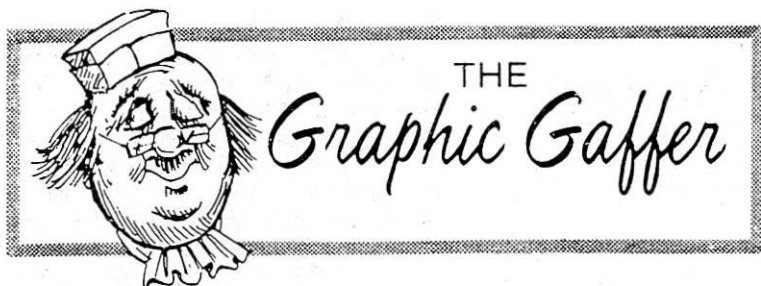
The Defense Mapping Agency provides mapping, charting and geodetic support to all elements of the Department of Defense, including sophisticated guidance data for most modern weapons systems, such as Pershing II and cruise missiles. Its 9,500 military and civilian personnel serve in some 50 locations around the world.

DIRECT LINE from page 2

erations, I have directed that many more DMA elements become involved -- as opposed to earlier procedures where only an exercise cell at Headquarters participated, sending out sample messages and the like, but merely simulating. Our most recent exercise involved key players at the Centers and distribution offices in the United States and abroad. We were active players, along with most of the Command and Control structure of the Defense Department. Our people performed well -- and found a few more problem areas which we are now working to fix. I expect participation by more people in the future. We will undoubtedly find additional soft spots -- but that is the name of the exercise game. And now is the time to make these fixes.

Let me assure you, as director of this defense agency, that we welcome increased oversight, in whatever form the Congress finally enacts it. For DMA has demonstrated increased effectiveness and efficiency to a remarkable degree over the past decade. And we are just getting going, really. With the Modernization Program now underway here, with Mark 85, not to mention Mark 90, coming on line, we can point with pride to what we have done and be enthusiastic about where we are going.





Ya Got It! That's Cosmoline

by Andy Yacenda

Do you know what "Cosmoline" is? According to Webster's dictionary. Cosmoline, pronounced: "KOS-MO-LEAN," is the trademark or brand name of a substance "used for petrolatum." Do you have any questions, like what is "petrolatum?" Sure you do! Petrolatum, is a "neutral, unctuous, odorless, tasteless substance obtained from petroleum, and used especially in ointments and dressing." Here comes the \$64,000 question: What does "unctuous" mean? Unctuous is any substance which is "smooth and greasy in texture and appearance."

As my son would say: "Big Woop!" What is the bottom line?

What does all of this mean? Many of our printers know what Cosmoline is. Have you ever seen a brand new piece of machinery, like a printing press, or perhaps equipment that had been in long-term storage, or packed for overseas shipment? Perhaps you may recall the "gunk" that's coated over all the exposed metal parts of the equipment that takes all day to wipe off? You got it! That's Cosmoline! It is used as a preservative to keep the exposed metal parts from oxidizing (at the sake of **not** going through the maze again, oxidize means rust) and protect it from the elements.

I know this "new found wealth of knowledge" will not "make your day," but, it might stimulate some conversation at parties, other than the weather, politics or sports. Or, you could go home and impress your wife/husband or kids. Frankly, I went through so much trouble researching this term I **had** to tell someone else so I would not feel my effort was of minimal value.

pH ??????? What is it???

by Bill Michaels

If you have been around the Reproduction Division, Department of Graphic Arts lately, you may have heard the strange cry of the "Hairius Lithographus! Watch your pH !!!!!"

A pH factor may seem like a code word, and to a great many newcomers to the field of lithography, it can be just as puzzling.

For this reason, the Reproduction Division has been giving classes on the subject to the fearsome, cat like reflexed, yet gentle Lithographus.

Actually, the pH letters stand for the potential hydrogen content of any given solution. It indicates the relative acidity and alkalinity of that particular solution.

The pH scale runs from 0 to 14. The lower the reading, the greater the acidity of the solution being tested. The higher the reading, (toward 14) the more alkaline the solution. A seven is considered neutral.

Somewhere back in time, the Hairius Lithographus decided that some acidity is needed in the field of lithographics. The pH factor 4.0 to 5.0 is sought after by the Reproduction Division when mixing its fountain solution for the presses. This fountain solution is used on the presses to keep active the litho plates so that the image areas remain receptive to ink and the blank areas remain blank.

Now, back to the Hairius Lithographus. At first all the Lithographus in the division seemed reluctant to have a class on pH. One might think from their reservedness that they were being asked to test out a new shark repellent....

Still, in all, they are all pro-

fessional Lithographus and never turn away knowledge relating to their field. So, they sat through this hair raising, keep you on the edge of your seat class and it seems, without a doubt, that all of them learned a little something new.

The moral of this story is (is that what you call this?) - even though you are a Hairius Lithographus (the best in the world) (definitely the oldest) you can still learn if you are willing.

Hazardous Chemical Labeling is the Law

by Thomas J. O'Brien

In November 1983, the Occupational Safety and Health Administration (OSHA) published its Hazard Communication, Final Rule, in the Federal Register. This law pertains to the employees right to know about the chemical hazards they are exposed to in the workplace and the measures they can take to protect themselves. This law is often referred to as the "Employees' Right to Know Law." This law has three major components: labeling of containers, material safety data sheets, and training of the employees.

The OSHA standard was designated to be implemented in two phases; phase 1 for manufacturers, phase 2 for employers.

As of November 27, 1985, all manufacturers, importers and distributors were required to place warning labels on all containers of hazardous chemicals that they are responsible for. The warning labels must: identify the chemical product in the containers, warn of the hazards involved in the use of the chemical products, and give the name of the hazards involved in the use of the chemical products, and give the name and address of the manufacturer, importer, or distributor of the product. The hazard warning labels do not have to follow any specific form except that they must be in the English language. Other languages may also be used if appropriate. The

See HAZARDOUS, page 12

Director's Call



MILITARY AWARDS

SFC Harvey L. Moore (USA)
Department of Graphic Arts
Joint Service Commendation Medal

SGT(P) Ricardo Rodriguez (USA)
Department of Topography and Drafting
Army Achievement Medal

MILITARY PROMOTIONS

CW3 Andrew B. Yacenda (USA)
Department of Graphic Arts
Promoted to Chief Warrant Officer 4

SSG Michael A. Edwards (USA)
Department of Topography and Drafting
Promoted to SFC (E7)

CIVILIAN PROMOTIONS

Ms. Dolores V. Balkenbush
Office of Plans, Programs, and Operations
Promoted to GM-13

Mr. Howard Shaw
Department of Topography and Drafting
Promoted to GS-12

Mr. William H. Sutton
Department of Graphic Arts
Promoted to GS-11

Ms. Paulette E. Kommes
Department of Graphic Arts
Promoted to GS-06

Ms. Melinda L. Frank
Office of Academics
Promoted to GS-04

OUTSTANDING PERFORMANCE CERTIFICATES

Mr. Wilson G. Freeze
Department of Geodesy and Survey

Ms. Cheryl L. Lee
Office of Mission Support - Logistics

COMMENDATION FOR SUGGESTION

CPT Alan J. Waitkus (USA)
Department of Management and Technology

MASTER INSTRUCTOR CERTIFICATE

CPT James B. Oliver (USA)
Department of Topography and Drafting

NEW ARRIVALS - MILITARY

LTC James W. Henry (USA)
Chief
Department of Management and Technology

SSgt Mitchell Glover (USMC)
Instructor
Department of Graphic Arts

SGT(P) Ricardo Rodriguez (USA)
Instructor
Department of Geodesy and Survey

NEW ARRIVALS - CIVILIANS

Ms. Elizabeth L. Norton
Visual Information Specialist
Office of Academics

Ms. Gayle L. Shelnett
Clerk-Typist
Department of Management and Technology

Ms. Karin A. Watts
Clerk-Typist
Department of Topography and Drafting

DEPARTURES - MILITARY

SFC Harvey L. Moore (USA)
Department of Graphic Arts
Retired

SFC Roger W. Graham (USA)
Office of Mission Support
is leaving for Korea

GySgt Willis S. Joynes (USMC)
Department of Topography and Drafting
is going to the Marine Base, Quantico, Va.

SSgt Tommy D. Williams (USMC)
Department of Graphic Arts
is going to Okinawa

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label may use pictures, words, symbols or any combination thereof, as long as the chemical hazard information is communicated to the user.

There are certain exemptions to the OSHA standard as far as labeling is concerned. These exemptions are very specific. Stationary containers which have similar contents and hazards may be labeled with a sign or placard to convey the hazard warning, rather than being individually labeled. The other exemption involves the immediate use classification which requires that the employee making the transfer from a labeled container to a portable one, use the material within the same work shift and that it be for the employees use only, otherwise the portable container must be labeled.

A label which is damaged or inadvertently removed from a container of hazardous chemicals must be replaced with another one containing the appropriate warning information. Containers which are cleaned and used to store a different hazardous chemical must be relabeled to reflect the current contents. Additionally, each container of hazardous chemicals coming into the work area must be inspected to ensure that the

label contains all of the appropriate hazard warning information required by the standard. If not, the employer must relabel the container with the appropriate information.

The DoD has developed a label (shown below) for use within the military services.

Chemical/Common Name TRICHLOROETHYLENE TECHNICAL
(as shown on MSDS)

Part Number TRICHLOROETHYLENE

Item Name TRICHLOROETHYLENE

NSN/LSN 6510-00-184-4794

Storage Code

HAZARDS	ACUTE				CHRONIC
	NONE	SLIGHT	MODERATE	SEVERE	
HEALTH	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
REACTIVITY	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
FIRE	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
CONTACT	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

HAZARD WARNING: ACUTE WARNING MAY CAUSE NAUSEA AND DIZZINESS IF INHALED MAY CAUSE SKIN AND EYE IRRITATION INGESTION MAY IRRITATE DIGESTIVE TRACT CHRONIC MAY CAUSE LUNG DAMAGE IF INHALED

PROTECT: EYE SKIN RESPIRATORY

Manufacturer's Name XYZ CHEMICAL COMPANY

Manufacturer's Address 123 MAIN ST ANYTOWN USA

Manufacturer's Emergency Telephone (301) 555-1234

DD FORM _____ YEAR _____

This is the label we will be using to bring DMS into compliance with the OSHA Standard. We will begin using these labels as soon as they become available.

Mr. Tom O'Brien, the DMS Safety Officer, is the point of contact for safety and health matters.

The Contour is an authorized newspaper, published monthly by and for the Defense Mapping School, Defense Mapping Agency. Views and opinions expressed in this publication are not necessarily those of the Department of Defense.

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CONTOUR

Volume 13 Number 12

Defense Mapping School

September 1986

Terrain Teams - Coming of Age

by CW2 Kathleen Hawes and
CW2 Frederick Pessaro, Jr.

Terrain analysis teams are alive and well and are currently operational at the theater, corps, and division levels. Their mission is to provide terrain analysis support in the form of predictions and estimates of the impact that the terrain will have on military operations. The degree and detail of these analyses are echelon-dependent. Terrain support on the future battlefield involves two missions: actions prior to the onset of hostilities and actions taken during or immediately prior to war. The first mission helps prepare for combat; the second helps fight the battle.

Prior to the implementation of the H-series topographic Tables of Organization and Equipment (TO&E) in 1980, terrain teams were predominantly located at theater level, with some task-organized to support corps. With the implementation of H-series TO&Es, terrain teams were authorized at all theaters (27 person TO&E), corps (34 person TO&E), and divisions (5 person TOE). Terrain teams in wartime were to be organic to their theater engineer topographic battalions including the 649th (Schwetzingen, Federal Republic of Germany), the 29th (Fort Shafter, Hawaii), the 30th (Fort Belvoir, Va.), and the 1203d (Alabama National Guard). However when activated, many of these teams were not operational

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Major General Robert A. Rosenberg poses with three Defense Mapping Agency officials who were recipients of the Defense Department's Distinguished Civilian Service Award. Left to right: Mr. William Douglas Smith, deputy comptroller of DMA; Mr. Paul L. Peeler, Jr., technical director of the DMA Aerospace Center; Maj. Gen. Rosenberg, Director of DMA and Dr. Kenneth I. Daugherty, deputy director for Research and Engineering of DMA.

DMA Civilian Officials Receive DoD Top Award

In ceremonies at the Pentagon on August 13, 1986, six senior DoD civilians received the Defense Department's top award from Secretary of Defense Caspar Weinberger. Three of the six were officials of the Defense Mapping Agency.

Recipients of the Distinguished Civilian Service Award were: Dr. Kenneth I. Daugherty, DMA deputy director for Research and Engineering; Mr. Paul L. Peeler, Jr., technical director of the DMA Aerospace Center; and William Douglas Smith, deputy comptroller of DMA. Dr. Daugherty was cited for his work as technical director

of DMA's Hydrographic/Topographic Center prior to his present position, while Mr. Smith was recognized for his work as budget officer at the Defense Communications Agency prior to his recent assignment to DMA Headquarters.

A beaming Major General Robert A. Rosenberg, DMA Director, officially presented Dr. Daugherty and Mr. Peeler to Secretary Weinberger, while Mr. Smith's previous commander at Defense Communications Agency did the honors for him. But Gen. Rosenberg quickly claimed all three "as typical of the

See *TOP AWARD*, Page 5

The Direct Line



Rear Admiral Eric A. McVadon
Deputy Director
Defense Mapping Agency

As DMA's senior leadership prepares for the upcoming annual "Retreat" next month, the Director and I considered this a good time to bring you up to date on several major initiatives from the last such session.

Incidentally, to avoid any confusion, these annual workshops are now known as "Off-site Conferences;" DMA does not "retreat."

Of particular interest in the past few months were results of Plant Improvement Surveys undertaken in all DMA facilities. In general, your responses showed the most important factors in your minds were parking, environmental controls, safety and security. While most of you were satisfied with safety and security, parking and environmental control (air conditioning, ventilation and heating) were considered problems in some locations.

As a result of these surveys, DMA Components have developed plans to correct these problems. The Aerospace Center is currently overhauling all its parking lots; the Hydrographic/Topographic Center (HTC) has initiated a parking study to identify corrective actions to be taken. Both Centers have programs underway to improve environmental systems in various buildings. HTC will also fund a program to repair and

upgrade rest rooms in the coming year.

The other Components have been busy too. The Office of Distribution Services (ODS) plans to install systems furniture to improve workspaces. Inter American Geodetic Survey has already made improvements to its heating, ventilation and air conditioning systems and plans to create a "break area" for employee use. The Special Programs Office for Exploitation Modernization and the Office of Telecommunications Services people were primarily concerned with noise and insufficient conference space -- matters which will be resolved when these Components move to a new facility.

Of continuing importance to DMA employees are several phases of the Career Management Program instituted by Civilian Personnel, with input from all Components and directorates. This program will not only provide DMA employees with clear guides to career progression avenues and opportunities, but will also ensure maximum effectiveness of the people of DMA. Included will be formal, DMA-wide policy and procedures for recruitment, screening, training, counseling, development and career progression of people in the professional, scientific and support areas. The "umbrella" or basic manual setting out the provisions of this program was published on June 30 as DMA Manual 1430.9.

Individual Career Program guides that will provide career patterns and special developmental activities for each career field are currently being prepared. These guides, which will become supplements to the basic program manual, will be issued by October 31, with familiarization briefings on the program to begin in December of this year.

A companion action to the Career Management Program is DMA's Mobility program, which has been strengthened and broadened in scope -- to include positions from Grade GM-13 and higher, rather than GM-15 as previously provided. This will provide even more DMA employ-

ees to broaden their experience in order to enhance their career progression opportunities. DMA Instruction 1430.6 sets policy and procedures for this program.

To ensure impartiality in the staffing process and uniformity of application, General Rosenberg directed and guided development of new staffing policy for positions at GM-15 and other key resource positions within the Agency. The revised document provides comprehensive and uniform policy and procedural guidance for a DMA-wide process of documenting and effecting promotions and reassignments to GM-15 or other key positions. Agency-wide standards will govern advertisement of vacancies, solicitation of nominees, rating and ranking of candidates and all other aspects of the formal selection process. This program, which will also help in the identification and placement of top quality managers and supervisors throughout DMA, is covered in DMA Instruction 1402.1.

The director has emphasized the importance of DMA's relationship with its "customers" in the Armed Services. To further support this effort, ODS opened a central customer assistance office this summer to facilitate user access to MC&G information, products and services. In addition to providing standard information on requisitioning and request procedures, status of MC&G products and services available from DMA, other government agencies and other sources, this office coordinates ODS support to exercises and forwards other questions and requests to the appropriate DMA office or program manager. This office is open from 6:30 a.m. to 7:00 p.m. daily, with an answering service available during other hours.

DMA Directorate of Plans and Requirements is increasing its customer feedback program, to expedite application of suggestions for improvement in Agency operations. "Quality Feedback Cards" have been designed for all users

See DIRECT LINE, Page 12

From the DMS Director



Colonel David F. Maune

Reorganization of DMS

Our new organization is about to become official. On October 1st the DMS organization shown in the diagram below goes into effect. Our Contour readers might like to know why I felt these changes were necessary.

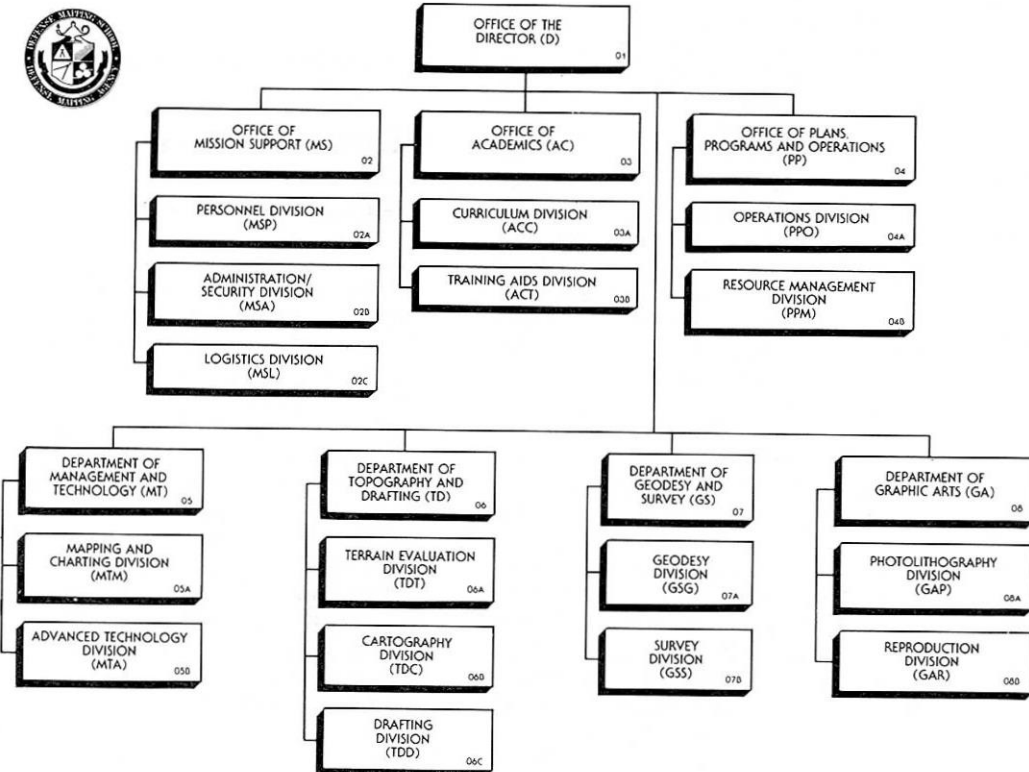
First, I felt the Terrain Evaluation Division (Army MOS 81Q training) belonged in the same

department as the Cartography Division (Army MOS 81C training). Many Marines with MOS 1431, Map Compiler, now attend both courses. I felt these two specialties would merge in the future for both Services, and our School needed to be postured so that the cartography faculty could most easily cross-train and help out with the rapidly expanding demands for more terrain analysts. This is already taking place, and it's working well. Additionally, our 81Cs will be better able to convert to 81Qs which have a brighter future and greater promotion opportunities. (Both Services have increased demands for terrain analysts with reduced requirements for cartographers since DMA performs most of the true cartographic and map compilation work.)

Second, I felt the Hydrographic Survey Course belonged in the new Department of Geodesy and Survey (GS) and not in its former Department of Topographic Sciences (TSD). In DMA "lingo," hydrographic sciences are not a subset of topographic sciences. Hydrographic survey uses the same

general skills and equipment as the other survey courses taught in GS which trains USMC MOS 1441 and 1442. Also, this enabled me to designate our new USMC warrant officer to be the Chief of the Survey Division (GSS), responsible for Hydrographic Survey, Construction Survey, and Topographic Instrument Repair, all of which have USMC students. This, in turn, supported another goal of mine to use warrant officers as division chiefs wherever possible, a policy consistent with the Army's new definition of a warrant officer as soldier, leader and technician devoting a full career to a special area of expertise. In our schoolhouse, I like these technical experts to also be the leaders in those departments that conduct specialized training courses. Throughout this School, our warrant officers are doing a fantastic job.

Third, I wanted MC&G management and technology to be in a department separate from our enlisted training departments which teach Advanced Individual Training (AIT) courses, and I wanted MC&G doctrine to be managed in this department. (It was easy to decide on the name for this department.) I felt the Mapping and Charting Division Chief's job was big enough just teaching all of our rapidly changing MC&G management courses which are constantly under review. I wanted to create an Advanced Technology Division with maximum flexibility to look to evolving technology and to incorporate that technology throughout the DMS curriculum. Both Major DeSanzo in MTM and Major Wright in MTA have their hands and minds fully occupied with current challenges. (In the past, 4 management and 3 technology courses were all managed within



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the single Mapping and Charting Division by a division chief with a span of control of 17 personnel. He was so busy administering the personnel in his division that there wasn't much time to think of evolving curriculum needs.)

Major DeSanzo has his MTM division actively revising the MC&G Staff Officers Course. Major Wright's MTA division has already developed a brand new Microfix Topographic Workstation course and is developing computer literacy training programs for use throughout DMS. Analytical Photogrammetric Positioning System (APPS) and digital MC&G training is also getting increased emphasis. The Management and Technology Department (MT) has also recently developed lectures on DMA's Exploitation Modernization Program (EMP) for inclusion in various management courses that we teach. I am convinced that the new MT department is much better able to incorporate curriculum changes in technology and changes in management topics.

One other distinction now evident -- MT teaches primarily education courses while the other three departments conduct training courses. (If you don't understand the difference, consider how you would feel if your teenage daughter came home from high school and announced that she had received sex training rather than education.)

On the staff, I wanted added depth and reduced spans of control. Under the old PBO structure for example, everyone in the office reported directly to the PBO chief who rated everyone and couldn't become an expert in all the programs for which he was responsible. The Budget Officer was the only one who was really expected to understand the DMS budget, and DMS had six Budget Officers in two years (in part because the position was under-graded.) We lacked depth and continuity. With the new organization, the upgraded (GS-12) Budget Officer works for the Chief, Resource Management Division

(Dolores Balkenbush) who also has extensive budget experience and essentially serves as the DMS Comptroller responsible for budget, manpower, and ADP/MIS management, internal management controls, etc. that the DMA Comptroller is responsible for at higher levels. Ches Cummins (formerly Chief of AMS, now MS) had a similar situation except that he was required to do too many things personally in addition to having a large span of control; we're trying to get Ches more help through this reorganization.

In the Academics Office (AC, formerly TDE) I wanted the Chief of Training Aids (Nick Mosura) to supervise others that worked in his office. Similarly, I wanted the Education Advisor (Linda Schultz-Shiner) to supervise the other Education Specialists. Previously, everyone in TDE reported directly to LTC Reich who had a large span of control.

Lastly, I wanted names and acronyms consistent with those used elsewhere in DMA. All other DMA Components had a PP office central to the operation of those Components; we now have our Plans, Programs and Operations (PP) office too. Everyone else had 2-digit codes reporting to the Director with 3-digit subordinate elements having the same first two digits as that of their boss; we now follow that model as well. This may appear superficial, but if it prevents confusion (and I'm convinced that only DMS personnel understood our prior acronyms) it's worth the change.

I'm pleased with the changes made to date and appreciate the effort that our people have made to implement the reorganization. I believe we will be more effective and efficient as a result. We are doing many things better already with the same number of total authorizations (204) as before.

I hope you're not all confused with these changes. It will take a while to get used to the new names and acronyms, but they do make sense. For your information, here are the current "faces" to go with the new "spaces!"

D COL David Maune, USA
MS Mr. Ches Cummins

MSP SFC "Andy" Anderson, USA
MSA Ms. Vicki May
MSL MSgt Larry Kommes, USAF
AC LTC Russell Reich, USA
ACC Dr. Linda Schultz-Shiner
ACT Mr. Nick Mosura
PP Maj Roger Devore, USAF (USAF 05 billet)
PPO Capt John Husar, USMC (USMC 04 billet)
PPM Ms. Dolores Balkenbush
MT LTC Jim Henry, USA
MTM MAJ Lou DeSanzo, USA
MTA MAJ Ed Wright, USA (USAF 04 billet)
TD MAJ Kurt Hovanec, USA (USA 05 billet)
TDT CPT Ben Oliver, USA (USA 04 billet)
TDC CW2(P) Dave Dannelly, USA
TDD Mr. Howard Shaw
GS Maj Ron Lecki, USAF (USAF 05 billet)
GSG Capt Ann Miano, USAF
GSS CW3 Garry Moore, USA (USMC WO billet)
GA CW4 Andy Yacenda, USA
GAP CW3 Dave Miller, USA
GAR CW2 Bill Michaels, USA

.....

DMS Observes Cultural Awareness Day

The Defense Mapping School will celebrate a Cultural Day Activity to be held Wednesday, Sept. 24, 1986 in Bagley Park, located in back of Bldg. 214.

The celebration will be a luncheon served at 12:00. Those attending are asked to donate \$3.00 or a covered dish. Covered dishes should be a dish that is representative of your cultural background. Those bringing covered dishes are requested to label the dish with its name, the name of its cultural origin, and name of person donating it.

Contact Bill Lewis, or Deborah Eure, (703) 664-2182 for further information.

until the assignment of a Terrain Analysis Technician (MOS 841A) and the enlisted Terrain Analysts (MOS 81Q). Due to a low density of MOS-qualified soldiers, these teams were fielded with unqualified personnel with other MOSs and were limited in their effectiveness. Furthermore, terrain teams did not yet have the Terrain Analysis Data Bases (TADB), the worldwide production of which was a mission first assumed by the Defense Mapping Agency in 1980.

Doctrine at that time stated that division terrain teams would be under the operational control of the G-2 and under the special staff cognizance of the division engineer. The corps terrain team provided four to seven analysts in the G-2's All Source Intelligence Center (ASIC). Thus, the majority of the support provided during the earlier years was driven by requirements of the intelligence community. The basis of the support that terrain teams pro-

vided was evolutionary and educational. We will discuss how this has evolved through the planning and execution phases of a military operation.

Planning

During the early tenure of direct support terrain teams, the primary focus of support was to the intelligence community in the form of Intelligence Preparation of the Battlefield (IPB). At this time the IPB was also in its infancy and evolutionary stage. Terrain teams initially produced mobility corridor/avenues of approach overlays. These were large overlays registered to either a 1:250,000 or 1:50,000 map which covered the corps' or division's sector and were used by the G-2 and G-3 to view the opposing force, determine the flow of the battle, and develop mobility corridors and avenues of approach for friendly forces.

This information was disseminated primarily in three forms; briefings, reports, and overlays, to the commanders and their staffs. Reports were generally in the

Analysis of the Area of Operations or Intelligence Estimate formats. Thus, the seed for terrain analysis data requirements was planted early in the planning of a military operation.

As the above type of support became routine, additional members of the general and special staffs saw a need for terrain information and data for the detailed planning and subsequent execution of their respective missions. Primary examples follow.

For planning of river crossing operations in denied areas, the division engineer/assistant division engineer (ADE) requires detailed terrain information to include gap width, depth, velocity and river stage, state of entry/exit banks, possible staging and assembly areas, obstacles, etc. For barrier planning, some of this same terrain information, as well as mobility corridor/avenue of approach overlays prepared for the G-2/G-3, is needed.

While the need for terrain information/data is growing within the special staff, it is also expanding within the G-2/G-3 arena.

The type, extent, and detail of terrain data and predictions of their effects on military operations are expanding. Specifically, the additional requirements of the G-2's Intelligence Preparation of the Battlefield (IPB) process demands more dynamic combat oriented terrain analysis products also essential for G-3 planning.

Such products as Line of Sight (LOS) continue to be confusing. Engineers view LOS as the ability to see from point A to B. The intelligence community require LOS to be a generalization through the entire sector. The Signal Corps needs LOS products for communication emplacements. Without a digital topographic data base and computers programmed to manipulate such data, LOS products are very time consuming.

As IPB matured and an understanding of the process developed, the need for more detailed

TOP AWARD from page 1

caliber of the senior leadership at DMA, of which I am extremely proud."

He added: "These gentlemen truly represent a dedicated work force that has made dramatic professional advances in recent years, which are contributing to DMA's recognition as a combat support agency vital to the defense of this Nation."

Dr. Daugherty was recognized for his work as "senior civilian in one of the world's largest and most sophisticated mapping, charting and geodetic production centers," who maintained an outstanding production record for the Center while ensuring success of the Agency's exploitation Modernization Program."

Mr. Peeler's citation noted "his exemplary leadership and initiative in the management of Defense Mapping Agency Aerospace Center resources" which "contributed significantly to the im-

tributed significantly to the implementation of technologically advanced methods for producing digital data to support the advanced aerospace weapon systems of the Department of Defense."

Mr. Smith was recognized for "leadership and skill that have resulted in millions of dollars of resources for mission work, improved management of resources, improved accountability and control of funds, and reduced conflict in the resource allocation process."

Since 1955, the Department of Defense Distinguished Civilian Service Award has been presented annually by the Secretary of Defense to a small number of civilian employees "whose careers reflect exceptional devotion to duty and extremely significant contributions of broad scope, in scientific, technical, or administrative fields of endeavor, to increased effectiveness in the operations of the Department of Defense."

See TERRAIN, page 6

terrain data grew. Terrain products such as mobility corridor/avenues of approach, cover, and concealment are used to develop Named Areas of Interest (NAI) and Targeted Areas of Interest (TAI) as well as the placement of sensors and other forms of intelligence collectors. This development is significant to the G-3 and special staff in further support of the division/corps mission. The development of air avenues of approach (for the corps and division airspace management element), main supply route (MSR) and Forward Support Battalion site selection for the G-4, are additional requirements for the terrain teams.

As terrain teams satisfy such requirements, and as time progresses, it is apparent that education and awareness of general/special staff members directly influence their legitimate demands for terrain analysis support beyond that previously recognized.

Execution

Depending on the level of the terrain team, either part or all of the team works in the G-2's All Source Intelligence Center (ASIC). For this discussion, we'll look at support at the corps and division level.

As any terrain analyst will tell you, if your terrain data base and many of your products are not accomplished prior to the time of detailed mission planning, it is too late! Many of the products prepared before execution will be used again during the execution phase.

The primary support provided during execution responds to specific Essential Elements of Terrain Information (EETI) for the G-2/G-3/G-4 or subordinate commands. Terrain information is generally provided verbally. Questions are asked and answered quickly as the operation is executed. Examples of such EETI are river/stream bank conditions at a specific location or possible defensive positions for an enemy unit. These types of EETI are routinely routed through the ASIC from subordinate commands.

Occasionally some of this terrain

information flows upward if the requirement has been dictated by the unit's Intelligence Collection Plan. This is an area all engineers must focus on. This sequence of information flow could be facilitated by the development of an Engineer Information Collection Plan.

The largest amount of the terrain team's time is spent on the G-2/G-3/G-4 planning of follow-on missions. Much of the support required here is identical to what was required in the planning of the original mission.

Results

In one of the corps command post exercises in CONUS, the terrain team, using imagery available in the ASIC, caused the corps' concept of operation to be totally revised. When the exercise was completed, the G-3 announced that the terrain team had saved the corps from disaster. Had the exercise been a real world operation, the terrain team would have saved thousands of lives and been key to the success of the total operation.

In three successive years, the Team Spirit exercise in Korea proved that the terrain team was singularly instrumental in causing the operational planners to maximize the use of the terrain and, in doing so, was vital to the success of the entire division.

During the last two winter REFORGER exercises, the Corps terrain teams, cooperating in a developmental effort of the U.S. Army Cold Regions Research and Engineering Laboratory, performed daily computer-assisted trafficability assessments of the exercise areas. One use of the resulting terrain products was determination of maneuver restrictions requirements on a daily basis, a prediction which prevented many vehicles from becoming bogged. This effort was credited with preventing substantial amounts of maneuver damage.

At least one commanding officer of a Major Army Command indicated that the introduction of the new engineer terrain teams was the most significant improvement to his Major Command during his three years tenure.

Terrain teams everywhere are

listened to with respect and are in great demand. G-2 and G-3 Operations Officers routinely seek out terrain teams for their guidance on terrain related matters, as several profited from lessons learned when they failed to do so in the past.

The only problem seems to be that the terrain teams are too small and understaffed for the large responsibilities they carry and brigade and battalion task forces often lack terrain analysis support directly responsive to them. With their continued records of success, terrain teams are bound to continue to grow as commanders everywhere realize their value on the AirLand Battlefield.

Conclusion

In summary, the terrain analysis detachments are tasked with the mission of giving the commander an accurate "picture" of the battlefield. This information must be effectively utilized early in the planning by all elements of the command and staff. As the battlefield changes, so must the focus of terrain teams. The terrain teams have evolved into an essential member of the AirLand Battle team and have proven themselves indispensable. When utilized properly, the terrain teams become significant combat multipliers.

Fall Special Olympics Will Be Held at Pence Field

On 18 October 1986, Special Olympics of Virginia in conjunction with Fort Belvoir, will host their Fall Games Program at Pence Field, Fort Belvoir, Va.

The one day event will consist of Soccer and Volleyball competitions. As of July 86, twenty-six teams and close to 500 athletes had registered to participate in these games.

These "special kids" need to know that their efforts are appreciated. So, if possible, go to Pence field and cheer them on. Better still, just call Mr. Arthur B. Reid, Jr., Games Director, on (703) 549-7176 and volunteer to be a "Special Friend" or "Hugger" to an athlete on the day of the event.



Photo by Sgt. Maj. Rudi Williams, USA

The Special Olympics is an international program of physical fitness, sports training and athletic competition conducted in civilian communities and on military installations around the world. Track and field events are an integral part of this competition.



Photo by Sgt. Maj. Rudi Williams, USA

Special Olympics Takes the Courage To Try

Special Olympics is called "A pageant of human courage," but winning isn't the object of the competition; it's having the courage to try, regardless of how well participants perform.

There are no losers in Special Olympics -- "a 10th place winner gets a 10th place ribbon," said a member of the Northern Virginia Special Olympics coaching staff.

Participants recite the Special Olympics oath before the start of each competition: "Let me win, but if I cannot win, let me be brave in the attempt."

Win or lose, they all are embraced, cheered and applauded by friends, family members, teachers, coaches -- even some spectators get caught up in the emotion after watching crippled, sometimes disfigured, bodies strain, push and shove themselves across finish line after finish line.

Before the Special Olympics mentally handicapped people were considered incapable of participat-

"I did it. . . I did it," Cullen Haddox exclaimed when he was presented the first place ribbon for the 25 meter wheelchair race in the Northern Virginia Special Olympics games. Beside him is his friend Army Sgt 1st Class Linda D. Plyler.

ing in competitive sports.

Since its beginning in 1968, Special Olympics has skyrocketed from a small camp operated out of Eunice Kennedy Shriver's home to an organization of more than a million children and adults from around the world. Even some communist countries participate.

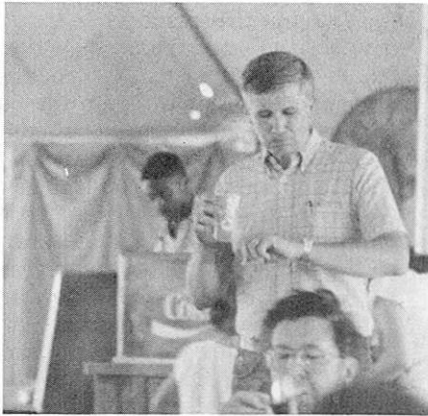
Chapter and national games are usually held in May and June each year. International summer and winter games are held every four years. Special Olympics has become the largest and fastest-growing sports training and athletic competition for the mentally retarded in the world.

Officials of the organizations say sports and physical activity are the quickest surest road to health growth and self-confidence for the mentally handicapped.



Photo by Sgt. Maj. Rudi Williams, USA

When Jeffrey Marble was born, doctors said he would never walk or talk. As this picture dramatically shows, they were wrong!



Colonel Maune -- Chow time!



Vicki May and Melinda Frank and her daughter.



Howard Shaw and MSG Domingue under the "big top."



GySgt Joynes headed for some cool water activities

DMS Picnic — a Success

by Irene Peine

Each summer the employees of DMS and their families set a day aside to picnic, frolic, and just get acquainted with each other. This year's picnic was held at the Wild World Amusement Park, Largo, Maryland.

Under the skillfull leadership of Captain Ann Miano, the innovative Department of Geodesy and Survey personnel planned and organized a new and different fun day for those bold enough to attend. To offset the cost of the picnic for DMSers, the GS personnel sold T-shirts, sweatshirts, coffee cups, and donuts during the months of February, March, April, and June. And that does not count the endless hours of work donated by GS personnel.

Those attending enjoyed hamburgers and hot dogs with all the picnic trimmings under the "big top Montana Tent" at noon. After lunch, some played softball and volleyball games while others went their own way, leisurely taking in the rides, shows and water activities in the park. The enlisted men proved to the officers that they are the best when it comes to softball, but the officers are saying, "Just wait until next year!"

Thanks Geodesy and Survey for making our annual get-together something special.



Volley ball players on picnic grounds at Wild World



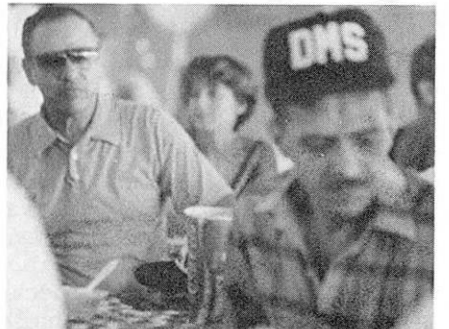
Catcher Jim Harnden, "Lets play ball!"



SGM Tarr refereeing the volley ball game.



Sue Phillips and MCGOC student enjoying the day at Wild World.



Jim Harnden and SSgt Tommy Williams.

Annual Crab Feast Day -- Still Wishful Thinking

by Irene Peine

It is a known fact throughout the School that fun-loving DMSers need little encouragement to plan a special social gathering from time to time.

This time, the Office of Academics came up with a winner. Those attending had such a super-great time that they are convinced it should be an annual DMS event. It all came about when Colonel Reich started talking about a summer crab feast last spring. The idea sounded like a good one but was only talk until Colonel Reich's two creative summer-hires, Jennifer "Jenny" Bowker and Mieko "Anne" Wakimoto, volunteered to put the plan into action. They thought it would be a good extra-curricular activity.

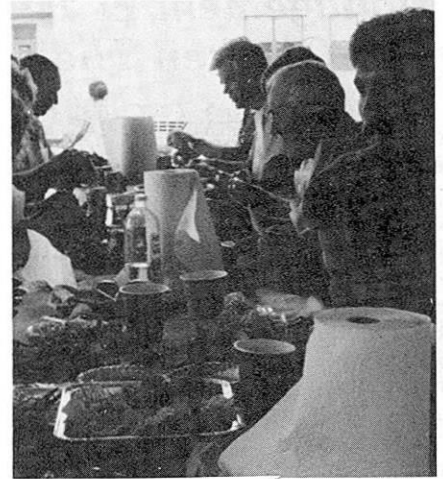
Little did they realize that once the idea for a "crab feast" hit the grapevine in Bagley Hall it would take hold like "wild fire." Originally, the function was to be for Office of Academics

personnel only, however staff and administration personnel and several others wanted to be included also. Being a friendly pair, big-hearted Jenny and Anne said "okay!"

Jenny and Anne really did a terrific job in planning and executing the whole project down to the last detail. And what a feast it was!

The gathering was held at Bagley Park, Aug 6. The day was perfect -- a sunny, cool and breezy summer day. There were plenty of crabs, salads, desserts, and soft drinks for everyone to really "pig out"! And I might add there was no shortage in either the laughter or socializing departments. What a welcomed break from the office rat race!

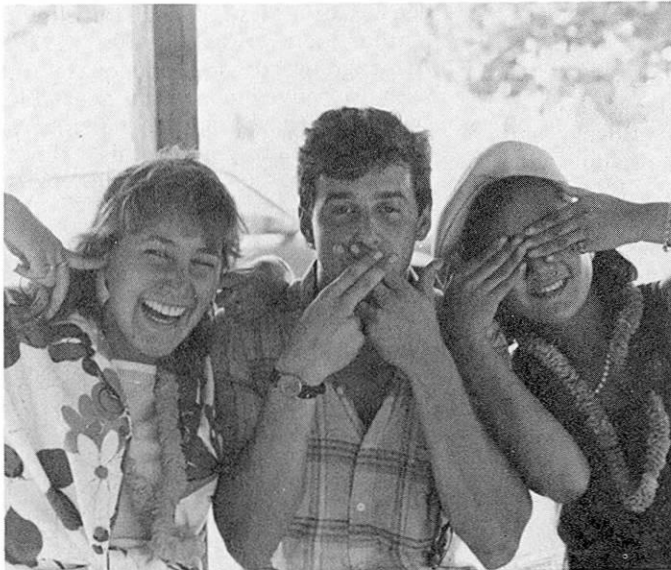
Thanks, Jenny and Anne. With your terrific "can do" example, here's hoping, some other DMSers will take on the project for next year and "crab-feasting" can be an annual social affair for DMS.



DMSers busy eating crabs, relaxing and having fun.



Jenny and Anne (back row) with their co-workers, (left to right) Elizabeth Norton, Jeanne Elmore, and Nick Mosura.



1986 DMS summer hires (left to right), "Hear No Evil" Jenny Bowker, Office of Academics; "Speak No Evil" Chris Thoureen, Department of Management and Technology and "See No Evil" Anne Wakimoto, Office of Academics having fun at the crab feast.



LTC Colonel Russell Reich, Chief, Office of Academics shows his appreciation to Anne Wakimoto (left) and Jenny Bowker for making his crab feast idea a big success.

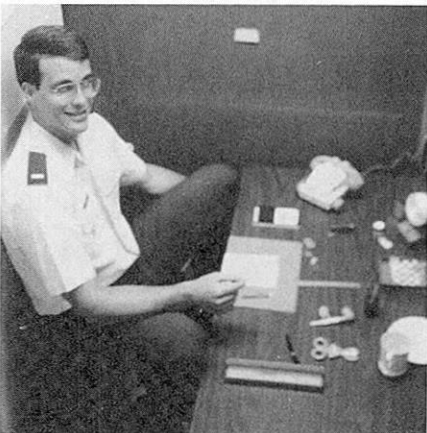
Management & Technology Welcomes 1 Lt Giesken Their Way

by Sue Phillips

Picture this . . . Your first day on a new job; you get up a little early to make sure everything is just right -- you double check and are ready to go! After fighting Northern Virginia traffic, you still get to work ahead of schedule --okay so far. Throughout the in-processing, all seems to be going well but you're still a little nervous -- you scream to yourself, "I'll never remember all these names!" Then you finally relax when you realize your sponsor is taking you to your desk for the next three years. As he takes you around the partitions you know you're getting closer to your cubicle. Would you be ready for this . . . ?



Bewildered 1Lt Jim Giesken said, "You got to be kidding!"



"See, I don't fit."

Well, 1LT Jim Giesken took the 2 foot high desk, soap bubble pipe, 3 inch fan, bunny scissors, 2 inch pencils, and toy phone all in stride.

Born in Lima, Ohio, Jim later moved with his family to Connecticut, where he joined ROTC in the Air Force. During his junior year he met and married his better half, Chris. He was then stationed at Cheyenne, Wyo. when they became the proud parents of "Bucky," their black cat. Jim's hobbies include snow skiing, hiking, and bicycling.

Jim told his fellow instructors that he was constantly harassed by his former secretaries. Ms. Phillips and Mrs. Shelnett, DMS secretaries, would like those secretaries to know that they plan to carry on the tradition!

On a more serious note, 1LT Giesken is looking forward to expanding his mapping, charting, and geodesy knowledge; and becoming an effective teacher in the Department of Management and Technology.

**Chaplain Moore Wants to
Form a Soldier's Choir**

Do you enjoy singing gospel music? Are you a singer or musician? Are you military and enjoy Christian fellowship with others?

If the answer is yes to the above questions, contact Chaplain (CPT) Donnie Moore at 664-2449 or 664-2451.

Chaplain Moore is seeking active military personnel of all ranks to form a "soldiers choir" to provide music for the Sunday morning 9:15 Protestant Worship Service and other special events sponsored by the Chapel Community at Fort Belvoir.

The Protestant Worship Service is conducted each Sunday morning at Gunston Chapel, North Post, around the corner from the Child Development Center and across from A Co, 1st Battalion.

Lil' Miss Noelle Arrives at the Cincalas

Captain Stephen Cincala, and wife Tamyra Ann are the proud parents of a brand new baby girl, born Monday, August 25th, weighing 7 pounds and 4 ounces. They named their new daughter, Noelle.

The Cincala's have two other children, Nathaniel and Amelia.

Congratulations from the DMS staff and faculty.

New DMA Deputy Director Selected

Rear Admiral Oakley E. Osborn, USN, has been selected to become the Deputy Director, Headquarters, Defense Mapping Agency Vice Rear Admiral Eric A. McVadon, USN. Rear Admiral Osborn is expected to report in December 1986.



In Memoriam

The staff and faculty of DMS received the news of the the death of Mrs. Marge Kelley's mother on August 30, 1986. Although words are inadequate we wish to convey our most heartfelt sympathy to you and the members of your family at this time. Marge's mother lived in New York.

Patricia Ann McCloskey, 22, Alexandria, Va., daughter of John and Cathy McClouskey, died of injuries sustained in a car accident in Wyoming on Wednesday, September 3, 1986.

Cathy is employed in the Graphic Arts Department at the Defense Mapping School .

Needless to say, Cathy, the faculty and staff send you their deepest sympathy and prayers. No words can describe our feelings at this time. Just let us know if we can help.



Director's Call



MILITARY AWARDS

1Lt James M. Giesken (USAF)
Department of Management and Technology
Joint Service Commendation Medal

CW3 Meredith W. Anthony (USA)
U.S. Army Topo Element
Directorate of Training and Doctrine
Meritorious Service Medal

CW2 William J. Harden (USA)
U.S. Army Topo Element
Directorate of Training and Doctrine
Meritorious Service Medal

SSG Gary J. McGuinness (USA)
Department of Geodesy and Survey
Certificate of Achievement

SGT Timothy M. Brennan (USA)
Department of Graphic Arts
Certificate of Achievement

MILITARY PROMOTIONS

SGT Timothy M. Brennan (USA)
Promoted to Staff Sergeant (E6)

MASTER INSTRUCTOR CERTIFICATE

MSgt Wayne J. Charles (USMC)
Department of Management and Technology

NEW ARRIVALS - MILITARY

1Lt James M. Giesken (USAF)
Instructor
Department of Management and Technology

NEW ARRIVALS - CIVILIANS

Ms. Jo Ann Gillis
Budget Officer
Office of Plans, Programs, & Operations

DEPARTURES - MILITARY

MSgt Joe H. Barrentine (USAF)
Instructor
Department of Geodesy and Survey

DEPARTURES - CIVILIAN

Mr. Francis H. Bruley
Warehouseman
Office of Mission Support
Logistics Division

Ms. Hyeun Roque
Clerk-Typist
Office of Mission Support
Logistics Division

Ms. Beverly Buford
Education Specialist
Office of Academics



of DMA products and additional surveys and questionnaires are being widely distributed.

Special efforts are going into developing a high state of readiness in MC&G war reserve stocks and products world-wide and major exercises this winter will test wartime distribution capabilities of DMA outlets.

These and other areas of interface between DMA and the operational community will be pursued at the annual MC&G Conference in Washington next month.

These, of course, are merely highlights from a lengthy agenda of actions underway to improve DMA's overall operations, relationships with our "customers" and the welfare of DMA employees.

General Rosenberg keeps DMA's "Focus on People" at the top of all lists of goals and objectives developed at Headquarters or within the Components. Continual emphasis is placed on the need to provide every possible opportunity for training and advancement to you, the people who day in and day out ensure this Agency has the capability to support our vital mission. Equally important is the requirement for an efficient, safe and healthy workplace.

We continue to need your suggestions and, I assure you, all are carefully considered.

DMA Opens New Customer Assistance Office

The Defense Mapping Agency has opened a new Customer Assistance Office to serve as central point of contact for all inquiries from military and civilian users of DMA products and services.

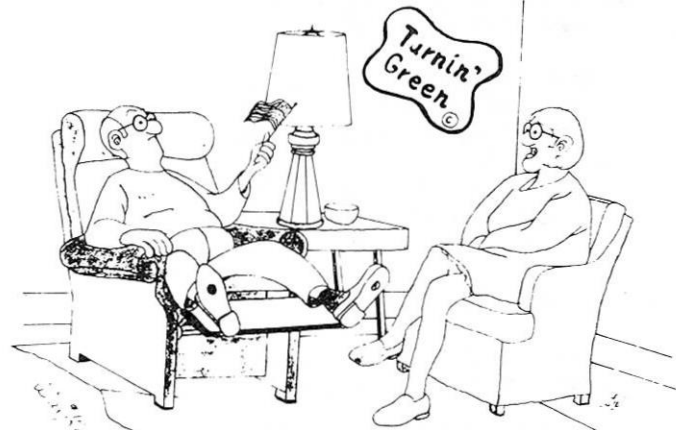
Located in DMA's Office of Distribution Services headquarters in Washington, the new activity will provide information on obtaining DMA products and services, status of current requisitions, and availability and uses of maps, charts and geodetic products from DMA and other sources. This office will also coordinate emergency requests for DMAODS-managed products from operating elements of the Armed

Services

The new Customer Assistance Office operates Monday through Friday from 6:30 a.m to 7:00 p.m. Eastern Time. After duty hours, telephone messages will be recorded for action on the next business day.

For customer assistance, call 1-800-826-0342, AUTOVON 287-2495 or commercial (301) 227-2495, effective immediately.

The mailing address for the Customer Assistance Office is: Director, DMA Office of Distribution Services, ATTN: DOA, Washington, D.C. 20315-0010 and the message address is: DMAODS WASHINGTON DC//DOA//.



"Stop waving that flag in my face every time I object to our foreign policy!"

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Address all communication to:
Defense Mapping School
Fort Belvoir, VA 22060
Director
Colonel David F. Maune
Editor: Irene Bellefeuille

CONTOUR

Volume 14, Number 1

Defense Mapping School

October 1986

Major Changes in Survey

by CW3 Garrett Moore



Major Lecki

Ron is On. . .

Like most other offices and departments in the Defense Mapping School, Survey has gone through some Major changes. For one thing we've given up being merely the Department of Survey for the tonier-sounding Department of **Geodesy** and Survey. That improvement should help distinguish the flat-landers and brown-water survey types from those who contemplate such arcane niceties as whether the Geoid looks more like a baked potato or an over-ripe grapefruit (Grocery Geodesy).

Along with the name change came changes in office symbols: Goodbye SD; Hello GS. (The mail still comes late.)

Beyond the cosmetics of name changes, one of our major changes has been a change in our Majors. (What did he say?!) Stay with me readers; I'm talking about the passing of the baton from Major Green to Major

Lecki as department chief. ("Major" changes --Get it?)

Already a DMSer, Major Lecki moved up to Survey and to "legitimate" employment after a stint in the Office of Academics. There he served briefly as Curriculum Requirements Coordinator (trying to figure out what Major McPherson did for 3 years) and, for six enjoyable months, as acting manager of the Instructor Training Course.

One's first encounter with the blue-eyed, blue suiter is startling for its unaccustomed informality and genuine friendliness. With his right hand extended and a smile as wide as a used-car salesman's, he fairly bursts with enthusiasm as he says, "Hi, I'm Ron!"

At department staff meetings, however, he is all spit, polish and business. Agenda items, taskings and suspenses fly from his animated lips like SAC thunderbolts, while Joyce furiously scribbles notes at warp speed in a vain effort to keep the minutes.

Following our new boss' initial reshuffling of offices, people and duties to better suit his management style, the ever-witty Glen Blanton informally dubbed himself and the rest of the department as "Lecki's Lackies." But this belies the new Chief's team-effort approach to leading the staff and faculty of GS. An "open door" manager, Major Lecki welcomes visitors who, someday, find him wistfully looking at the Wyoming sector of his satellite map of the US, dreaming about his eventual

return to "Home on the Range." Other days his conversation sparkles over an eclectic range of subjects indicating some measure of his vitality and intelligence -- from the music of Liszt and Wagner to the philosophy of Nietzsche and works of Will Durrant; from the identification of edible wild mushrooms to why "2001" was the best science-fiction film ever made; from the geology along Interstate 80 to the culinary merits of a local Thai restaurant. (On this latter point his taste buds and his gastric juices have clearly been at war with each other!)

Although a 40-ish bachelor, he is far from set in his ways. The combination of boyish charm, good looks and worldly wisdom make him an attractive personality. (Any bachelor who drives a Datsun 280ZX can't be any purer than Rick Carandang.) While he eschews the label "Swinging Bachelor," he has been heard to say, on occasion, "I think

See SURVEY, page 5



Help when you need it

Because you contribute to CFC, the Red Cross is there to pull you through.

American Red Cross



The Direct Line



from

Maj Gen Robert A. Rosenberg
Director, Defense Mapping Agency

All around us, the days are getting shorter, the leaves are just starting to turn, the kids are back in school, vacation days are over: it's Fall. And in the Defense Mapping Agency, as in the rest of the government, it's the end of our fiscal year and the start of FY 1987. As we all start implementing our programs for the new year, I want to take a moment and genuinely "point with pride" to the truly outstanding achievements of the people of DMA during the past 12 months.

You have every right to be as proud of the work you've done as I am. In virtually every area, from Headquarters, to the Components, to the Field Offices to scattered small elements around the globe, your contributions have enabled me to report to my superiors at the Department of Defense that the Defense Mapping Agency has met or exceeded its tasking and goals and is in good shape for the busy transitional period ahead of us in the next few years.

I am firmly convinced that the goals established this year by your senior leadership are on track, and pointing us in the right directions. Our "Focus on People" continues to be the theme upon which our other actions are predicated. It is still basic that an effective production line -- training shop,

personnel shop, administration office, library, comptroller or support unit -- comes only from effective people.

You have proven your effectiveness, and we are working to support you better in a number of ways, including the comprehensive career development program which is designed to provide a clear, and definitive, promotion ladder in each career area. Our civilian mobility program will increase the cross-fertilization vital to management development. New, uniform selection policies for senior positions have been established and Personnel is working up a combined civilian-military training capability. Our new Women's Leadership Program is moving ahead. Our manpower and personnel people, agency-wide, have worked hard to put together these important new programs. And now in operation are Agency-wide occupational health and safety offices which will have continuing benefits to all of us.

You have proven your capabilities in support of our vital mission. We are fortunate that here in DMA, unlike so many government elements, we produce a measurable product. The 1986 numbers are impressive: You produced and distributed more than 50 million maps and charts. Nearly 4,000 new or revised maps and charts were developed as well as some 500 publications of all sorts. You digitized more than 6 million square nautical miles of the Earth, and developed nearly 600,000 square nautical miles of Point Positioning Data Bases. You also spotted more than 12,000 strategic points and made more than 37,000 gravity measurements around the world. All this to ensure the capabilities of this Nation's operational military forces, who can't function effectively without you.

Do you know the breakdown of this effort? Some 50 percent of our resources goes into support of tactical operations for land, sea and air forces. Another 34 percent is geared to ballistic and cruise missiles, and strategic and tactical bomber operations. Safety of worldwide navigation accounts

for 12 percent and about four percent is in planning and evacuation activities.

DMA people have been involved in every national crisis situation that has been in the newspapers -- including Libya and Bolivia -- and scores of others that have not been publicized. Current and future DoD exercises are now including wider involvement of DMA elements, not just at Headquarters and the Components, but around the world.

In addition to this outstanding production and distribution effort, there is much additional activity -- far more than we can detail here. I was very pleased that the new entrance and addition were completed and occupied at the Aerospace Center this year, and that we have had groundbreaking for the addition to the Hydrographic/Topographic Center. All indications are that the extensive interior remodeling and installation of modular work spaces and furniture at AC have been real "people improvements" which will be incorporated elsewhere as practicable.

Our new Office of Telecommunications Services is getting up to speed, and gearing up for the massive job of linking up our modern production systems. OTS has already linked together scattered elements of the Geodetic Survey Squadron, so all have access to the host computer in Cheyenne. OTS also has managed installation of new, secured voice systems at key locations throughout the Agency, a critical factor in today's world.

DMA's Office of Distribution Services now disseminates all DMA products, hydro, topo, aero and digital. A single point of contact has been established, a sort of "800-get a map" system. It is catching on: in a recent 30-day period this office responded to over 1,500 requests/inquiries from our users around the world and it's growing rapidly. Meantime, a major study is underway to bring the distribution system into DMA's modern production system to ensure rapid and efficient availabil-

See DIRECT LINE, page 6

From the DMS Director

Focus on People

Performance Expectations



Colonel David F. Maune

Those who feel that the Defense Mapping Agency or Defense Mapping School goals pertain only to management personnel need to read this article which promises to be controversial.

Consider DMA's "Focus on People" goal for starters. DMS has four "people" sub-goals for FY87, and it's interesting how these can serve as guidelines for every member of DMS.

Then consider civilian performance appraisals for example. DMS's rating system is extremely inflated in comparison with other DMA Components, and we need to tackle this controversial issue. People who have been rated Outstanding for years don't take kindly to suggestions that perhaps they are very good at what they do, yet deserve only a Highly Successful or Successful rating.

Within DMA as a whole, only approximately 14% of GS personnel are rated Outstanding, 37% Highly Successful, and 47% Successful. This is fairly normal for all Government employees. Yet, within DMS, the majority of civilian performance appraisals have been Outstanding.

Does this mean that DMS personnel truly are more outstanding than other DMA employees? I

would like to think the answer is "yes", because many of our faculty members are so experienced at teaching their courses that they no longer need refer to lesson plans, memorized years ago, and are about as good as anyone can get in teaching their subjects.

But is this what we really want? Maybe yes. Maybe no. In some respects (and it hurts me to draw the analogy) it's like having a Volkswagon "beetle" factory, full of the world's best auto-workers who can make perfect "beetles" in their sleep, while the world is quietly losing interest in the "beetle." The most outstanding employees are those who recognize technological opportunities or the changing needs of their customers, else they all lose their jobs even if they continue to make the best "beetles" ever. In case you haven't noticed, DoD is quietly losing interest in photolithographers, geodetic and cartographic technicians on the future battlefields of the world, and those are many of the service-members that we train. Our schoolhouse must look to the future and modernize, or we will wither away.

DMS Goal 1.1 -- Leadership

Goal 1.1 states: "DMS supervisors should: Show true concern for subordinates by visiting them regularly, talking with and listening to them to learn their problems and ideas, solicit their suggestions, and inform them of performance expectations. Increase and publicize recognition and awards for excellence and hard work. Promote equal employment opportunity and affirmative action goals. Treat subordinates as adults and partners with dignity and respect, recognizing that they are our most important resource. Establish a working environment in which subordinates are encouraged to display initiative and allowed to grow and benefit from their mistakes."

Do you think a supervisor "shows true concern for subordinates" by rating almost everyone as Outstanding? I don't! The ones who are most outstanding are hurt the most; they appear to be "with the pack" and fare no bet-

ter than the least outstanding. The others are also hurt because they have little motivation to improve, to innovate or initiate new ideas; if you're rated Outstanding now, why change? Inflated ratings actually encourage mediocrity.

Do you think "awards for excellence and hard work" are as meaningful if almost everyone receives them? I don't! They tend to lose their value. We're at the point where one employee rated Highly Successful considered filing a grievance because previous ratings from other supervisors were Outstanding and "I'm doing the same job I did for the past years." We need to change this mentality. What was outstanding yesterday is not necessarily outstanding today.

Do you think that we "establish a working environment in which subordinates are encouraged to display initiative and allowed to grow and benefit from their mistakes" if we continue to rate people Outstanding because they're doing the same good job as always? I don't! Instructors are Outstanding when they continuously upgrade their lessons and find innovative ways to teach old subjects (e.g., SSG McGuinness' new method for teaching construction surveyors how to lay out horizontal curves.)

DMS Goal 1.2 -- Values

Goal 1.2 states: "All DMS personnel, especially instructors who serve as role models and mentors for students, should know, act and live consistent with the DMS value system based on integrity, professionalism, responsibility and hard work."

Do you think it's fair to rate an instructor as Outstanding who lacks integrity, perhaps brags to students about getting away with something illegal? Your "personal life" may in fact impact your ability to serve as mentor and role model. Are you truly a professional if you have lax standards or don't remain technologically up-to-date in your subject area? Are you responsible if you assume that others will take care of the

See FOCUS, page 4

FOCUS from page 3

details? Self-starters may work harder in a 40 hour week than others do in a 50 hour week.

I challenge all raters to consider these values in determining who truly deserves to be rated as Outstanding. I also think that successful Instructor Training Course primary instructors earn special recognition for braving the threat of the ITC firing line.

DMS Goal 1.3 -- Training

Goal 1.3 states: "DMS should: Act to eliminate dead-end assignments for civilian employees who wish to advance themselves. Seek improved training for the most motivated employees to expand their career opportunities within DMA. Investigate the need for DMS to participate in the Long-Term, Full-Time Training program. Continue to improve DMS's Faculty Development Program."

This goal should be obvious. We need motivated employees with initiative to help modernize DMS and DMA. We don't need self-centered employees who only think in terms of personal gain, but we do need employees who want to better themselves so they are more valuable to the Agency and give a fair return for training investment.

DMS Goal 1.4 -- Facilities

Goal 1.4 states: "DMS should identify and correct major facility deficiencies, promote safety and health as primary consideration in all aspects of DMS operations, and implement the Hazardous Materials Communications Program for use within the School and for training of DMS students."

This goal also is obvious, and Outstanding employees recognize that such goals pertain to them and not just to others.

Performance Expectations

I know it is an unpopular position to take, but I am tasking DMS raters to be more demanding in writing civilian performance standards and appraisals, and I am asking our Performance Rating Panel to investigate the issues and report to me with recommendations. Furthermore, I plan to review all appraisals personally so

as to promote better uniformity among the offices and departments.

We must upgrade our performance expectations if we are to survive. We must anticipate our changing mission and changing needs of our customers. The key word is "initiate." Those who initiate better ways of doing things are on the Outstanding track. Those who continue to do the same good job as always are extremely important, but may no longer receive ratings they had received in the past. Persons should be rated Outstanding only if supervisors consider there is virtually no room for improvement. It is supposed to be difficult but not impossible to earn an Outstanding rating. As an additional tool, I have given office and department chiefs a fair-share awards budget to manage for FY87.

Summary

The four Focus on People sub-goals cited above give some ideas on what is important to me in deciding who truly deserves Outstanding appraisals. In subsequent issues in the *Contour* I will write about our Focus on Mission, Customer, Modernization, and R&D goals for FY87. In all cases, we need to think not how these goals pertain to others, but how they pertain to us -- personally. In all cases, we need to recognize and reward those who display initiative and help DMS to modernize our curriculum and schoolhouse.

I don't have all the answers either. As we start a new fiscal year, I hope you can enlighten me with good, innovative ideas. In the months ahead, I plan to hold sensing sessions with nonsupervisory personnel and give you the opportunity to freely express what changes you would make in DMS if you were the boss.

I'm sincerely interested in your ideas and suggestions. Our people really are most important to me. Like the permissive parent, the easy way is to give every employee the high ratings they desire. But, does this truly "focus on people" in a responsible manner? With your help and understanding, we can orient DMS on

the future and chart the best course for getting there. I feel we can do it with heightened personal expectations that challenge us all.

Incidentally, with military appraisals, we need to recognize the inflated system used by centralized selection boards and ensure that nominative DMS personnel remain competitive; but within the context of that inflated system, we also need to challenge military personnel with increased expectations. But the civilian performance appraisal system within DMA is not an inflated system, except in DMS where I feel we are silently penalizing the very employees we mean to help. Our instructors aren't competing against any other instructors within DMA. Only a few DMS personnel are in series in which they "compete" with others in the same series; and an Outstanding performance appraisal from DMS doesn't get them selected for promotions within HTC or HQ DMA.

Less you misinterpret the point I'm trying to make, I am **not** insisting that every DMS instructor change what they teach or how they teach it. It is perfectly acceptable for some to maintain the status quo and continue doing the good job you have done for years. But by my definition, this doesn't give you an inherent right to the same Outstanding appraisal you may have received in the past.

There is nothing wrong with being a Highly Successful or Successful instructor (or secretary, typist, analyst, etc.), but whenever the majority of personnel exceed the performance standards, the standard is no longer a "standard" but a "floor" and mediocrity becomes the established norm. This must not happen at DMS or we collectively fail in all of our goals.



The average strength of marijuana has increased by 500 percent over the past 20 years.

— Source: The American Council on Marijuana and Other Psychoactive Drugs

she wants me." (a Beruffism from his previous assignments.) Despite such modesty ("A legend in his mind," says Dr. Linda Shultz-Shiner, DMS educational advisor), we know him to be a man of adventure. To wit, any man who would ride to Alaska and back on a motorcycle, and who would openly brag about "Beating the pants of the Deputy Director" (his OER rater) at tennis every week is an adventurer --- or about a half-bubble off center!

All kidding aside, the new boss and his department, staff and faculty form a mutual admiration society. Says he (so often), "This is the best job I've ever had in my career!"

Say we, "The women don't want you -- we do!"

... And Green leaves the scene

Major James "Dan" Green, USAF, erstwhile Chief of the Department of Geodesy and Survey, packed his family, his furnishings, his fishing pole and his well-used sweat suit, bidding farewell to DMS and the Air Force this summer. He retired following 20 years of service which took him from Tripoli to Texas.

By now the Greens are well ensconced in their San Antonio home, much missed by them during their sojourn in Virginia. They took a leisurely way home stopping to visit friends, relatives and Disney World on the way.

Major Green, modest and self-effacing to the last, insisted on a quiet send-off. In a lunch-time cake-and-punch party with his brother (MSgt USAF) as a special guest, department people presented him with the traditional Bronze Survey Disk, inscribed with his name and dates of DMS service. He also received a hand-drawn caricature of himself, signed by all, courtesy of the artistic talents of SGT Valentine. At the May Director's Call, Colonel Maune presented him with the Defense Meritorious Service Medal.

Well known around Post for his

Gentlemen & Scholars A Credit to DMS

by CW3 Garrett Moore

Three DMS officers have added their scholarly achievements to the faculty. CPT Bruce Donaldson, Department of Management and Technology, and CW3 Garrett Moore, Department of Geodesy and Survey both completed their Master's Degree Programs in Geographic And Cartographic Sciences at George Mason University. Capt Michael Reading, also of Management and Technology, obtained his Master's Degree in Geodesy from Ohio State.

With fall in the air and new terms beginning, now is the time for you to keep those promises you've been making to yourself all



CW3 Garrett Moore, Capt Michael Reading and CPT Bruce Donaldson

these months about making progress toward your own academic goals.

The local area abounds in opportunities for learning in many subject areas, including several programs in MC&G or Engineering subjects.

For example, at the Associate Degree level, Northern Virginia Community College offers a program in Civil Engineering Technology with a concentration in surveying. Montgomery College has a program in Printing Technology, with some classes conducted right at DMS.

George Mason offers an undergraduate certificate in Cartography, as well as its Masters Program in Geographic and Cartographic Sciences.

Virginia Tech's Northern Virginia Center conducts a Master's Program in Geodetic Engineering expressly for DMA Employees.

There are also many programs available for prospective managers, most notably, those offered by the University of Maryland, University of South Carolina and George Washington University right here at Fort Belvoir.

Take the leap! Visit the Education Center soon.

"Statistics: A group of numbers looking for an argument."
—Anonymous



Major Green

race walking, the former track star, probably had the loosest hips in DMS. He was also an avid bass fisherman who could tell taller fish stories than "Top" Cavender's. Although a transplanted Texan, the former Pennsylvania farm boy never forgot how to garden. He had the best tomatoes in Virginia (next to Will Freeze).

Undoubtedly, his biggest disappointment upon leaving DMS is that he never quite perfected duplicating the Bar-J's sacred recipe for Hot Salsa. We know he'll be trying in San Antonio where the Tortilla chips never run out.

DIRECT LINE, from page 1

ity of our products to the operational forces. ODS also has reflected our new posture by re-naming its Geographically Separated Units, from "GSUs" to Combat Support Elements.

Big things are happening at the Defense Mapping School. DMS has reorganized all its classes to incorporate advanced technology and has upgraded them all, including the MC&G Staff Officer's Course, which I want DMA staff officers to attend. DMS mobile training teams have been particularly active and effective in the past year, working at NAVOCEANO, in Thailand, on board aircraft carriers, in North Dakota with Army units and at AC and HTC, among others.

The Inter American Geodetic Survey is working on a major move of its cartographic school from Panama to San Antonio.

Along with observing its 40th anniversary this year, IAGS played a major role in support of the Southern Command throughout Latin America, particularly in drug interdiction efforts.

The Special Programs Office for Exploitation Modernization people with strong partnership from their production center teammates have come through with development of the sophisticated new production center equipment required for Mark 85 and Mark 90 integration throughout the Agency. Already on the floor and undergoing testing are new systems for hard copy extraction, the digital comparator, a

fantastic feature extraction system and a source analysis system -- all supporting the Mark 85 concepts, all vital to our transition into Mark 90.

I could, of course, continue on for three more columns and not cover all the fine jobs you have done in this Agency in this year. You have proven to me, and I feel certain have proven to yourselves, that the people of DMA are without peer in the MC&G field. And our day is just dawning; the next several years are surely going to confirm to all of the Department of Defense what you and I already know. You are the best, and without your efforts no military element, or its sophisticated weapons systems, will function effectively.

Keep up this great work. You are making history. And you are playing a vital role in the future, not only of our Nation, but of our world as we want it to be -- free!



This year's Combined Federal Campaign (CFC) officially "kick-off" on September 30, 1986. The Campaign collects funds donated by federal workers to support voluntary, charitable, health and welfare agencies.

This year's goal for the Defense Mapping School is \$10,400. These funds, when collected, will ensure that worthy charities will be able to continue to provide desperately needed services to our communities.

The DMS coordinator for this year's CFC is 1LT James M. Giesken. Keyworkers from each Department will be contacting each employee in the near future. Please give generously and "Make a Dream Come True."



"Make a Dream Come True" is the theme and General Robert A. Rosenberg, DMA Director, signed the first pledge card for this year's annual Combined Federal Campaign drive in the Washington area. General Rosenberg recommended a payroll deduction plan as "the most painless and effective way of helping out our neighbors who need our help, day in and day out, all year long." He reported DMA's goal was up some from last year, because of increased costs for the many health and welfare agencies involved, and charged DMA people: "Let's go for it." Joining the Director at the kick-off ceremony were (left to right) Lt. Col. Jim Harrison, HQ CFC Coordinator; Solomon W. Tyler, DMA CFC Administrator for the Washington area; and Dr. Kenneth I. Daugherty, General Rosenberg's CFC vice chairman for this area.



Combined
19 Federal 87
Campaign

DMS Personnel Build Wall

by Sue Phillips

As with all good things, it began with a need and a "how to" idea.

The Department of Topography and Drafting needed more flexibility for their Advanced Cartography and Advanced Terrain Analysis courses (second floor). In addition, the DMA comptrollers located at DMS needed a new home and the Cartography Division (third floor) was glad to take them in. Now a problem loomed as to where to find the needed space with the required privacy.

The staff and faculty decided that the only logical thing to do was to divide two large classrooms into four smaller classrooms. Since it is a known fact that it takes a lengthy time (sometimes a year) to get such a job accomplished through normal channels, it was decided to do the job under the "Self-help" Program here at Fort Belvoir to expedite the division of the classrooms involved. Under this program supplies are requested from the Fort Belvoir Directorate of Engineering and Housing (DEH), DMS personnel do the work, and DEH personnel supervise the job.

So in March, SSG Arthur Flinn measured wall dimensions, drew up the plans for the wall, and



Busy, busy -- SSG Juan Buentello (nailing two by fours), SFC Paul Barker (on ladder), MSG Moe Taamai (back turned near step ladder) and SFC Pete Rossi ("Let's get to work!")

prepared building estimates. SSG Henry Rudino and SSgt Jack Castle checked the plans. Now the plan was ready to be sent to DEH for approval. The Cartog-

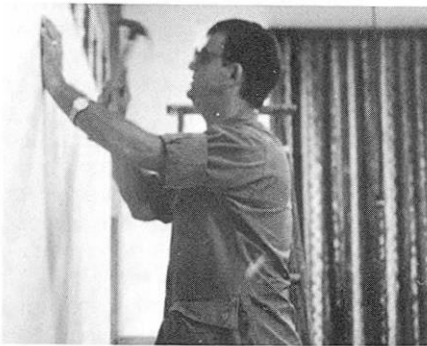


Mr. Fred Sisk supervising, SSG Juan Buentello and CW2 Fred Pessaro -- "Again!"

raphy Division decided to begin with the third floor wall.

The two new rooms needed independent lighting so with the help of an electrician, SFC Pete Rossi and SFC Paul Barker pulled out the old wiring and rewired the rooms. The electrician then connected the new wires.

CW2(P) Dave Dannelly, SSG

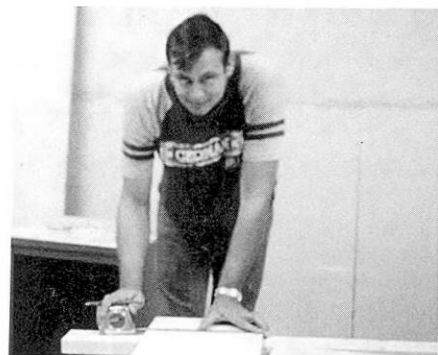


"Watch the thumb, Pessaro!"

Bill Belokon, SSG Juan Buentello and SFC Rossi took care of procuring the materials from Cameron Station.

The DMS Marine students pitched in by helping carry up the materials.

The actual building of the wall



SFC Barker questions, "You want how many more walls built?"

was done by CW2(P) Dannelly, Mr. Fred Sisk, SFC Barker, SSG Buentello, SFC Rossi, MSG Moe Taamai and SSG Belokon.

After the wall was built, it was then ready for painting. SGT Brenda Timmons and GySgt Bill Joynes did a great job.

After four days, these instructors finished their project and it was then time to begin the second floor wall. In five days SFC Barker, CW2(P) Dannelly, Mr. Sisk, SSG Buentello, CW2 Fred Pessaro, SSG Bruce Farrington and SSG Earl Miller had finished the second wall. All of these instructors deserve a special thank you for all the work they did; and thanks to the instructors who took on extra teaching loads so the workers could build the walls.

Worth Repeating

"I have never been hurt by anything I didn't say."

—Calvin Coolidge

"If we had no faults we should not take so much pleasure in noting those of others."

—Duc de La Rochefoucauld,
French writer

"Avoiding danger is no safer in the long run than outright exposure. Life is either a daring adventure, or nothing."

—Helen Keller

"Thought, to be worthwhile, must complete itself in action."

—Shakespeare

"The cruelest lies are often told in silence."

—Robert Louis Stevenson

This 'n' That

FWPM Achievement Awards Program

The U.S. Office of Personnel Management's Office of Affirmative Employment Programs and the Federal Women's Interagency Board is cosponsoring the Second Federal Women's Program Managers Achievement Awards Program. The FWPM Achievement Awards will be presented at an Awards Luncheon on Nov. 18, 1986, at the Ramada Renaissance Hotel, 1143 New Hampshire Ave., NW, Washington, D.C.

The purpose of the achievement awards is to focus attention on the program accomplishments of both full-time and collateral-duty Federal Women's Program Managers. Emphasis is placed on prototype programs that enhance the fair representation of women in the Federal work force. The awards are based on employment initiatives such as recruitment, placement, advancement, and training.

Pentagon Ski Club

The Pentagon Ski Club offers membership to all active duty, reserve, and retired military and to associated civilian personnel in the greater Washington area, from Fort Meade to NSWC Dahlgren, from Fort Detrick, to NAS Patuxent River, and from Vint Hill Farms Station to NS Annapolis. Meetings are held on the third Tuesday of each month, the next being Oct. 21, at 7:30 p.m. in the Cameron Station Officers' Club, Alexandria, Va. Instruction is available for all skill levels from beginner to racer. One-day and longer bus trips to eastern areas and flights to the West, Canada, and Europe are planned for this year. If you're interested in learning more, but can't make it to a meeting, call the club's tape, (301) 587-2073, for an information packet.

W O R D S E A R C H

The word list below consists of 24 names of military installations. Can you find them all in the diagram? The names are formed forwards, backwards, up, down or diagonally, but always in a straight line, and never by skipping over letters. Circle each name and check it off the list once you've found it in the diagram. Letters may be used more than once, and names may overlap. All the letters in the diagram, however, will not be used.

T	R	A	M	A	R	I	M	O	L	E	R	S	T	O	Air Force	Navy
R	A	N	E	U	R	T	G	L	E	N	V	I	E	W	Maxwell	Miramar
O	D	E	C	D	I	L	E	E	D	O	N	R	A	H	Beale	Glenview
S	A	K	O	Q	U	W	X	T	O	D	A	P	R	I	Edwards	Little Creek
D	E	O	N	R	X	A	L	T	D	E	T	E	Y	T	Lowry	Gulfport
R	H	C	H	A	N	U	T	E	R	T	R	N	R	E	Chanute	Marines
A	D	I	M	O	S	O	R	R	D	R	O	D	W	M	Whiteman	Pendleton
W	N	T	L	M	A	R	M	K	N	I	P	L	O	A	Tinker	Quantico
D	A	N	O	R	X	E	P	E	A	C	F	E	L	N	Langlely	Coast Guard
E	L	A	P	B	T	K	X	N	O	K	L	T	I	K	Army	Governors Island
O	T	U	B	E	N	N	I	N	G	O	U	O	N	L	Rucker	Portland Head
L	R	Q	S	A	R	I	X	Y	E	L	G	N	A	L	Huachuca	
R	O	T	U	L	I	T	T	L	E	C	R	E	E	K	Ord	
A	P	N	A	E	A	C	U	H	C	A	U	H	E	S	Benning	
D	N	A	L	S	I	S	R	O	N	R	E	V	O	G	Detrick	
															Letterkenny	
															Monroe	
															Hood	

Increase in Temporary Employment

The number of temporary employees in mid-level jobs is increasing as federal agencies make widespread use of their newly granted authority. The Office of Personnel Management has granted the authority to appoint persons to temporary positions in grades as high as GS-12 for periods as long as four one-year terms.

In examining data maintained by OPM, The General Accounting Office found that the number of temporary appointments to professional, technical, and administrative positions increased by 51 percent, while temporary appointments to wage supervisor positions jumped to 151 percent.

A Comparison

Did you know that the average car could go around the world four times on the amount of gas in the full tank of a jumbo jet?

Equality

Woman was created from the rib of man, not from his head to be above him nor his feet to be walked upon but from his side to be equal, near his arm to be protected and close to his heart to be loved.

White House Greetings

Are any of your relatives or friends nearing a 50th wedding anniversary or an 80th (or more) birthday? If so, you can surprise them with a card from the president, even though you may be stationed far from them at the time.

To request a White House greeting for someone, send the recipient's name, address and date of the occasion (two weeks in advance of the date) to:

Greetings Office
c/o The White House
1600 Pennsylvania Avenue
Washington, DC 20500

Lefties Have a Unique Edge. . .

by I. Peine and G. Moore

Left-handed people feel that they have a unique edge over right-handed people even though there may be one or two things that might be irritating like attending a banquet and sitting next to a right-handed person. Avoiding clashing elbows can be a bit embarrassing. Then there is always that thoughtless someone who stares at you because what you are doing seems awkward to them. And it just is not fair to have to pay more for a left-handed pair of scissors, can opener, etc.

Despite these minor irritations, "lefties" claim to be able to do anything a right-handed person can do -- only better. Now I know there are some right-handed people who might object to that statement, but for the sake of argument, let us review a few known facts.

One study shows lefties have a good sense of distance and proportions, and adapt better to visual distortion because they have receptors on both sides of the brain. Because lefties have been forced, to some degree, to conform to a right-handed world, they are believed to be more emotionally independent, more determined, more apt to have an "I am my own person" attitude.

Then there are some tasks that are inherently done better, like typing (most frequently used keys are on the left), baseball (lefty batters are closer to first base) and bowling (I don't know why but my source says so). Then there are some skills that require the strength of both hands where again the lefties score high -- like climbing trees, swimming underwater and playing the piano to name a few. And one must not forget that there are advantages not planned on -- like when tennis or ping pong opponents are faced with an unfamiliar left spin. The same principle can be found in boxing or other physical sports.

Other facts of interest that

must not be overlooked are:

- o Lefties have a higher recovery rate from strokes since they share more from both sides of the brain.

- o A high percentage of left-handed people are over-achievers.

- o Left-handedness is primarily inherited.

- o 80% of lefties are born to right-handed parents.

- o Twins have a high percentage of left-handedness.

- o Twice as many males as females are lefties.

- o 15% of the population is left-handed.

After compiling this data, the writer decided that it would be of interest to discover just how many DMSers belong to this unique

group. Did you know that there are approximately 18 to 20 DMSers that are left-handed and proud of it too. The group includes Howard Shaw, CW3 Garrett Moore, Marge Kelley, Jean Elmore, SSG Kevin Riley, SSgt Jack Castle, SSgt Michael Edwards, SFC Peter Rossi, Sue Phillips, CPT Alan Waitkus, CW3 Herbert Kressler, John Jacobs, SFC James Hollingsworth, SSG Dwayne Strong, Jeffery Hamn, SGT Tim Valentine, SFC Aaron Guess, and Dale Cauve. Then there are a few others around here that claim to have the best of both the world of left-handedness and right-handedness, like Capt Ronald Ward and your editor because they are adept with both hands.

Well, anyway it's "hat's off" to our left-handed personnel and come next year on August 13, International Left-handed Day -- we'll celebrate!



Don't let what you have read about changes in daylight-saving time confuse you. You'll still have to set your clocks back one hour on Sunday, Oct. 26

Under the new law signed by President Ronald Reagan in July, Standard Time still resumes at 2 a.m. on the last Sunday in October; however, daylight-saving time rolls around a little earlier next spring -- on April 5.

The idea of lengthening the number of weeks of daylight-saving time has been debated since the United States began experimenting with the concept during the 1974-1975 energy crisis.

Increasing the length of time under daylight-saving time has usually been opposed by rural

lawmakers whose districts and states straddled the Western edges of time zones. They complained that the increased darkness in the morning would be a hardship for farmers and a safety hazard for schoolchildren.

The U.S. Department of Transportation, which regulates time zones, did a study on the effects of having 10 months of daylight saving time in 1974 and eight months of daylight-saving time in 1975. The study's conclusions:

- o Daylight-saving time saves energy. Based on energy consumption figures for 1974 and 1975, observance of daylight-saving time in March and April of

See TIME, page 10

On the Sports Scene

by Sue Phillips

On Sept. 10, DMS held its first Bowling Tournament to help support next year's annual DMS picnic. CW2 Bill Michaels and MSG Jim Cain coordinated the event and everyone that attended will agree it was a huge success.

There were 20 four-person teams, and whether you were a "first-timer," a "bowling pro" or a spectator, all had a good time.

Following are the top scores in the different categories.

High Game Male

- o Mr. Bill Sutton - 210
- o SSgt Paul Wavra - 194
- o SFC Wayne Holt - 193

High Series Male

- o Mr. Bill Sutton - 557
- o SFC Mel Cowan - 551
- o CPT Ben Oliver - 502

High Game Female

- o SGT(P) Barbara Slusher - 175
- o Mrs. Vicki May - 167
- o SSG Karen Campbell - 166

High Series Female

- o SGT(P) Barbara Slusher - 454
- o SSG Karen Campbell - 447
- o Mrs. Vicki May - 391

High Game Team

- o Over 40 Bunch - 687
- o Dirt Eaters - 640
- o Destroyers - 602

High Series Team

- o Over 40 Bunch - 2007
- o Dirt Eaters - 1860
- o Destroyers - 1762

Congratulations to all the winners and a big "thank you" to CW2 Michaels and MSG Cain for all their work!

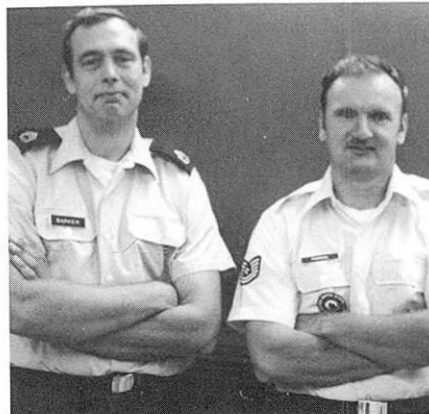
A total of \$205.00 was earned towards next year's picnic. The Department of Graphic Arts is planning to have another Bowling Tournament sometime in November. If you missed this one, you won't want to miss November's!

BOWLING TRIVIA: Did you know that the average bowler, using a 16 pound ball, lifts over a thousand pounds in a three game set and throws the ball over a half of a mile?

by MSG Jim Cain



"Over 40 Bunch," SSG Virgil Tarry, SSgt Paul Wavra, Mr. Bill Sutton and MSG Jim Cain.



"Dirt Eaters," CPT Ben Oliver, (not pictured) SFC Paul Barker, TSgt Curt Poormon and SFC Ken White (not pictured).



Destroyers," SGT(P) Pat Downs, Mr. John Jacobs, Mr. John Aranza and SGT(P) Tim Brennan (not pictured).

Happy (Safe) Halloween



Halloween is a time for make-believe, fun and adventure for children, but it also can be a time of tragedy if safety precautions are not observed.

Insure children's costumes are non-flammable, and short enough so they won't trip. Also make sure their masks do not hamper vision or breathing. (Make-up is far safer than a mask).

Parents should go with young children or insure they are with a responsible teen-ager.

Go over basic traffic safety rules with them. Tell them to stay in your neighborhood and not to go to unlighted houses. Also tell them what time they are expected home.

Remind them not to eat any of their treats until you have time to inspect them. If there is anything wrong with them, report it to the police immediately.

TIME from page 9

those two years saved the equivalent of 100,000 barrels of oil in energy each day -- a total of 6 million barrels in each of those two years.

o Daylight-saving time reduces motor vehicle accidents, fatalities and injuries by enabling more people to travel home from work and school in daylight, which is much safer than darkness.

o By enabling people to get home from work and school and complete more errands and chores in daylight, daylight-saving time seems to reduce people's exposure to crime, which is more common in darkness than in light.

Daylight-saving time is observed in all of the United States and its territories except Arizona, Hawaii, the eastern time zone portion of Indiana, American Samoa, Puerto Rico and the Virgin Islands.

Director's Call



MILITARY AWARDS

MAJ Louis R. DeSanzo (USA)
Department of Management and Technology
Joint Service Achievement Medal

Maj Roger K. Devore (USAF)
Office of Plans, Programs and Operations
Air Force Achievement Medal

TSgt James F. Hamilton (USAF)
Department of Geodesy and Survey
Joint Service Achievement Medal

LIC Roger M. Wiebenga (USN)
Department of Graphic Arts
Battle Efficiency Ribbon

MILITARY PROMOTIONS

SFC Moeolo F. Taamai (USA)
Department of Topography and Drafting
Promoted to Master Sergeant (E8)

CIVILIAN PROMOTIONS

Mr. William H. Revell
Department of Management and Technology
Promoted to GM-14

Mr. Nicholas Mosura
Office of Academics
Promoted to GS 12

Ms. Deborah A. Eure
Office of Academics
Promoted to GS-06

OUTSTANDING PERFORMANCE W/QSI

Mr. Chesley F. Cummins
Office of Mission Support

Mr. Wilson G. Freeze
Department of Geodesy and Survey

Mr. Charles W. Locke
Department of Geodesy and Survey

SUSTAINED SUPERIOR PERFORMANCE

Mr. William Lewis
Office of Academics

MASTER INSTRUCTOR CERTIFICATE

CW2 Frederick N. Pessaro, Jr. (USA)
Department of Topography and Drafting

SENIOR INSTRUCTOR CERTIFICATES

CW2(P) David C. Dannelly (USA)
Department of Topography and Drafting

SFC Ivan L. Herring (USA)
Department of Topography and Drafting

SSG Richard B. Carandang (USA)
Department of Geodesy and Survey

COMMENDATION FOR SUGGESTION

LTC Russell O. Reich, Jr. (USA)
Office of Academics

LII Kenneth E. Priggemeier (USN)
Department of Graphic Arts

SSG Enrique Rudino (USA)
Department of Topography and Drafting

SGT(P) Patrick E. Downs (USA)
Department of Graphic Arts

Mr. Alfred L. Josey
Department of Graphic Arts

NEW ARRIVALS - MILITARY

TSgt James F. Hamilton (USAF)
Department of Geodesy and Survey

NEW ARRIVALS - CIVILIANS

Ms. Susan Richards
Office of Mission Support - Logistics

DEPARTURES - MILITARY

Capt. Stephen J. Setari (USAF)
Department of Management and Technology

SFC Robert N. Holt (USA)
Department of Graphic Arts

Ms. Mae S. Anderson
Office of Mission Support - Personnel

Ms. Karen D. Hanson
Department of Management and Technology

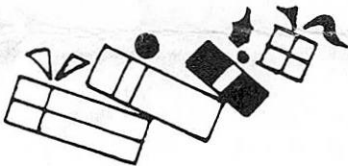
Christopher A. Thoureen
Department of Management and Technology

**Letters to Tots
From Santa**

Volunteer Air Force elves at Eielson Air Force Base, Alaska, will again this year conduct their Santa's Mailbag Program to send letters from Santa Claus to children throughout the world. Members of all services are welcome to use the program. But the letters must reach Eielson no later than Dec. 3, 1986.

Anyone who would like a child to receive a letter from Santa postmarked "North Pole" should first write the letter they want their child to receive from Santa Claus. Then, the letter plus a stamped envelope addressed to the youngster, both meeting current postage requirements, should be mailed to:

Detachment 2, 11 Weather Squadron
Santa's Mailbag
Eielson AFB, AK 99702



**TAKE TIME
to SAVE TIME..**

**By
DOING IT RIGHT THE
FIRST TIME!**

CLEM NOLAN

WANTED:

ARTICLES FOR THE CHRISTMAS ISSUE OF THE CONTOUR
INSURE PUBLICATION BY SUBMITTING THEM DURING THE
WEEK OF NOVEMBER 17 -- NOVEMBER 21.

NOTE: DISTRIBUTION DATE FOR THE DECEMBER ISSUE IS DECEMBER 16.

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<p>Views and opinions expressed in this publication are not necessarily those of the Department of Defense.</p>		<p>JOHN L. BATT 7201 Wild Turkey Drive Spotsylvania, VA 22553</p>	
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CONTOUR

Volume 14, Number 2

November 1986



Rear Admiral Osborn Appointed New DMA Deputy Director

Rear Admiral Oakley E. Osborn will report in late November as Deputy Director of the Defense Mapping Agency. Presently serving as Commander, Patrol Wings, U. S. Pacific Fleet, Admiral Osborn relieves Rear Admiral Eric A. McVadon who has been reassigned as Commander, Iceland Defense Force.

A native of Dalton, Neb., Admiral Osborn was designated a naval aviator in 1957 through the Aviation Officer Candidate program upon graduation from Colorado State University. He is the first from the AOC program to attain flag rank.

His first tour was with Patrol Squadron Seventeen, followed by assignment for Patrol Squadron Thirty-One, in 1961, where he was co-pilot of the first P-3 non-stop flight from California to Japan, plus the first P-3 visits to Okinawa and the Philippines.

After serving as aide and flag lieutenant to Commander ASW

See OSBORN, page 4

DMSers Celebrate Cultural Awareness Day

by Rickie Blas and Irene Peine

The Defense Mapping School recently held a Culture Awareness Day to observe the many cultural backgrounds of DMSers and DMS students. Cultural Awareness Day, with its fascinating speakers from other countries and its broad selection of culinary delights, may very well become an annual celebration.

DMS Equal Opportunity Officer, Mr. William Lewis, conceived the Cultural Awareness Day activity. He then formed a committee to help produce this event: Ms. Deborah Eure and Ms. Melinda Frank, Office of Academics; Ms. Penny Greer and Ms. Cris Becerra, Office of Plans, Programs and Operations; Mr. Edward Nickens, Department of Graphic Arts; and Ms. Rickie Blas, Department of Topography and Drafting.

Most everyone in DMS contributed to Cultural Awareness Day. Many DMSers brought tongue teasing delights, such as Korean "Kim Bob," German "Locchenkugel," Guamanian "Steak Calaguin" and Philippino "Lumpia" for the buffet which was held in Bagley Park.

In Heitmann auditorium, Colonel Maune opened the celebration by welcoming Major General Robert Rosenberg, Director of the Defense Mapping Agency and other distinguished guests. Colonel Maune explained that DMS, being a small organization, cannot celebrate each ethnic awareness day and, therefore, one day was set aside to honor all cultures. He then thanked everyone who participated in making this day a reality.



**General Rosenberg addressing the
Cultural Awareness Day audience.**

Major General Rosenberg talked to the audience about the key role the School plays in helping the international students learn to make maps. While referring to the global map set up on the floor below the stage, General Rosenberg expressed his hope of countries knowing and understanding one another better to "obtain our goal of peace and keep the map peaceful and quiet like the map before you."

The program continued with Ms. Alice Humphreys, of the Fort Belvoir International Student Detachment, introducing our guest speakers. She said that 44 countries were represented in the International Student Detachment

See CULTURAL AWARENESS,
page 7

The Direct Line



from
Maj Gen Robert A. Rosenberg
Director, Defense Mapping Agency

Last month in this column we marked the end of Fiscal Year 1986 by highlighting major Agency accomplishments -- and my genuine pride in the many fine efforts put forth by so many of you around the world. Today, I want us to look ahead to a challenging future. We at DMA seem capable of doing that; if past is prologue our record proves it, so long as we continue to put forth our combined best efforts.

So, today, I want to issue a "Call to Excellence" -- the new challenge I put before our senior leadership in last month's Off-Site conference. There, we went over where DMA is and where we must go. I concluded that only continued excellence of the first magnitude will do the job. Let's consider:

+ Demonstration of DMA's Capabilities as a Combat Support Agency.

The new Defense Department Reorganization Act is now law. Among other provisions, this law calls for five separate evaluations of the combat support capabilities of the several defense agencies, including DMA. Our resources and efficiency will be reviewed by the military departments, the Chairman of Joint Chiefs of Staff and the Secretary of Defense.

So when you find a "real world" effort demanded of you during DoD exercises -- on top of

your already heavy work load -- you must realize that we are, in fact, being tested. We must confirm what you and I already know: that the Defense Mapping Agency is the best combat support agency in the Nation. And we must be quick to correct any problems uncovered in these exercises, to ensure DMA excellence continues.

+ To Do More with Less

We must all face up to the fact that the Congress, indeed the American people, are of a mood that seems certain to require reduced defense budgets over the next few years. This circumstance couldn't come at a worse time for DMA, given our rapid expansion into far more sophisticated products and our mandatory conversion to the Modernization Program. We are truly in a time of challenge, and will only meet our mission with continued excellence in all operations.

+ A Time of Far-reaching Technological Advances

No matter where in DMA you spend your working days, you surely are facing growing requirements to do your job with ever more sophisticated equipment, whether it's a new computer in a support section or state-of-the-art cartographic equipment behind locked doors in a production center. The forces we support are working with navigation and weapons systems far more sophisticated than ever before, and require increasingly more detailed products and data from this agency to function effectively. Their new technologies continue to proliferate; our new technologies make it possible for us to provide detail unimaginable only months ago.

We have been unable to meet all of the requirements levied upon us in recent years, and now, the combination of budget cuts and increasingly detailed products are hitting us with a double blast that only the most dedicated response may absorb -- another "Call to Excellence."

+ Incorporation of Mark 85 Technology

This new Fiscal Year '87 is when it's for real, when the Mark 85 equipment must be delivered,

checked out, tested and made operational. While several hundred people at the Centers have been involved so far in just bringing this equipment in the door, we're now talking about a thousand or more, who must rapidly become proficient with the new equipment and procedures. Hundreds of you will be affected. At the same time, our MC&G products and data must continue to flow to the operating forces.

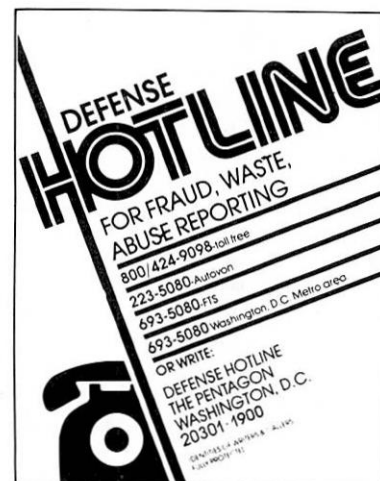
+ One Unified and Coordinated

Defense Mapping Agency

As we absorb the Mark 85 transition and move into the upcoming Mark 90 era, more than ever we must adopt a "One DMA" approach, in our methods obviously, but of equal importance, in our attitudes, in our minds. We must incorporate universal techniques, processes and mind-set if we are to meet the demands of transition, of ever more detailed products and data -- and of reduced funding.

Every opportunity for advanced training must be taken, every suggestion for more efficient operations carefully considered. Every ounce of professionalism must be summoned if we are to fulfill our mission.

I have had no hesitation in issuing this "Call to Excellence," for I know you and your capabilities. A standard of excellence has always been the hallmark of the Defense Mapping Agency. Now, more than ever, nothing less will do.



From the DMS Director



Colonel David F. Maune

One DMA

The DMA Director, General Rosenberg, continuously emphasizes the importance of our thinking in terms of "One DMA." If you think this means we need to shut down all of the smaller DMA Components and remote offices, you are mistaken. One DMA does not mean a single, large facility in one centralized location.

One DMA means that we have one requirements process that we all follow -- not differing systems for the Army, Navy and Air Force. One DMA means that we have one production line from sensor system, through our sophisticated production line, all the way through the distribution system, to the final destination where DMA products are used in command and control facilities, in tank or aircraft cockpits, on the bridges of ships, or in complex systems using DMA digital data. It means that we have standard operating procedures (SOPs) used to produce DMA products whether in St. Louis, Kansas City, Brookmont, Providence, Louisville, or San Antonio. It means a DMAHTC-produced Point Positioning Data Base is the same as if it had been produced by DMAAC. It means that we have a standard way to request DMA products without having to go to a dozen different sources to obtain information on how to

acquire a dozen different kinds of DMA products. It even means that we learn basically the same information about DMA regardless of where we are trained.

As a means to establish common production procedures within the Agency, DMA plans to form a Development and Engineering Support Center (DESC) with hundreds of personnel taken "out of hide." The DESC will be responsible for centralized engineering of one DMA production line and configuration management of changes thereto. The diverse Techniques Offices throughout the production centers will be things of the past.

DMS personnel also need to think in terms of the broader mission of our Agency. DMS was recently tasked by HQ DMA to identify the hundreds of items required, to prepare the requisitions, to store upon receipt and account for the many items to be sent to one of our allies to help them establish a national mapping organization of their own. This technically has nothing to do with the DMS mission, but MSgt Kommes has agreed to tackle this challenge so as to help achieve the overall DMA mission. With forthcoming cuts to HQ DMA staffing as a result of the DoD Reorganization Act, Components will need to perform more and more tasks previously performed elsewhere. But we too can expect to be reduced in size and will need to find more efficient ways to do our business.

We need to consider rotational assignments where appropriate and inter/intra Component mobility so that we learn more about and contribute more to the larger missions of DMS and DMA. We need to become more involved in the training of DMA employees in other Components. In recent years, our Instructor Training Course has been very active and successful in the training of instructors within DMAAC and DMAHTC. Now, DMS has been tasked as the coordinating Component in the development of briefing packages that make up the initial orientation program for all new military and civilian DMA

employees in Components and subcomponents worldwide. This is an exciting challenge, and I know we will do a super job as usual with this new mission. Other expanded missions for DMS may arise, depending upon the outcome of the ongoing DMA Consolidated Training Study.

At the DMA Off-Site in October, General Rosenberg briefly showed us several vugraphs on followership. Followership, combined with leadership, is what makes an organization run smoothly. Although I couldn't write fast enough to get the message verbatim, the vugraphs said approximately the following:

Followership is the ability to place the health and well being of the organization ahead of personal ambition.

Followership is the ability to have the same loyalty up the chain of command as down the chain of command.

Followership is the ability to know when to present arguments on an issue and when to carry out the decision.

Ultimately, followership is an essential ingredient for One DMA. It means we all know, understand and support the overall goals and objectives of DMA. By pulling together with standard procedures and common goals, we all contribute to the successful accomplishment of the DMA mission -- that important mission of deterrence. We deter war when we are strong and potential adversaries realize that we are strong. We deter war when our weapon systems have the best possible mapping products and our personnel are well trained to use these products correctly. We deter war when each of us knows when to lead, when to follow, and how to mesh leadership and followership so that we jointly make our One DMA the best that it can be.



"The art of war is simple enough. Find out where your enemy is. Get at him as soon as you can. Strike at him as hard as you can, and keep moving on."

—Gen. Ulysses S. Grant



The Defense Mapping Agency was honored twice in recent ceremonies when Assistant Secretary of Defense (Force Management & Personnel) Chapman B. Cox presented citations to DMA Deputy Director, Management & Technology, Lawrence F. Ayers (left) and Ms. Betty Webb, DMA's "Outstanding Handicapped Employee of the Year." Ms. Webb, an accounting technician at the Aerospace Center, was one of only nine handicapped employees worldwide honored by the Department of Defense as "outstanding." DMA was cited for 15 percent increase in employment of individuals with severe disabilities as well as general excellence in its accomplishments on behalf of disabled persons.

Plant Improvement Questionnaire Completed

by Captain Husar

During the past six months a Plant Improvement questionnaire was completed by a cross section of 25% of all DMS Employees. The responses were compiled and a meeting was held in July between the Director and all concerned employees. The major concerns voiced were:

- a. Lack of conference facilities
- b. Safety and Security
- c. Individual working space
- d. Communications

Action has been taken to resolve these problems. The process to resolve these concerns has been delayed somewhat pending final decision on DMS' possible relocation. The decision on the possible move is scheduled to be resolved in January 1987. Another meeting will be held between all concerned employees at that time.



From the blazing pits of you know where, amid a mist of smoke and haze, "Old Nick" himself came to wish Larry a "Happy Birthday!"

And They All Came!

T'was on the 31st of October in the year (well let's skip that, that would give away secrets) when a tiny baby boy arrived at the Kommes home in Fulda, Minnesota. One look at this tiny babe and Mom and Pop Kommes said, "Oh, my gosh! What is it? We'll just call it Larry." Well, that tiny little feller grew up and found his way to the Defense Mapping School as MSgt Larry V. Kommes

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Group Five aboard USS Bennington, he became air operations officer for Patrol Force, Seventh Fleet. In December 1967, he earned a Master of Science degree in management at the Naval Postgraduate School in Monterey, Calif. A tour with Patrol Squadron Nineteen was followed by attendance at the Army Command and General Staff College, then, in 1973, command of Patrol Squadron Forty. Duty in the office of the Chief of Naval Operations was followed by command of Patrol Wing Five in Brunswick, Maine.

Admiral Osborn reported to the Naval Military Personnel Command in 1980, where he filled several key posts and where he was named assistant commander for Distribution upon his selection for flag rank in December 1981. Duty as director, Total Force Planning/Training Division in the office of the Chief of Naval Operations was followed by assignment as deputy director for Operations, National Military Command Center, Joint Chiefs of Staff.

Admiral Osborn is married to the former Catherine Ann Heaton of Sidney, Neb. They have four children: Bradley, Brian, Thomas and Sarah Jane. Both Brian and Thomas are student naval aviators.

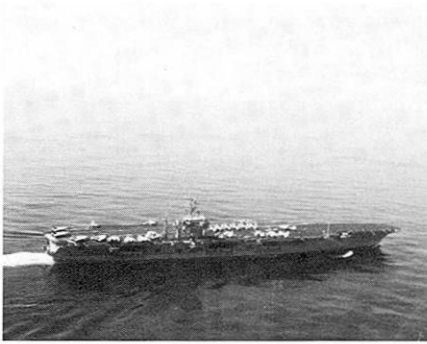
(USAF), Chief of Logistics, Mission Support.

Now, on the 31st of October, DMSers say "Oh my gosh, what is it? It's Larry's birthday, what else? Let's have donuts and coffee."

This year a lot of coworkers came, even some unusual guests, like Old Nick himself, Jeanne the witch and Shocking Liz. They too wished him a great big "Happy Birthday."

by Irene Peine





USS Carl Vinson -- Destination of the APPS I, Mobile Training Team.

MTT Goes Aboard the USS Carl Vinson

"Haze gray underway," three simple words which tell any sailor worth his salt that an adventure looms over the horizon. Two members of the Department of Management and Technology, Advanced Technology Division, recently weighed anchor from the green sea of grass that berths Wheeler Hall, and embarked a Mobile Training Team (MTT) aboard the USS Carl Vinson CVN70, third of the Nimitz class nuclear powered aircraft carriers, for Analytical Photogrammetric Positioning System (APPS-I) training.

The adventure for LT Brian Daly and myself, ISC Scott McDonald, began as I arrived at Honolulu International Airport. In the baggage area I watched the same bags return again and again on the endless rubber matting, and was struck with the harsh reality that my training materials had missed a connection. I was indeed fortunate that only one piece of luggage was misplaced and my uniforms arrived. After a few days at sea in the same clothes, the trip would have become unbearable for all concerned. The ever courteous "lost baggage" clerks took my statement and I continued on to the Vinson at Ford Island, Pearl Harbor. (The lost training materials did catch up with us a week after we returned.)

LT Daly had arrived the day before to prepare the ship for the



Hanger bay of a Nimitz-Class carrier. USS Carl Vinson is a Nimitz Class CV (CVN-70).

by ISC Scott McDonald

training to be conducted during the ship's transit from Hawaii to Alameda, California. After my arrival, more preparation was needed as the training package did not arrive prior to call of "shift colors, Vinson underway" early on the morning of 25 June. After combing through the ship's materials, we discovered two intact student notebooks from a 1985 class of APPS Training here at Defense Mapping School. A real



Officer's dining area aboard ship. treasure indeed, as it salvaged time that would have been otherwise wasted recreating the lost materials.

The next week aboard the Vinson was broken into two shifts, day and night crews, with three students in each class sharing time on the only APPS aboard. Flexibility is always a key factor in shipboard operations, and our training underway was no exception. We trained during General Quarters Battle conditions

and during continuous flight operations. The Intelligence Center onboard carriers is amidships center (in the middle for those who don't understand seafaring lingo) directly beneath the flight deck. This means that directly over our heads, aircraft of the Vinson were constantly conducting landings or takeoffs. Needless to say, aircraft slamming to a stop against arresting cables from 250 knots or being catapulted from the flight deck creates an environment of intense noise and vibration, making the sturdy but sensitive APPS a bit more difficult to operate. But since these were typical conditions for Navy APPS operators to contend with, it was a valuable training experience that could not be duplicated on shore.

Our training completed, we were offered a chance to depart the Vinson the day prior to her arrival in Alameda. CVN70 was returning to home port after two months of exercises in preparation for an eight month Pacific and Indian Ocean deployment. We welcomed the opportunity to avoid the mass of families that would be on hand to greet the Vinson's crew, so we gratefully accepted the offer. We were taken through 2.5 "G's" as we accelerated from zero to 250 knots and were catapulted off the end of the flight deck. (It would have been even more fun if we had been in a plane!)

With mission accomplished and the USS Carl Vinson secure in the knowledge that she had skilled APPS operators, we returned to Fort Belvoir and our landlocked offices with fond memories of an adventure and a job well done, "haze gray and underway."



MTT homeward bound.

EEO is the Human Asset Approach



by William "Bill" Lewis

As an equal employment officer, I have found this role both challenging and rewarding. This collateral duty has allowed me the opportunity to grow professionally and become fully involved in the mission of the Defense Mapping Agency. Over the past two years I have shared creative ways to improve the employment of minorities and women with the HQ-DMA Equal Employment Opportunity Office Director and other DMA component EEO officers and personnel.

I have been particularly motivated by the candor of Colonel Maune, the Director of the Defense Mapping School, towards the EEO program. Colonel Maune has been very clear with policy statements on Affirmative Action (AA), Sexual Harassment and Fraternalization. He has also been very consistent in following through on the DMA Director's policy on EEO and AA. Colonel Maune has made it clear that he wants a work environment free of racial discrimination and that he wants a results-oriented affirmative action program.

Focus on People

I am very proud to work for an organization that "Focuses on People". I am especially impressed with Colonel Maune's emphasis on Leadership. He has established Leadership as his

number #1 goal which states DMS supervisors should:

- o show true concern for their subordinates by visiting them regularly, talking with and listening to them to learn their problems and ideas, solicit their suggestions, and inform them of performance expectations.
- o increase and publicize recognition and awards for excellence and hard work.
- o promote equal employment opportunity and affirmative action goals.
- o treat subordinates as adults and partners with dignity and respect, recognizing that they are our most important resource.
- o establish a working environment in which subordinates are encouraged to display initiative and allowed to grow and benefit from their mistakes.

The goal of quality leadership and workmanship should become the cornerstone for DMS managers and employees serving to enhance the pursuit of excellence, service to customers, and respect for the individual. It is the foundation of all DMS personnel policies, practices, and problem solving. This goal hits home with me in that it places value on viewing each employee as a human asset because individuals make organizations grow; people are our greatest resource.

Emphasize Human Resources

Selecting officials should place the greatest emphasis on their human resources. He or she should recruit and hire the best personnel from the most competitive and informed sources and based on clear merit and work experiences. But hiring the best is only the first step; next comes the training. Employees should receive the benefit of further training to improve present skills, abilities, and knowledge because learning is a continuous process. Beyond hiring and training, managers must be aware of employees' opinions and utilize their resourcefulness. To solicit employees' opinions, DMS has an excellent suggestion program that allows employees to provide input regarding School policies and decisions. When employees share in the develop-

ment of department goals, they also share responsibility for achieving and supporting the Agency's goals.

I have noticed that workforce values are continuously changing as we move towards a more informed society. Particularly with the automation of DMA, we must think of ourselves as a business that exists to optimize the human assets in the organization and get productive results.

We must realize that the workplace is going through a revolution, with only 28% of the workforce now engaged in blue collar jobs. This decrease is due to the use of computers and rising service economy. A 30% increase per year in the number of computers and robots for the next 20 years will reduce the above figure still further. Already, managers, professionals, and teachers far outnumber unskilled and production workers. This more educated workforce will be motivated by careers, not just jobs. With much of the specialized work being automated, there will be more emphasis on well-rounded employees with a wide range of skills. Because of the many skills and long-range training needed for jobs in the new workplace, and the emphasis on customized services as the chief product, employees may find themselves in many new roles which will increase the need for managers to cross train employees in order to meet the needs of the work environment.

Recruit Winners

One of the best ways to get results is to find and recruit the most productive employees. Many of these employees already exist in the workforce. There are five factors that correlate highly with productive employees. They are: self-esteem or feeling good about yourself and what you're doing; responsibility and accountability; making working relationships that "fit" (manager to subordinate and vice versa) based on common interest and common bonds; capability - each person's perception that he or she has the skills

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to do the job; and resources - the availability of tools, materials, and information to do the job. Employees must take the initiative and work beyond their immediate duties particularly if they want to be **"winners"**. They must involve themselves in the decision-making and problem solving process and managers must allow this type of proactive participation. Employees must stay one step ahead of both internal and external problems and contribute to the accomplishment of Agency goals.

Develop and Contribute

Winners in the organization can develop and contribute their human assets by doing the following:

- o Managers and subordinates should shift their focus from their own expertise to the results they produce for the organization. People respect you more for what you do than for what you know. The task is to identify and solve organization problems that you weren't aware of before. Adhere to the "Noah Principle": Predicting rain doesn't help - building arks does.

- o Part of the difference between "losers" and "winners" is the difference between efficiency and effectiveness. Efficiency means "doing things right"; effectiveness means "doing the right things." Winners study the organization's goals and take actions to help it reach them. Winners focus on long-range needs and take steps that will enhance the organization's future

- o Develop an attitude of team spirit and depart from the notion of individual accomplishments. We are all part of one Defense Mapping Agency.

- o We can't assume that the problems of the future will be solved by the solutions of the past. In other words, don't be afraid to change. Change gives you the chance to be creative, to take action, and demonstrate that you can be on the cutting edge.

- o Every organization has its politics, and winners act as advocates for their own functions

and needs. But don't act with "Myopic self-interest" - show your peers that your objectives have a lot to offer them. Sign on to projects that are successful, but also try to salvage the ones that aren't doing so well or have been placed on the back burner.

- o Strategy is a vision of what needs to be done for the organization's survival. Winners formulate a vision of what the agency will need to thrive on in the future. However, nobody is going to seriously consider the vision of a person who can't fulfill basic work responsibilities. Employees, managers, and supervisors must have their act together before the organization's goals can be realized. Teamwork is the key.

In Summary

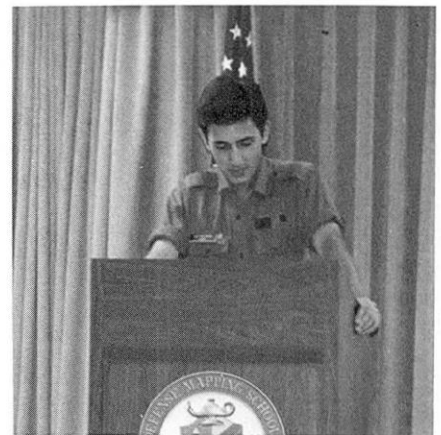
Managers and supervisors must assist employees in reaching their potential through training and effective career development. They must provide the opportunity for employees to become peak performers. Employees must take greater responsibility and initiative for self development and demonstrate that they have the human assets and resources to perform the job and perform it well. Peak performers are made, not born. Outstanding employees are everyday heroes who didn't necessarily start out any differently from anyone else. They have simply used their abilities to achieve impressive and consistent results. Ordinary people have the capacity for becoming peak performers - regardless of race, color, sex, national origin, mental or physical handicap or age.

The benefit of valuing each employee as a human asset will pay off in better employee health, better-than-average relationships on and off the job and, of course, higher levels of productivity. Developing the potential of employees depends on recognition and encouragement from managers as human resource catalysts. The most important allocation of an organization's human resources today is accomplished by increasing organizational productivity by effectively hiring, training, and placing human beings in the workplace.

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and that many of these students had had only six weeks of English before coming to the United States. Students from Australia and Canada have a bit more practice. Two of our seven international speakers were from the U.S. Army Engineer School, four were DMS students, and one was a **"walk on"** visitor from Ottawa, Ontario.

Spain's charming SFC Matoes from the Engineer School, gave a briefing on his home which is the third largest European country.



SFC Matoes from Spain

With his boyish shyness and great sense of humor, he captivated the audience with a concise coverage on Spain's geographical location, its history, foods, marriage customs (they celebrate for 3 days!), and religion. SFC Matoes did not speak English before coming to the United States; however, he managed to present this briefing clearly and win the complete attention of the audience.

Nigeria's Captain Edi, from DMS's Advanced Geodetic Survey Class, fascinated the audience with his native dress and a captivating in-depth briefing on Nigeria. In addition to geographical and historical information, he gave some intriguing details on ethnic groups, political background, marriage customs, a childbirth ritual, and beliefs in reincar-

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nation. Captain Edi stated that there are 250 languages spoken among 300 ethnic groups in Nigeria. The country is run by a military general since its latest military coup in 1983. The first coup took over the former democracy in 1966 and several coups have taken place since, with the nation being given back to the civilians in between. On the subject of Islamic marriage, Captain Edi said that a man can have up to four wives if he can afford it. Under this law, he can divorce three of them! The humorous Captain told of a 3-month stay in a fattening room where brides were prepared for marriage. The fatter the wife the more money the prospective bridegroom pays for her! In reference to reincarnation beliefs, a newborn child is brought to a "naming ceremony" whereby he is asked if he is "here to stay or not." If the child dies, it is believed that he had not intended to stay, but will reincarnate soon.

Captain Edi's pleasant and cheerful presentation of his enchanting Nigeria was enjoyed very much by the audience.

Lieutenant Kisorawong from Thailand, a student in DMS's Construction Survey course, said that his country is the land of the

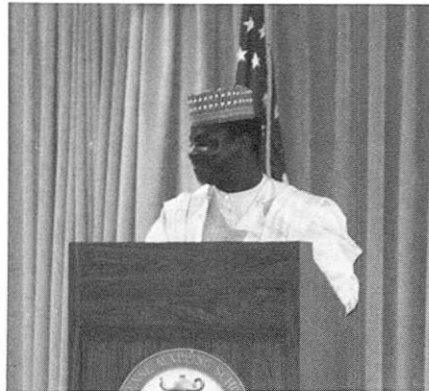


**Lieutenant Kisorawong from
Thailand**

free. Not much bigger than the size of Texas, his country has 50 million people. The capital of Bangkok has 5 million people. The climate is mostly hot throughout.

Lieutenant Kisorawong said that Thailand, which practices Buddhism, sports many temples across its terrain. Soccer is a popular sport, and Lieutenant Kisorawong calls the country "youth-oriented." The food, he says fondly, is "very hot and spicy" and rice is served with every meal.

From Indonesia, Lieutenant Abdullah, a student in DMS's Basic



**Captain Edi
from Nigeria**

Photolithographic Processes Course said that his country is mostly Moslem. In August 1945, Indonesia became independent. This country, with its population of 160 million people, has 350 ethnic groups, each having its own language. Lt. Abdullah spoke of Indonesia's production -- the land bears rubber, nickel, copper, coffee, tea, and tobacco. A normal meal in Indonesia consists of rice, fish and vegetables. The city of Bali, he added, is a popular Indonesian night spot.

Lieutenant's Abdullah's cheerful presentation of his country impressed the audience.

Taiwan, the Republic of China, was represented by Major Liu, who is also a student in DMS's Basic Photolithographic Processes Course. "Taiwan," he said, "is about the size of Maryland and is approximately a 30-minute flight to mainland China." The audience laughed as he told them jokingly, "I am not Communist - do not be afraid of me."

Major Liu told of Taiwan's geographical area and how it is surrounded by the sea. It is a prosperous island with many

exports. Political parties are similar to those in the United States. Religion is mostly Buddhism and Moslem. Major Liu said that the temperature of his country is sub-tropical with an average summer temperature of 86°F and an average winter temperature of 62°F-68°F.

As for marriage customs, the major said they are "complicated." In the traditional custom, the groom travels by horseback to the brides house. The bride is carried by two men in a chair to the wedding ceremony, if she doesn't weigh too much! However, Taiwan practices western wedding customs also, but a traditional gift is still a white envelope containing money for the newly wed couple.

Education in Taiwan is very similar to the education here in the U.S. It takes 6 years to complete primary school and another 6 years to graduate from high school. College, as in the U.S., requires 4 years of higher learning. Major Liu asked DMS's loveable "Jake" Jacobs from the Department of Graphics Arts, to sing "Kiddysong" - a child's song, as it is sung in Taiwan. "Daring Jake" didn't hesitate to grab his moment of glory on the stage as Major Liu and Indonesia's Lieutenant Abdullah joined in with the singing! The enthusiastic round of applause they received was well earned.

Major Kelly, an instructor at the Engineer School, presented his native Australia with slides and a concise briefing of his country. Australia, settled by the English in 1788 became independent in 1901. It is nearly the same size as mainland U.S. but 40% is desert. Australia also has some alpine regions providing great skiing from June to October. Most of Australia is rolling hills and grassy plains. The country has approximately 6-8 million koala bears and kangaroos. Showing a slide of the mysterious Aborigine Tribe, Major Kelly reported that no one knows where they came from. There are 450,000 of them

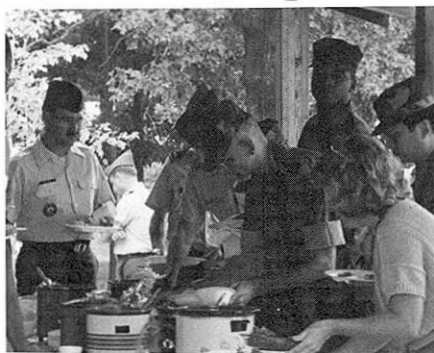
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page 9**

**CULTURAL AWARENESS from
page 8**

in Australia, and they live a caveman-like existence, needing only simple things to survive. Australia is sparsely settled with half the population of 15 million (only twice as many people as kangaroos and koalas!) living in Sidney and Melbourne. Sidney, Major Kelly said, has a Southern California lifestyle with the housing designed similar to that of California. In contrast, Melbourne is like Boston. It is a conservative, cultural center. Major Kelly concluded with reference to the America's Cup Sailing race being held this year "down under."

Nearing the end of the program, Colonel Maune introduced another distinguished guest who happened to be on tour of the School. LCol Focsaneanu of the National Defense Headquarters, Ottawa, Ontario, Canada addressed the audience briefly. He spoke of the similarities of Canada and the United States and, after a few humorous remarks about Australia, he closed with the reminder that Canada taught the U.S. how to play hockey! DMSers were especially pleased that LCol Focsaneanu was scheduled for a tour that day and could participate in our Cultural Awareness Day activity.

Colonel Maune closed the program, inviting everyone to



DMSers and guests at the Cultural Awareness Day buffet.

meet at Bagley Park for an ethnic buffet.

During the program, Ms. Greer, Ms. Eure, Ms. Becerra, and Mr. Nickens recruited some helpers to set up the buffet. Hot charcoal kept many foods warm until the

program was over. Picnic tables were placed together to form one long buffet table. Approximately 35-40 international foods were prepared by DMS personnel, including several types of punch. A



"This is great! — We should do this more often."

recipe for SFC Edwards' (Department of Topography and Drafting) Jamaican Rum Punch is found below. If you desire a specific international recipe, please contact one of the committee members mentioned above. We hope to include some recipes of these mouth watering treats in future issues of the Contour.

Thanks to so many participants in Cultural Day, we may have begun a DMS tradition.



MAJ Hovanec, Chief Topography and Drafting, and Capt Edi, DMS student enjoy a friendly chat.

**JAMAICAN RUM PUNCH from
the Exotic Island of Jamaica**

1/3 cup lime or lemon juice
2/3 cup clear sugar syrup or
flavored syrup
1 cup Jamaican White Rum
1-1/3 cup water or crushed ice

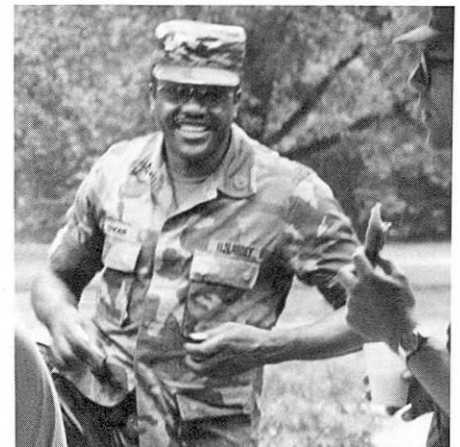
Mix all ingredients together and add pineapple and orange wedges to taste.



Maj. Gen. Rosenberg is engaged in conversation with LCol Georges Focsaneanu, National Defense Headquarters, Ottawa, Ontario.



CPT James Oliver, DMS instructor, and Major Gordon Simpson from the National Defense Headquarters, Ottawa, Ontario, selecting delicious ethnic food from the buffet.



SFC James Cowan's look of total pleasure is representative of the success of DMS's first Cultural Awareness Day.

Softball Season Ends

by Sue Phillips



First row: Pete Rossi, first base; Jack Castle, outfield; Rick Carangdang, shortstop; Paul Lake, outfield and; Morris Schwartz, catcher. Second row: Sue Phillips, scorekeeper; Jim Harnden, third base; Tim Brennan, outfield; Aaron Guess, pitcher; and George Russ, outfield. Third row: Bill Belokon, outfield; COL David Maune; Ralph Paul, pitcher; Juan Buentello, outfield; Tim Marcum, coach. Not pictured: Dave Miller, second base and; Joe Barrentine, catcher.

The Defense Mapping School (DMS) Softball Team ended its season with eight wins and five losses. That record earned the team fifth place here at Fort Belvoir. Coach Tim Marcum said this is the first season in four or five years that DMS has had a winning record.

The winning record was due to the ability of the players and their desire to play the game. On the defensive side, players like Paul Lake, Pete Rossi, Aaron Guess and Rick Carangdang made it a lot easier to win by not making too many errors, and making even hard plays look easy. When you look at the offensive side of the team, players like Bill Belokon ("Mr. August"), Dave Miller, Aaron Guess, Joe Barrentine, Pete Rossi, Tim Brennan and Jim Harnden come to mind. These hard hitting individuals were the backbone of the team. However, we could not have accomplished the winning record without the other players like: Ralph Paul, Jack Castle, Morris Schwartz, Juan Buentello, George Russ and DMS' very own official

scorekeeper Sue Phillips.

The team scored 150 runs in 13 games averaging better than 11 runs per game. DMS allowed only 91 runs against them which averages to seven runs per game.

The season went like this:

1	DMS 11	ETL 2
2	DMS 5	MEDDAC 6
3	DMS 2	DAC 12
4	DMS 13	MIL 12
5	DMS 5	EOAC 3
6	DMS 22	USAMARDA 0
7	DMS 17	30th 0
8	DMS 10	Roadrunners 15
9	DMS 2	BRDEC 9
10	DMS 15	HHC 1st 4
11	DMS 31	15th EVAC 4
12	DMS 14	ANCO PLUS 5
13	DMS 3	NCOA 19

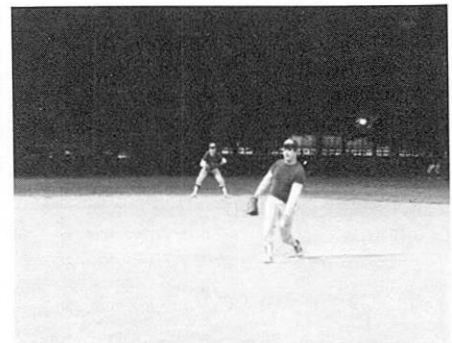
The team would like to thank our most dedicated fans for their support. It is a lot easier to play when someone in the stands is screaming for you, not at you. Thanks to: Joyce Zieres, Bill and Bev Locke, SGM Tarr, Marty Belekton, Brenda Timmons, Melinda Frank, Bert Lake and Barbara Harnden.



"I made it to first coach - now what do I do?"



"Start your engines, Jim!"



"Let's get this last out - Miami's on TV tonight!"



"I hope this looks good enough to make the Contour."

Director's Call



MILITARY AWARDS

Major Roger K. Devore (USAF)
Office of Plans Programs & Operations
Air Force Achievement Medal

SSgt Thomas J. Walt, Jr. (USAF)
Department of Geodesy and Survey
Associate of Applied Science
(Surveying Technology)

CIVILIAN PROMOTIONS

Mrs. Vicki J. May
Office of Mission Support
Promoted to GS-06

MASTER INSTRUCTOR CERTIFICATE

L11 Kenneth E. Priggemeier (USN)
Department of Graphic Arts

SENIOR INSTRUCTOR CERTIFICATES

MSGt Peter W. Dunbar (USAF)
Department of Graphic Arts

SSgt Steven R. Woosley (USMC)
Department of Topography & Drafting

COMMENDATION FOR SUGGESTION

Mr. William Locke
Department of Geodesy & Survey
DMS Suggestion 86-43
"Change to DMSREG 8910.1"

Mr. William Freeze
Department of Geodesy & Survey
DMS Suggestion 86-42
"Traffic Safety Signs"

Capt Stephen Setari (USAF)
Department of Management & Technology
DMS Suggestion 86-32
"Management Improvement"

MSG Harold R. Domingue (USA)
Department of Topography & Drafting
DMS Suggestion 86-26
"Fire Extinguisher Location Arrows"

LT Brian Daly (USN)
Department of Management & Technology
DMS Suggestion 86-47
"PPDB Coverage Estimate"

NEW ARRIVALS - MILITARY

Captain Bruce B. Burlison (USA)
Instructor
Department of Management and Technology

TSgt Keven B. Hartfield (USAF)
Instructor
Department of Geodesy and Survey

SFC Richard V. Corum
Travel/Security NCO
Office of Mission Support

NEW ARRIVALS - CIVILIANS

Mrs. Diane E. Hale
Clerk-Typist
Office of Mission Support

Mr. Dennis T. Roberts
Warehouseman
Office of Mission Support
Logistics Division

Mr. Robert T. Murphy
Physical Scientist
Department of Topography & Drafting

DEPARTURES - MILITARY

GySgt Carl M. Avant (USMC)
Instructor
Department of Graphic Arts

DEPARTURES - CIVILIAN

Ms. Cheryl L. Lee
Clerk-Typist
Office of Mission Support
Logistics Division

DMS CHRISTMAS PARTY

DECEMBER 6, 1986 • ESSAYONS CLUB • THREE YEAR ROOM

AGENDA

Essayons Club
Three Year Room
\$30/Couple, \$15/Single
December 6, 1986

1900 — Cocktails
2000 — Dinner
2100 — "Bill Locke Presents"
2130 to 0030 — Music/Dancing

MENU

Top Round of Beef w/Carver
Baked Ham
Fried Chicken
Vegetable (Choice of 2)
Potato or Rice (Choice of 1)
Cole Slaw
Tossed Salad
Vegetable Tray
Rolls & Butter
Cake
Coffee or Tea
Cash Bar

POC'S

Money due to office/
department POC's by
1 December 86.

STAFF—MAJ DEVORE
MT—MSG WATKINS
TD—MGYSGT CAVENDER
GS—SFC BLANTON
GA—CMSGT JACKSON

SANTA ARRIVES

DOOR PRIZES



The Contour is an authorized newspaper, published monthly by and for the

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Defense Mapping Agency.

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Fort Belvoir, VA 22060
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Colonel David F. Maune
Editor: Irene Bellefeuille

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FORT BELVOIR
VIRGINIA 22060
OFFICIAL BUSINESS
PENALTY FOR PRIVATE USE, \$300

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DOD 326
THIRD CLASS

CONTOUR

Volume 14, Number 3

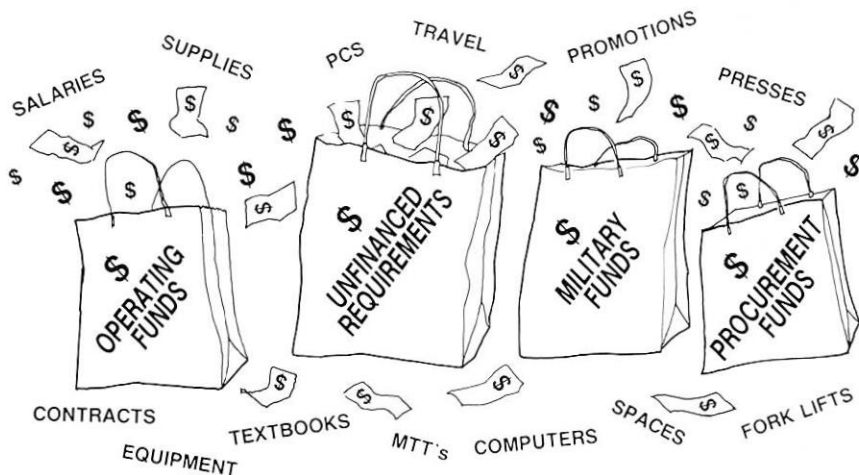
December 1986

So You're Going To Have A Resource Management Division

Not long ago the Office of Plans, Programs and Operations (PP) was known as the Office of Programs, Budget and Operations (PBO). The plan for the Defense Mapping School's organizational changes involved creating two Divisions in PP. The two divisions were named Operations Division (PPO) and Resource Management Division (PPM). In many respects, dividing the office was like having twins. There were great expectations and more problems than you bothered to think about when you first conceived the idea. Subsequent problems not only included adjustments which had to be made within the office, but also each division needed to gain acceptance for themselves as a member of the organization.

The role of PPM is budgeting and planning for funds, manpower and equipment -- the basic resources needed by the teaching departments to accomplish the School's mission. The results of the formal planning process are such documents as the POM, Budget Estimates and the JMP. These planning documents are monitored continually and reissued annually.

First, we will discuss the Program Objective Memorandum (POM). The POM is one of the key elements of the Department of Defense's Planning, Programming and Budgeting System. The POM provides a unifying framework to manage resources (manpower, operating and procurement funds). The next POM submission to DMA will be in March 1987 and will reflect the five year plan



that encompasses a financial review of all the DMS resources, i.e., manpower spaces, Operation and Maintenance funds, Military Personnel funds and Other Procurement Defense funds. Approval of our request is contained in the Department of Defense's Program Decision Memorandum (PDM) and provides the planning foundation for our budget requests. All significant funding actions should be fully addressed and justified at the time of the POM formulation in order for the Director, DMS, to plan and accomplish the School's mission for the future.

Our next area of concern is the School's Internal Control Program. Throughout the Federal establishment there is an increasing awareness that strong systems of internal controls help prevent waste, fraud and abuse in government operations. The White House Office of Management and Budget implemented Federal inter-

nal control procedures with the issuance of OMB Circular A-123, Internal Control Systems, in October 1981 and further expanded these procedures with enactment of the Federal Managers' Financial Integrity Act of 1982 in September 1982. DMA has structured its Internal Control Program to assign responsibility for control of mission activities to the heads of the organizational units which perform these activities. In DMS this includes all supervisors through the division level.

In FY 1987 DMS will conduct vulnerability assessments of all its assigned programs and organizational units, subject to HQ DMA direction. Vulnerability assessments represent a manager's self-examination of his/her organizational element or program. The objective of the assessment is to highlight areas or procedures that are at risk. The establishment and

See RESOURCE, page 4



The Direct Line



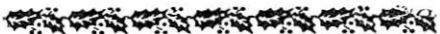
from
Maj Gen Robert A. Rosenberg
Defense Mapping Agency

A YULETIDE MESSAGE

Once again the Holiday Season is upon us, a time of good cheer and fellowship with family, friends and co-workers. My family and I want to express to each of you personally every best wish for a joyous Christmas Season and the hope that you and your families are blessed with health and happiness during this special time and throughout the New Year.

Marge and I want to thank so many of you who have done so very much during the past year to make it such a fruitful and satisfying period for both of us. I am tremendously proud of what the Defense Mapping Agency has accomplished in 1986, during a time of transition, of budgetary restrictions and other frustrations, and growing requirements upon us all.

I honestly believe we have the best team in the world, that there are few if any others who could meet the demands being placed upon us. I have every confidence that we will continue to meet our mission, secure in the knowledge that what we do is absolutely vital to ensuring the Peace on Earth for which we all pray, not just at Christmas but throughout the year.



Drugs and Driving

The "drunk" part of National Drunk and Drugged Driving Awareness Week has been well publicized. But many people forget it is dangerous to drive under the influence of any drug.

In fact, the National Safety Council estimates that for every 100 drunk driving arrests, there is at least one arrest for driving under the influence of another drug. And illegal drugs aren't the only drugs that can cause problems.

Medications for pain relief, allergies and colds, as well as illegal drugs and controlled substances such as barbiturates and narcotics, can act on the same areas as alcohol. And the impairing effects of many drugs can be multiplied when combined with alcohol.

Ask your doctor or pharmacist if it safe to drive or drink after taking a particular prescribed or over-the-counter drug.

How to Spot a Drunk Driver

Even if you don't drink and drive, you might become a victim of someone who does. Learn how to spot drinking drivers; they're probably doing one or more of the following:

- Making unusually wide turns or straddling the center line or lane marker;
- Weaving and swerving;
- Speeding excessively or traveling very slowly;
- Stopping with no apparent cause;
- Following too closely; or
- Driving into opposing or crossing traffic

If you suspect a driver is intoxicated, maintain a safe following distance and don't try to pass him. If the driver is behind you, turn right at the next intersection and let him pass. Report the suspected drunk driver to the nearest law enforcement agency, and try to describe the vehicle, its license number, location and direction.



"For improving the status of women in the Federal sector," Major General Robert A. Rosenberg, DMA Director, received a "Service Award" from Margaret Powell of the Federal Women's Interagency Board in ceremonies in Washington. Noting that, while several awards went out to outstanding women, DMA was the only agency cited, Gen. Rosenberg said, "I am tremendously proud of this recognition that once again, the people of the Defense Mapping Agency have demonstrated innovation and leadership to the rest of the DoD community, as well as to others in the Federal government." The Director declared that "DMA's Women's Leadership Program this year was such a great success that I am expanding it to an Executive Training Program in 1987 so that all employees, men and women, may participate."

From the DMS Director



Colonel David F. Maune

Pearl's Parable

Pearl Bailey is one of my favorite people. She's a good entertainer and a good human being.

Pearl likes to retell an old parable that goes something like this:

"Once upon a time, the king said to all in his kingdom, 'We're going to have a big holiday party. Everybody in the kingdom must come and bring a bottle of wine. We'll put this huge vat in the middle of the village square, and each person will pour his bottle of wine into the vat for all to share.'

"One man went home and thought . . . 'I'm not going to bring wine. I'll bring a bottle of water, pour it in the vat, and no one will notice that the wine is slightly diluted.'

"The holiday party began with music, singing and dancing. Everyone was in a festive mood, waiting for the signal from the king who would first dip a glass of wine from the vat. The king raised his glass and filled it from the contents of the vat. Everyone dipped into the vat and raised their glasses to drink. And they all had water!

"Do you know why?" Pearl asks. "Because every man thought like the first. . . Let others do it. I can't afford it. My little contribution is insignificant. No

one will know the difference."

Pearl then lectures about the need for everyone to contribute to societal goals and not assume that others will do the necessary work.

I know it's sort of "corny," but I felt Pearl's parable was relevant within DMS this month with the Combined DMS Federal Campaign (CFC). We were asked to be generous with our contributions to health and service agencies that rely on private contributions to serve those less fortunate than ourselves.

DMS's goal was \$10,400, about \$1000 higher than DMS has ever contributed in the past. Near the end of the campaign, it looked as though we would never reach our goal and would probably not even match the 1985 contribution levels.

I'm not exactly sure what happened, but I and 1LT Giesken, our CFC Coordinator, contacted the offices and departments to see what could be done to raise additional monies for CFC.

The Topography and Drafting Department was most original. Our resident wildlife artist, TSgt Poormon, donated three beautiful paintings for a raffle. MAJ Hovanec, CW2 Dannelly, and MGySgt Cavender donated a catered wild game dinner as another raffle item; SFC White won and asked for the dinner to be served on the Ft. Belvoir parade field by the donors wearing dress blue uniforms.

The Geodesy and Survey Department raffled a custom made oak clock, donated by GySgt Platt. They also raffled a Thanksgiving turkey.

The Graphic Arts Department raffled a Bleau map plus two DMS sweat shirts and a baseball cap.

Tickets were sold by SSG Buentello, SSG Lake, SSgt Lobdell, SGT Harschow, MSgt Dunbar, TSgt Okerblom, SGT Downs, and SGT Slusher.

1LT Giesken, SGM Tarr, MSG Knight and Melinda Frank conducted a hot dog roast.

These efforts raised \$715. Generous donations also surged at the end of the campaign, including several confidential donations, so that we ultimately raised \$10,879

and achieved 104.6% of our ambitious goal.

Special thanks to everyone who contributed so generously. Thanks also to the CFC keyworkers (SGM Tarr, SSgt Lawrence, MSG Knight, Melinda Frank, Capt Reading, SSG Lake, TSgt Hamilton, and Paulette Kommes) for their conscientious efforts and to everyone else who gave of their time to support this worthy effort.

Contrary to Pearl's parable, we didn't withhold our generosity. We worked as a team to "Make a Dream Come True," the theme of this year's CFC campaign.

Thank you all for your support. May you each have a joyful Christmas season and a happy and prosperous 1987, and may your generosity return to you a thousand fold. (This thousand fold return is probably in a parable somewhere; I'll ask Pearl about it the next time I see her.)



Charlotte Faehn

Mr. Cummins has a New Secretary

Mrs. Charlotte Faehn joins the Defense Mapping School family as the secretary to Mr. Cummins, Chief of Mission Support.

Mrs. Faehn, who was raised in Massachusetts, has resided in Springfield, Virginia for the last 21 years. She was born at Quantico Marine Base, while her father, Bennie Cryts, Chief Warrant Officer (Ret) was stationed there.

Her last employer was the U.S. Attorney's Office in Alexandria.

Charlotte and husband, Donald have two children, Bethany 21 and Stephen, 19.

Welcome, Charlotte. It's our pleasure to have you.

enforcement of good internal controls result in an efficient organization that maximizes the resources available for overall effectiveness.

We would also like to focus on our budget responsibilities. The budget function is critical in that without adequate planning, funding, and control, the School could not accomplish its mission. All departments have an opportunity to express their requirements during the planning stage of the budget cycle. New plans are being developed to have a budget call twice during a fiscal year. The first call will be during the May/June timeframe and will be followed by a mid-year call in February/March to modify requirements for the current fiscal year. Sound financial planning is the key to obtaining excellence in accomplishing the DMS financial support mission.

Another area of significant responsibility is the Manpower Program and Management Information System (MIS). These are vital PPM planning functions to assure that resources are effectively utilized. There are different time periods for manpower planning. Short-range forecasting provides information regarding positions needed in the forthcoming year. This forecast is subdivided into four quarterly periods. Long-range

forecasts provide information on manpower needs 2 to 5 years ahead. It is essential that managers participate in determining future manpower requirements because only they know how many and what kind of positions will actually be needed.

The Management Information System will measure and report what is actually happening. A great deal of information is collected from internal sources, such as, accounting records, interviews with employees, workload and time utilization data and employee suggestions. External information can be collected through surveys and publications. Effective presentation of research findings is essential if the information is to be useful in management decision making.

In this brief article we have attempted to provide an overview of PPM's function as follows:

- o Program Objective Memo - random formulation
- o Internal Controls
- o Management Information System
- o Joint Manpower Program
- o Budget Management

As the new fiscal year progresses, PPM will be meeting with all Office/Department supervisors on a regular basis to determine their resource plans and budget/manpower requirements. It is intended that this mutual effort will greatly enhance the DMS mission.



Ms. Ella is Back

by Irene L. Peine

For several months, DMSers here in Bagley Hall missed the cheerful, smiling face of Ms. Ella Allen. Ms. Ella has been our cleaning lady for nearly ten years and, when someone has been around that long, it is no wonder she was sorely missed. Ms. Ella had been away due to illness.

Substitute workers kept Bagley Hall in good condition during her absence but they did not have Ms. Ella's unique sparkling smile and cheerful attitude that has caused employees in Bagley Hall to think of her as a very special person.

Ms. Ella says, "I just love Bagley Hall and the people in it!" Yes, and that spirit of caring about us is reflected in the pride she takes in doing her cleaning chores.

Ms. Ella, a native of Cameron, N.C., came to this area in 1976. Currently, she is living in Woodbridge, Va.

Ms. Ella, all of us here in Bagley Hall, welcome you back and here's hoping that there is no more illness waiting around to take you away from us again.



"Forgive me my nonsense as I also forgive the nonsense of those who think they talk sense."

—Robert Frost, poet



Don't Bet On IT

Deputy Director, Lt Col Ritchey, lost his bet on his home football team, the Dallas Cowboys, when the Redskins clobbered them 42-14. Like a good sport, the Dallas fan paid up. In the

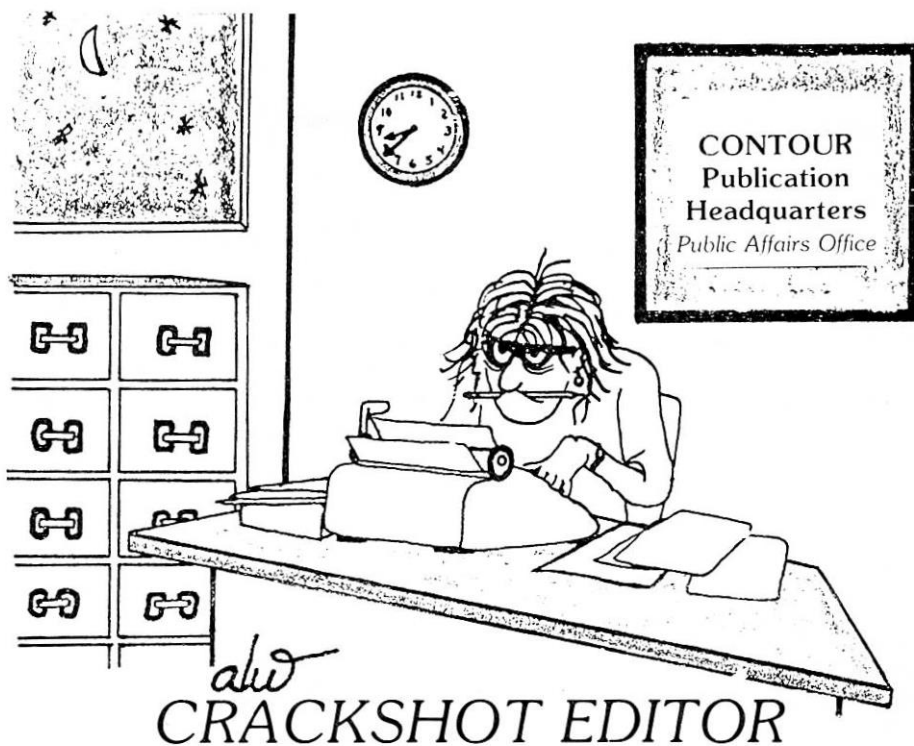
photo (left) he serves Ms. Penny Greer of the Office of Plans, Programs and Operations, a Coke on a Redskin platter. He had to do this all day whenever Penny got a thirst for a Coke. Luckily, her office is just across the hall from his. What would have happened if Penny lost? She would have had to say (and probably audibly) "Hail to the Cowboys -the conquering heroes," every time Lt Col Ritchey entered her office. Had she lost, Lt Col Ritchey would have undoubtedly begun a new category for the Guinness Book of World Records: "The Most Trips Traveled Across a Hallway in 8 Hours."

From the Editor's Desk

by Rickie Blas

The Contour is your newspaper. Contributions are appreciated and will (most likely) be published. As I wrote in the April issue of the Contour, if you have a subject and information to accompany it, but you don't like to write, I will be happy to write the article for you. Not everyone has the "writing knack" like CW3 Moore (Oct 86 issue, "Major Changes in Survey") or Ms. Phillips (most recent article Nov 86, "Softball Season Ends"). The articles should contain DMA/DMS oriented material, using the Contour as a vehicle to pass this information to DMS departments and divisions, and DMA and its components. Like all small agency newspapers, we also publish human interest stories. I recently received (another) compliment on my May 1986 article entitled "Mr. Locke Clowns Around." (DMSer Bill Locke and lovely wife, Beverly, dress in full clown regalia to visit the elderly.) If you have volunteer work like the Lockes, or an interesting hobby, or anything you would like to share with Contour readers, please contact the Public Affairs Office (PAO). I will need a photograph or photographs to accompany your article. Either you, or PAO, can do the photography.

If I do contact you for a DMS article or a photograph, please cooperate. If you don't feel your best, or you feel you don't look your best, we can schedule the photography (and the article) for another time. With human interest articles, if you absolutely do not want the article written or the photograph taken, please tell me directly. A simple "no" is sufficient. I respect your right to refuse. If you want time to think about it, I will contact you at a specified time. If the article is DMS/DMA related, I am sure our new arrivals and our "outside" readers of the Contour will expect to see a photograph or photographs of the DMSers mentioned. Remember, the Contour



also CRACKSHOT EDITOR

is read by DMA and DMA components, DMSers and their families, DMS retirees and others who may not know you. Don't be modest, this is part of the job.

Please note that items published in the Contour are not what PAO likes, but items that will interest Contour readers.

There are deadlines to meet. Time has to be scheduled. If I have an appointment to see you, please schedule it on your calendar and if something comes up, please call this office right away to let me know, and to reschedule your appointment.

If you stop by the Public Affairs Office to pick up photographs or articles, etc., there are IN and OUT boxes on top of the file cabinet (on your left as you enter) for your convenience. If I am not there when you come, your items will be in the OUT box with your name or your department name attached. If you wish to deliver something, there is also an IN box, or you can put it in my "cubby" (distribution box) in the hallway by the back door. If you call and I am not in, please leave your name and number -- I will return your call as soon as I return.

Here are some tips on submitting an article.

Be prompt - the Contour is on a schedule for article submissions, layout, and various other steps before becoming a final product.

Submission deadline - the 15th of the previous month.

Photographs - A photograph will draw the reader's attention and enhance your article as well.

Research - If any acronyms are used, spell them out. And make sure your information is accurate. Any changes after layout can throw off the entire format of a page, and often several pages! And then the above "Crackshot" (compliments of CPT Waitkus, Management and Technology) becomes my accurate portrait.

Please submit any suggestions you have on improving the Contour. I also want to hear any complaints you have. Complaints are as important as suggestions. With your help, the Contour will continue to be a good source of information, and an interesting publication to read.

The DMS Public Affairs Office is located in Bagley Hall, room 108B, telephone number: 664-2075. Ask for Irene or Rickie. Thanks in advance.

Modern Mapping High-Tech Business

Weapons Guidance Only Part of Development

The following article is reprinted with permission, from the "Recorder-Times," San Antonio, Texas. The article was written by their staff writer, David Deatherage.

What if, for instance, they decided to nuke your living room?

Flying low under radar and avoiding obstacles, one of the latest high-tech nuclear warhead cruise missiles would find its way over long distances to your address.

But to accomplish that job, that missile needs a complex guidance system, and that complex guidance system needs a map.

Not just a simple map, but a digital computer map for computer memory, a memory coupled to a radar system to compare the digital terrain with the terrain the missile is actually flying over, and making the necessary adjustments to the target. That kind of map.

Such a map not only has to have the terrain digitalized, it has to have geomagnetic and gravity data, in addition to a whole slew of different geophysical charts for precision navigation.

Enter, on our side, the U. S. Defense Mapping Agency, where approximately 9000 employees around the world work in more than 135 occupation specialties - earth sciences, physical sciences, mathematics, computer sciences, charting and geodesy, among others - to make maps.

In San Antonio, one of the major branches of the DMA headquarters at Fort Sam Houston, is called the Inter American Geodetic Survey, founded in 1946 to assist Latin American agencies perform surveys and produce maps and charts.

Wayne V. Miller, technical director of the IAGS, recently pointed out in an interview the IAGS division focuses on the cartographic side of the business, the art of map making, which carries many, many other benefits besides applications in weapons and defense.

"I think most of our people

would call it more of an economic development mission rather than a weapons-oriented mapping effort." Miller said. "What the Latin American nations need is a broad base of support for their map-making institutes. We provide that support in exchange for their (cartographic) products."

Miller was in on the founding of IAGS in Panama in the 1940s. He left the organization to serve for 12 years at Cape Canaveral, Patrick AFB, as the geodetic resident for the Eastern Test Range. He ended up handling all the geodetic requirements for NASA Space Center.

In 1980 he came to Fort Sam Houston to oversee all the technological and professional aspects of the IAGS as technical director. He is the senior civilian director in the organization.

And as an IAGS administrator, he talks about harbor and port surveys, tidal observation stations, satellite observation techniques and satellite data programs, lithography and cartography techniques, photography and computer sciences, and a whole range of survey and mathematical disciplines.

"I think it is more hemispheric cooperation. It is more than just hemispheric defense. You need cooperation, and I think of mapping as being about this cooperation between Latin American countries, because it is a useful, practical product that comes off the pipeline, and it has myriad uses," Miller said.

Because mapping makes use of the spectrum of sciences, from math to political science, map-making agencies are at the forefront of scientific and social frontiers.

For example, the search is still on to find the exact size of the earth: complete magnetic and

gravity maps do not yet exist; satellite and remote sensing devices are developing every day; geographic maps and earth sciences have greater economic consequences for energy companies and governments; and many places in the world, even in 1986, are unmapped.

Large parts of China and Russia remain unmapped, Miller said, as well as the northern stretches of Canada and the non-colonial portions of Africa.

The almost year-long low cloud coverings over the tropical forests of Central and South Americas also has prevented thorough mapping of those areas, Miller added.

"Of course, the tropics are shrinking, and occasionally someone will fly over a new tract. We subsidize the costs of film and plotting. It is on an 'as you can get it basis.' We don't fly our own (United States) planes anymore (for mapping)," he said.

The IAGS contracts through some 40 agencies and universities throughout the Americas for cartographic information and exchanges, he said.

"One of the purposes of our mission is just the fact that we want to promote geodesy and mapping, but we want to promote a standardized method," Miller said.

Meanwhile, plastics and new printing methods continue to add to the map-makers' techniques. Now maps can be made that don't shrink, or fade, or lose registration as new information is added, he said. The latest advances in laser printing and computer graphics are also being used in cartography and geodesy.

Education facilities have the tough task of keeping up with the ever-growing technologies. One such school is the Defense Mapping School in Fort Belvoir, Va., but another major mapping education is overseen by IAGS here, the DMA IAGS Cartographic School in Panama.

The school, at Fort Clayton in Panama, has trained more than 5,500 students since its opening in

See MAPPING, page 7

Lewis Weds Carolina Girl

Mr. William Lewis of the Office of Academics, married the former Sandra Thomas of Roxboro, N.C., on October 18, 1986 in Washington, D.C. Mr. Lewis is a native of Birmingham, Alabama. The happy newlyweds enjoyed a 3 day honeymoon at Pocono Resorts in the mountains of northern Pennsylvania.



Mr. and Mrs. William Lewis leave for honeymoon.

.....
MAPPING from page 6

the early 1950s, and the training often includes "on-the-job" classes within cooperating agencies throughout the Americas. But the modern pace might force a move of the Panama school in 1988, Miller said, and the new location would be at San Antonio.

"Latin Americans would have to come to San Antonio, but we would be operating differently anyway. We would probably go in to the international mode of training," Miller said.

The move would help consolidate IAGS technology on base with the ongoing curriculum of the Panama school, he added.

After all, the world keeps changing, and so do the maps of the world. Schools, countries, and agencies continue to plot their courses.

"We will never close those projects," Miller said, "because mapping is never done."



CPT Bruce J. Donaldson
U.S. Army

CPT Donaldson and Co-authors Win Graduate Student Award

CPT Bruce J. Donaldson, Department of Management and Technology, along with co-authors Richard Comisky and Dan Gerecht, won the Graduate Student Award for a research paper presented at the spring meeting of the Association of American Geographers, Mid-Atlantic Division.

The paper, entitled "Spatial Analysis of the Hotels and Motels in Fairfax County, Virginia," involved a comprehensive study of the transition in the hotel industry in Fairfax County. The study involved field and library research and a statistical analysis of the types and locations of hotels in the county. In addition, it also looked at the transition in types and locations of hotels from the 1800s to today. A correlation analysis was included to determine the relationship between population density, household income, and industrial development with respect to hotel density and type. A clear pattern of movement westward was established as was a positive relationship with office growth, and a negative relationship with household income.

CPT Donaldson attended George Mason University from September 1984 to December 1985 under the Army Advanced Degree Program where he earned a Master of Science Degree in Cartographic and Geographic Science.

Holiday Season Can Cause Depression

by Rickie Blas

Everyone says "Merry Christmas and Happy New Year," but how many people will not have a good holiday season due to "holiday blues"?

If you have recently had to cope with a death in the family, divorce, sickness, financial problems, or other trauma, you could be a candidate for "holiday depression." Even a change of jobs or other changes in your environment could produce depression. Often the cause of the depression does not have to be a "recent" trauma. An experience you perceive as tragic can affect you for years. If the event happened during the holiday season, it is possible to suffer holiday depression each year, at that significant time, without knowing why.

Holiday depression should go away within several days but, if it persists, you may need medical help.

What are the symptoms of depression?

Doctor Febo at the Community Mental Health Clinic here at Fort Belvoir has some guidelines:

- Loss or change in appetite (Weight loss or gain)
- Sleep disturbance
- Acute sadness/loneliness
- Chronic fatigue with no physical cause
- Preoccupation with physical health
- Inappropriate guilt feelings
- Self-isolation or withdrawal
- Anger, crying spells
- Loss of interest in previous activities
- Alcohol or drug abuse
- Lowered sex drive
- Inability to concentrate
- Extreme irritability or oversensitivity
- Lack of concentration
- Negative self

Doctor Febo said the Community Mental Health Clinic is open 24 hours each day, weekends and holidays. The phone number is 664-1938.



Guest speaker COL Whitley, is followed by new Marine Corps liaison, Lt Col Gooding, and DMS's Capt Husar.



From left to right, MGySgt Cavender, PVT Dougherty (youngest Marine) and Capt Husar at SOSA cake cutting.

Marines Celebrate Birthday

The Marine Corps held its 211th anniversary ball at the Fort Belvoir Officers' Club on November 8, 1986. The guest of honor was Lt Gen Joseph J. Went, USMC. The evening's program included Officer's Call, Adjutant's Call, ceremonial entrance of the Honor Guard and a cake cutting ceremony. The following Monday another cake cutting ceremony was held at the SOSA Recreation Center where Lt Col William Phelps, former Marine Corps Representative here on Fort Belvoir before his recent retirement, was recognized for his contributions. Special recognition was given to Mr. Bill Seaman, SOSA staff, for his continuing support of Marine activities aboard Fort Belvoir. DeWitt Hospital had another cake cutting ceremony for hospitalized Marines to participate in this tradition. The guest speaker was Col



DMS Staff Sergeant Rivas, sitting, enjoyed officiating at The Marine Corps Ball with coworkers, Staff Sergeants Wosley (left) and Castle.

William H. Dabney, Strategic Concepts National Defense University, Fort McNair, Washington.

DMA Awards Day for 1987 Announced

The 14th Annual DMA Awards Day luncheon and ceremony for the Washington, D.C. area will be held on June 5, 1987 at the Ft. Myer Officers' Club, Ft. Myer, Virginia. DMA-wide award recipients will be selected from nominations in response to the DMA Awards Day letter, dated November 17, 1986.

Nominations for DMS, using the proper format, must be forwarded to Chief, MS. The original and seven copies must be sent by January 15, 1987. For additional information regarding Awards Day please contact Mr. Cummins at 664-1983.

Old Castles Are Uprooted

by Rickie Blas

While housekeeping here recently in the Public Affairs Office, I "found" two 40 year old copies of the Fort Belvoir "Castle" (the post newspaper) inside a notebook of clippings and photographs. I'm sure our editor, Irene Bellefeuille, must have put them there for safe keeping. They are May and June 1946 issues. Aged and yellowed, they are fragile but in good condition. The old Castles were male-oriented in those post war days. Today's Public Affairs Officer would never get away with trying to publish photographs of sexy female movie stars in bathing suits or three columns of cartoons and jokes (some a bit off-color). Like today's terrific Castle, the old ones also contain plenty of information about on post activities. They carry the same high quality of penmanship as today's award winning Castle writers. You are welcome to stop by and see these charished relics of the past. Okay, guys, I didn't mean now. Let go of that door knob! I've got a newspaper to write!!



Winter's work
is never done!



Director's Call



MILITARY AWARDS

Lieutenant David A. Brumbaugh
U.S. Air Force
Department of Management and Technology
Joint Service Commendation Medal

Technical Sergeant Curtiss E. Poormon
U.S. Air Force
Department of Topography and Drafting
Joint Service Achievement Medal

Staff Sergeant Ricky L. Williams
U.S. Marine Corps
Department of Graphic Arts
Navy Achievement Medal

MILITARY PROMOTIONS

Chief Warrant Officer Two Ralph L. Henry
U.S. Army
Department of Management and Technology
Promoted to Chief Warrant Officer Three

NEW ARRIVALS - CIVILIAN

Mrs. Charlotte M. Faehn
Secretary
Office of Mission Support

NEW ARRIVALS - MILITARY



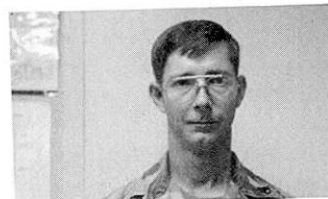
Lieutenant David A. Brumbaugh
U.S. Air Force
Instructor
Department of Management and Technology



Sergeant First Class William C. Melen
U.S. Army
Instructor
Department of Geodesy and Survey



Sergeant James Cast
U.S. Marine Corps
Instructor
Department of Geodesy and Survey



Staff Sergeant Marvin E. Frith, Jr.
U.S. Army
Instructor
Department of Topography and Drafting

DEPARTURES - MILITARY

Captain James B. Oliver
U.S. Army
Projects Manager
Department of Topography and Drafting

Staff Sergeant Paul Lake
U.S. Army
Instructor
Department of Topography and Drafting

Lithographer Chief Edwin A. Thorson
U.S. Navy
Instructor
Department of Graphic Arts

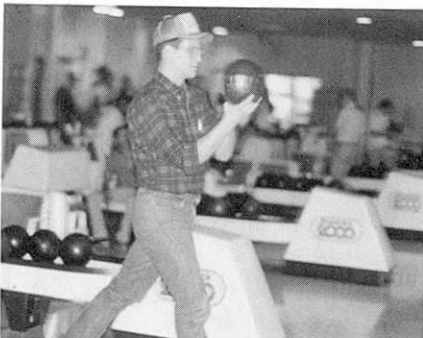
DEPARTURES - CIVILIAN

Ms. Vicki J. May
Administrative Assistant
Office of Mission Support

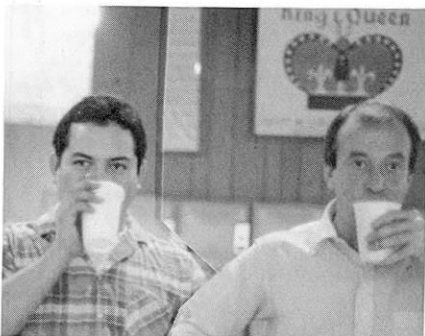
Ms. Marilyn E. Houston
Clerk-Typist
Department of Graphic Arts



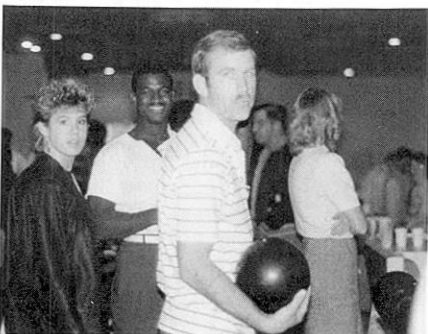
"Strike!" Deborah Eure yells.



1LT James Giesken concentrates on that head pin.



"We'll drink to that!" SSG Juan Buentello and Lou Bloom watch the game closely.



"Did we win yet?" Karen Hanson, SSG Carl Richardson and SSG Tim Marcum seem to be waiting for an answer.

Bowling Tournament A Big Success

by Sue Phillips

The Department of Graphic Arts (GA) has done it again. They held their second bowling tournament on 19 November 1986 and everyone who attended will agree it was a lot of fun.

Eighteen teams participated in the tournament, a total of 90 people. Individual players must be improving; there weren't as many people cleaning the floor this time (including myself)! Although some players were playing as if their lives depended on it (I won't mention any names!), most were there just to have a good time.

The winners are listed as follows:

1st Place went to Repro's Fun Bunch with 2269 pins.

GySgt Carl Avant
MSG James Cain
SSG Virgil Tarry
SFC Mel Cowan
SSgt Paul Wavra

2nd Place went to the Straight Lines with 2169 pins.

SSgt Jack Castle
SSgt Steve Woosley
Mr. Ron Wenrich
SSG Mark Hjuler
SGT Ricardo Rodriguez

3rd Place went to Moll's Marauders with 2119 pins.

GySgt John Platt
SSgt Thomas Walt
SFC Ronald Nelson
GySgt Ray Moll
Maj Ron Lecki

SSG Karen Campbell received the female high game trophy with a 180 game.

MSgt Larry Kommes earned the male high game trophy with a 211 game.

GA earned a total of \$140.00 towards the picnic.

"People who insist on drinking before driving, are putting the quart before the hearse."



Mr. Jim Harnden of the Office of Academics looking healthy after donating his 29th pint of blood!!

DMSers Donate Blood

On 3 Dec 86, the mobile unit of the Blood Donor Center from Walter Reed Hospital visited the Defense Mapping School for donations. SSG Domke, the Noncommissioned Officer in Charge said that Walter Reed was badly in need of blood. MSG Knight and Rickie Blas spread a reminder to the departments that the unit had arrived. SGM Tarr snagged a few individual donors by telling them that COI Maune "said" they had to donate!

The officer in charge, Major Miller, and his staff of six, had planned to spend the afternoon here at DMS, but the turnout was so good they weren't able to leave until 6 o'clock. Thirty six pints of blood were donated by DMSers and DMS students! Special thanks goes to the 14 students in CW3 Miller's Navy/Air Force Basic Lithographer's night class, who donated "en masse."

Here's A Christmas Safety Tip

If you buy a live tree, be sure it's fresh. Dry needles are a fire hazard.

If you have an artificial tree, be sure it's labeled **fire resistant**.

Never string lights on a metallic tree. You can receive a shock. Use a spotlight for colors.

What's Up In January?

January begins a new year so don't start 1987 by drinking and driving. You could spill your drink but worse, you could be involved in an automobile accident. And keep in mind: **Somebody loves you, buckle up!**

A 3 percent pay raise for military personnel and federal civilian employees goes into effect January 1, 1987.

And on this date:

JAN 1 - President Lincoln signed the Emancipation Proclamation freeing the slaves on this New Year's Day in 1863. (What a wonderful way to start the new year and a whole new life for all those families affected.) The Panama Canal opened in 1915.

JAN 3 - George Washington led troops to victory at Princeton, N.J. 1777.

JAN 6 - Samuel Morse publicly demonstrated the telegraph for the first time in Morristown, N. J. in 1838. (Otherwise, Telegraph Road may have been named Pony Express Road.)

JAN 7 - The United States held its first presidential election in 1789. (We all know who won that election! No, not Samuel Morse.)

JAN 8 - Battle of New Orleans took place in 1815. General Andrew Jackson led U.S. troops to victory against the British.

JAN 9 - The Joint Chiefs of Staff were established in 1942.

JAN 10 - Ratification Day. Act of Congress ends American Revolution therefore establishing the United States as a sovereign power, 1784.

JAN 11 - Dr. Luther Terry, U.S. Surgeon General, reported in 1964 that smoking may be hazardous to one's health. (He was not voted Honorary Chairperson for the United Tobacco Growers of America.)

JAN 13 - In 1966, Robert C. Weaver became the first black Cabinet member. He was appointed Secretary of Housing and

Urban Development by President Johnson.

JAN 15 - Work was completed on the Pentagon in 1943. Martin Luther King, Jr., the 1964 Nobel Peace Prize winner, was born in 1929.

JAN 17 - Benjamin Franklin was born in 1706.

JAN 19 - Martin Luther King, Jr. Day. Pay homage to this heroic American.

JAN 20 - U.S. Navy Lt. Charles Wilkes discovered the Antarctic continent in 1840.

JAN 21 - In 1908, New York City passed an ordinance making smoking in public by women punishable by a fine of \$5 to \$25 and up to 10 days imprisonment!

(You've come a long way, baby!)

JAN 24 - In 1916, the U.S. Supreme Court ruled the federal income tax constitutional. (I understand none of the members of

that Supreme Court were placed on anyone's Christmas list that year.)

JAN 27 - The Vietnam War cease-fire was signed in Paris in 1973.

JAN 28 - Congress created the Coast Guard in 1915.

JAN 29 - In 1936 Babe Ruth and Ty Cobb were named the first members of the Baseball Hall of Fame in Cooperstown, N.Y.

JAN 30 - In 1948, Indian leader Mohandas K. Gandhi was assassinated by a Hindu fanatic in New Delhi, India.

Have a safe and Happy New Year! May the best things that happened to you in 1986 be the worse things to happen to you in 1987.....I think.



"YOUR BODY IS SUPPOSE TO BE TREATED LIKE A TEMPLE. AFTER A CHRISTMAS MEAL, MINE FEELS LIKE A CATHEDRAL!"

Dear Contour Readers,



To the left is a photograph of the woman who will, one day, single-handedly produce this newspaper! It's your new Public Affairs Officer "trainee" for the Defense Mapping

School, Rickie Bennett Blas (pronounced BLOSS). Yes, my real name is Rickie. Born and raised in Columbus, Ohio (a while back), I assured my parents I would one day become a famous writer. I exhausted my extensive knowledge of corn fields and buckeyes, and felt there were many untouched, intriguing articles to be tapped across the Ohio border (in any direction). Mother and Daddy encouraged this time-consuming hobby to which I was dearly devoted. My "devotion" accumulated 135 detention slips during 11th grade government class. Like many writers, I used this enlightening

personal experience to create a fantastic article entitled, "How Not to Accumulate 135 Detention Slips in Government Class."

But I did pass government and, in between writing six books and composing over 600 poems and songs (which I still have), I found time to graduate in May 1966. (Get your calculator.)

Now, cutting the comedy to become serious for a moment, I would like to express my appreciation at being given this opportunity to learn the techniques of producing a newspaper. Under COL Maune's guidance I will receive training from Jim Harnden in editing, Nick Mosura in typesetting and photo enlarging and reducing, and Irene Bellefeuille in the basic fundamentals of producing a newspaper.

I would like to say, not good-bye but merely "farewell" (how original!) to Wheeler Hall and to the Department of Topography and Drafting where I have spent the last 15 months at high altitude. Major Hovanec and Top Cavender are the greatest bosses a girl could have! I want to extend a special

thanks to all of TD for the super going away luncheon given for SSG Rivas and myself. I will miss Bev, Georgia, Karin, and all of you in the Divisions. No one can top MSG Domingue's comedy skits on a variety of subjects. How 'bout the one on his mother's driving! (Perhaps I'll send her a complimentary issue of this month's Contour.) SSG Lake's "Lunar Eclipse" story would win first prize in any contest! SSG Puciato, when I climb that hill (to Wheeler Hall), I expect a joke to be waiting for me, and to quote you, "That's no joke." After all, one deserves a reward for climbing 861 steps (but whose counting?) to reach the 3rd floor!

Mr. Batts, if you do win the lottery, I get first crack at the story - not the Washington Post, okay? Mr. Sisk, Mr. Dannelly, Mr. Pesararo, you're all great. Although I can't name everyone individually, TD has the greatest group of people I have ever worked with. Thanks for being my friends! Stop in and see me and, hey, get that elevator installed - would you please?

Rickie Blas



The Contour is an authorized newspaper, published monthly by and for the Defense Mapping School, Defense Mapping Agency.

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