

# CONTOUR

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January 1988

## Educational Advisor Takes to the Field

by Linda J. Schultz, DMS Educational Advisor



CW3 Miller and Dr. Schultz as they are about to embark for Fort A.P. Hill.

Early on the morning of Monday, Sept. 14, 1987, I donned my crisp new BDUs (the Army's Battle Dress Uniform) and set off to observe the day's activities scheduled for the Army Training and Evaluation Program (ARTEP) 5-335, for Engineer Topographic Units, taking place at Fort A.P. Hill, Va. For company (moral support?) on this totally novel "adventure" I tagged along with CW3 Dave Miller, chief of the Photolithography Division, Department of Graphic Arts at DMS. Fate was on our side for the elements were pleasant, although the temperature did become rather hot as noon approached, but not unbearably so (fortu-

nately -- considering that BDU material does not breathe as I found out personally!).

Upon arrival at the Evaluators' building, LTC Russell Reich, Chief Evaluator of this ARTEP, briefed us about the activities that were occurring. Then CPT Beverly Malcolm instructed me in the intricacies of BDU dressing. I then went on tours to observe these activities with SFC Richard Rivera of DMS' Photolithography Division and CW2 Kathleen Hawes of DMS' Terrain Evaluation Division, Department of Geographic Sciences, who were evaluating ARTEP tasks in their respective areas. The Reproduction Platoon was printing/reproducing maps and situation overlays. The Terrain Analysis Team developed these

situation overlays in accordance with the game scenario and fed them to the Repro Platoon for reproduction. I also toured the Cartography Platoon which was busily engaged in developing imaged-based products. One of the highlights I experienced was learning how to operate a field phone upon my return from the tours to the Evaluation building!

From my observations I gained a greater appreciation of what it is like to perform on-the-job some of the tasks which DMS teaches and what it is like to be in the field, e.g., to have to work for long periods of time in cramped conditions in shelters. I also saw first-hand how important it is

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Everyone listens intently to LTC Reich, Chief Evaluator, brief the ARTEP activities. Photo courtesy of SFC Douglas Briggs, ARTEP Evaluator from DMS Department of Geographic Sciences.

# The Direct Line



from  
Maj Gen Robert F. Durkin  
Director, Defense Mapping Agency

For the second time in only a few months, a Secretary of Defense plans to visit the Defense Mapping Agency. Secretary Frank Carlucci will be given a "hands on" opportunity to see the latest DMA digital equipment at work and be briefed on the vital output which goes regularly from our production facilities to operational commands around the world. We want him to understand how these combat commands cannot perform their missions efficiently without using the products and data generated by this agency.

For some weeks after Secretary Weinberger was given a similar briefing we continued to get feedback on his enthusiasm over the critical and exacting work being performed by the people of the Defense Mapping Agency, day in and day out and, often, round the clock.

Most importantly, he left with a vivid and most favorable impression of the people of DMA, highly skilled in a score of disciplines -- and obviously dedicated.

The benefits to our agency from such exposure by the senior leadership of the Department of Defense are obvious, particularly in these days of budget constraints and overlapping review of the status of all DoD joint agencies. The importance of displaying our professionalism can hardly be

overestimated.

While HTC hosts the SecDef visits, a continuing series of tours by high-ranked domestic and foreign visitors affects virtually every element of this agency, almost every week. It would be easy for us to become jaded by these repeated interruptions to our daily routine, and weary of the special effort required to ensure we are prepared and in first class condition when these visitors come through.

We can't let this happen. We must realize that these visits are but one phase of a planned effort to ensure that all elements of DoD, other government agencies and the Congress are aware of the importance of the work we do.

We are working hard in other areas to expand this understanding. I am planning a series of visits in the near future to carry our message to operational commanders throughout Europe. We also have appointed a number of liaison officers to represent DMA's interests at major commands, within OSD and in the Office of the Joint Chiefs of Staff to better facilitate the exchange of information.

With the fiscal restraints and possibly even manpower reductions which may be facing all of us in DoD in the next few years, we must continue to tell our story and show our effectiveness as a combat support agency.

So, when you next have to interrupt your regular schedule and clean up your act and your area for visitors, inspectors, or VIPs of one degree or another, give it your best shot. Remember what's at stake here. It's the immediate future of your agency -- your future.

More importantly, it's the successful accomplishment of the really significant mission of the Defense Mapping Agency that is at stake. We know this better than anyone else. We must keep that uppermost in our minds, and do all we can to ensure that this mission is understood by others. With that understanding will come their support.

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## DMA Joins Moroccan Observance

Navy Captain Winfield Donat, chief of the Hydrographic Division at HQ DMA, represented the people of the Defense Mapping Agency in November ceremonies in Morocco celebrating the bicentennial of the Moroccan-American Treaty of Peace and Friendship. Included in the observance was dedication of the first nautical chart published under the U.S. - Morocco Hydrographic Cooperation Program.

Morocco, in 1777, was the first nation to recognize the newly-independent United States of America by providing free access to American ships. The Treaty, signed in 1787 by Thomas Jefferson and John Adams, provided protection to U.S. vessels from Barbary pirates along the Moroccan coast, and is the longest such friendship pact in American history.

Captain Donat also presented a framed first day cover of a new U.S. stamp entitled "Friendship with Morocco 1787-1987" to Hakam Abdelmajid, chief of the Division of Cartography of the Moroccan Office of Land Records and Topographic Works.

## OPM Sets New Guidelines for Snow Days

In yet another effort to ease the massive traffic snarls that always accompany a major snowfall in the Washington area, the Office of Personnel Management has directed that early dismissal of employees will be determined according to where they live rather than what agency they work for.

The new guidelines for agencies within the Beltway divide the Washington area into four major sections. Those who live beyond Montgomery, Prince George's and Fairfax Counties are designated as Zone 1 residents; residents within those counties but outside the Beltway as Zone 2; those inside the Beltway but outside the Dis-

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## From the DMS Schoolhouse



Director  
Colonel David F. Maune

### IGs

I wonder if anybody has been inspected and audited by Inspectors General as much as DMS, with so few deficiencies to report. During the years 1983-87, DMS had 1075 IG-days -- 75 from the DMA IG inspectors during that period, 900 from DoD IG auditors, and now 100 from the DoD IG inspectors. That's the equivalent of one IG spending 215 days or 215 IGs spending one day at DMS each year. Considering that we had fewer than 200 personnel assigned at any time, that's more than one IG-day per DMSer per year.

In December, we completed our first-ever inspection by the DoD IG. We had ten DoD IG inspectors here for 2 weeks. I was very pleased with the professionalism of the IG Team and with their sincere desire to help solve systemic problems. I was more pleased, however, with independent verification that DMS is doing its job -- extremely well.

Several members of the IG Team told me that DMS was the happiest organization they had ever inspected. "Your people know they're doing a good job, and they know they're appreciated," said one inspector.

At the outbriefing, we received IG recognition as a "high performance organization." He praised our professional instructors, the

quality of our academic program, effective administration of the School, efficient use of resources, innovative management, increased productivity and desire to do more with less.

The IG calculated that our mobile training teams (MTTs) in FY87 paid for themselves several times over just by reduced travel costs in not requiring over a thousand MTT students to travel to DMS; without even considering the savings from per diem and local travel, the IG estimated that DMS saved several hundred thousand dollars for DoD and took the needed training to those who couldn't come to us. One draft finding recommended that our Analytical Photogrammetric Positioning System (APPS) IV course be taught only by MTTs.

The IG felt we (DMS and DMA) should play a greater role in determining "minimum generic training requirements" for users of MC&G systems (e.g., APPS I) and products, (e.g., maps, charts, Point Positioning Data Bases, Tactical Terrain Analysis Data Bases, and Flight Information Publications). This was the only recommendation I considered controversial.

The IG felt (and I agree) we should do a better job of modeling our instructor requirements. Our current staffing guide projects manpower requirements which fall short of actual requirements because the model does not include the following:

- It does not include the time necessary to develop new instructors. Although we normally account for the few weeks spent in the Instructor Training Course (ITC), we do not account for the additional months it takes to develop subject matter experts for teaching our courses. Because our officer instructors routinely arrive without knowledge of the courses they will be required to teach, it regularly takes 9 months or more to develop them, in part because they often have to attend the MC&G Officer Course (MCGOC) or Cartographic/Geodetic Officer Course (CGOC) before they can begin to teach individual lessons therein or

elsewhere. Officers are regularly required to teach lessons on geodesy, photogrammetry and remote sensing, for example, while lacking the academic backgrounds in such areas. Other officers are required to teach lessons on the EMP, DTED, DFAD, DTT, DTSS, ARAPS, WRS, Mark 90.1, APPS, MICROFIX, etc. but arrive here without even recognizing the acronyms or terms. Furthermore, officers are far less likely to serve a full 3-year tour teaching the same lessons. Civilians and NCOs require perhaps 6 months, including ITC. (Warrant Officers require less time as they are more likely to possess the correct and current knowledge of their subject matter, but the Army is eliminating three of our four warrant officer specialties.) Our staffing model has not accounted for such development time and erroneously assumes instructors are subject matter experts the day they arrive at DMS. This is a significant deficiency in our staffing model that will be corrected.

- Our current staffing model does not account for professional military education. Air Force officers often attend Squadron Officers School (SOS), Army officers often attend the Combined Arms Services Staff School (CAS<sup>3</sup>), Army NCOs routinely attend their Basic or Advanced NCO Course (BNCOC or ANCOC) and others take similar courses, some by correspondence, while assigned to DMS. Our staffing model treats such losses as "nonproductive" time, the same as military personnel on leave or pass.

- Our current staffing model does not account for independent research and development (R&D) time. Our mission is to proactively introduce advanced MC&G technology in the DMS curriculum, yet the time to research literature, attend symposia of the American Congress on Surveying and Mapping (ACSM) or the American Society of Photogrammetry and Remote Sensing (ASPRS), or the time to write and

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test computer programs for our courses, for example, is also treated as "nonproductive" time.

• Our current staffing model does not consider the fact that physical training for military personnel is mandatory and, by regulation, we are supposed to perform it during normal duty hours if possible. A number of our military personnel have been "flagged" (suspended from favorable personnel actions) and one sailor and one soldier administratively discharged from the Service in recent years, forfeiting all accrued retirement benefits, for failure to maintain physical weight/body-fat standards. Both the Army and Marine Corps require a minimum of 3 hours of PT per week. We have got to enforce this and somehow include PT in our staffing model and report actual PT time on our Weekly Time Expenditure Data Forms. In doing so, we have to resolve whether the standard military work week is 40 or 43 hours.

• Our current staffing model does not account for Course Manager time. The time required to coordinate instructors, students and guest speakers; to obtain supplies, student handouts, examinations and classrooms; to arrange for tours and busses for transportation, etc. is significant and totally separate from the time necessary to prepare for platform instruction. But we have accounted for such time in the past as "nonproductive" in the sense that it did not accumulate work hours in the column used to justify the number of required personnel.

• Our current staffing model does not properly account for time spent on major additional duties and self-help projects as productive either, lessening our ability to justify the number of required instructor personnel. During my tenure as DMS Director alone, I eliminated nine staff billets (from TDE/AC) and required the work to be absorbed by the faculty. I have now got to ensure that the staffing model accounts for such time in a way

that the teaching departments are not penalized for such "non-productive" time.

On the positive side, Mr. Cummins' entire Mission Support staff came through with flying colors. Paulette Kommes (administration), Jill Tompkins (civilian personnel), SFC Anderson (military personnel), SFC Corum (security and travel), and SSgt Lawrence (logistics) and their teammates had no reported deficiencies for which they were responsible. Draft findings in their areas required corrective actions by others, mostly outside of DMS.

Major Devore's Plans, Programs and Operations staff came through well in all three divisions, with actions primarily outside of DMS. The IG identified several deficiencies pertaining to ADP management, requiring DMS correction; however, we knew we were vulnerable since our sole ADP staff position has been vacant for nearly two years, and I don't consider any of the ADP deficiencies to be serious.

One draft finding, if published as a final finding, will require action by Fort Belvoir, and a safety issue was resolved almost before the IG Team left DMS.

And that's it! No major surprises! All findings at this point are draft and tentative; they may not appear in the final report. Nevertheless, I'd like to see all IG recommendations from the draft findings, for which DMS is responsible, corrected before the final report is ever published. Our report will be merged with those of other Components and HQ DMA and published in the spring.

Once again, DMS had the opportunity to excel, and we did. Once again, we can see what an outstanding staff we have at DMS, for the staff functions invariably collect the majority of IG findings. Other than improving the accuracy of our Weekly Time Expenditure Data Forms, using our revised model, there is little more I can ask of the DMS rank and file to satisfy the recommendations of the IG.

So to each and every DMSer, my heartfelt thanks, once again, for a job well done. We have

every reason to be proud of our Schoolhouse and those who make it run so well. Happy New Year!

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that the terrain analysts be able to analyze and interpret situations accurately and intelligently. This results in meaningful situation overlays which the battlefield commander can use with confidence in making tactical decisions. Likewise, the DMS evaluators appeared to appreciate the interest I exhibited by coming to the field. So, guys, "When is the next ARTEP?"



CPT Malcolm instructs Dr. Schultz in the intricacies of BDU dressing. Photo by SFC Briggs.



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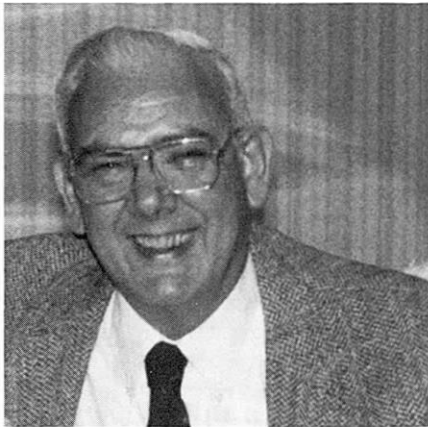
## What? No Knees?!

Because of the lack of space in this month's *Contour*, we have had to delay publishing our special feature "Whose Knees Are These?" until next month.

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# Construction Engineering Department Established in 1987

by Howard Shaw



Mr. Howard Shaw

When the Defense Mapping Agency (DMA) was established in 1972, the Department of Topography of the U.S. Army Engineer School was transferred, intact, to DMA becoming our Defense Mapping School. This department was teaching primarily mapping, charting, and geodesy (MC&G) courses; however, it was also providing instruction in two non-MC&G courses: Construction Surveying and Construction Drafting. DMA agreed to teach these courses for the Army as long as the Army Engineer School and the Defense Mapping School were collocated at Fort Belvoir, Va. Now that the Army Engineer School is relocating to Fort Leonard Wood, Mo., DMA and the Army Engineer School have reached an agreement to return these courses, and the associated resources, to the Army in FY 1988.

As a result of this decision, the Department of Construction Engineering (CE) was provisionally formed on July 1, 1987 by DMS, consolidating 81B and 82B training. LTC Russell O. Reich, Jr (former chief of the Office of Academics) joined the ranks as CE department chief with mission instructions to make the transition as smoothly as possible.

During August, LTC Reich, Mr.

Wilson Freeze, MSG Victor Antezana and myself visited Fort Leonard Wood on matters pertaining to the training transfer. Our trip included a visit to Brown Hall, future home of the Surveying and Drafting courses. We found Brown Hall to be a state-of-the-art training facility. It has 22 large classrooms, 18 practical exercise labs, a supply room, and administrative areas - for a total of 112,000 square feet. The building is fully equipped with safety equipment that meets or exceeds the Occupational Safety and Health Administration standards. During our tour of Brown Hall we visited the Carpentry/Masonry Course, the Structural Steel Course, and the Plumber's and Electrician's courses. It was evident to me, during our visit, that activity at Brown Hall leads to efficiency in learning and excellence in training.

As we rode around Fort Leonard Wood, I could not help but notice the beauty of the post. It is a typical facelifted World War II era army post. It has all the things soldiers and their families expect. Post planners do not expect the Engineer School transfer to tax Fort Leonard Wood's support system.

As it stands the Survey and Drafting Courses will move to Fort Leonard Wood in several phases, beginning Aug. 10, 1988 and ending Oct. 10, 1988.

Over the past 6 months our department experienced both good and bad news. The good news was Ricardo Rodriguez' promotion to staff sergeant, SSgt Jack Castle's selection to Gunnery Sergeant, Wil Freeze's promotion to GS-12, Ron Wenrich's and John Bassett's promotions to GS-11, and Bill Locke's temporary promotion to GS-11. Bad news came in the form of transfers; GySgt Raymond Moll to Camp Lejeune, N.C., John Bassett to the Department of Management and Technology and SSgt(P) Jack Castle to Okinawa. Our new arrival in the department

was SSG Carlos Aguilera who was immediately sent to Fort Leonard Wood to get his family settled and attend the Instructor Training Course. As soon as he is ready to teach, he will come back (TDY) to DMS until the courses move. Other department news is that the Department of Topography, U.S. Army Engineer School was reactivated and LTC Reich was appointed department chief in addition to his duties as CE department chief.

Every member of the department is looking forward to 1988, as the DMA/DMS goals guide us to a successful transition to Fort Leonard Wood, Mo.

## MT: A Proud Look Back at 1987

by LTC James Henry

By the time this is published, I will have departed DMS and the reins of the Department of Management and Technology (MT) will be in the capable hands of MAJ(P) Louis DeSanzo. As this year-end review will be my last article in the *Contour*, I want to exploit the opportunity to boast about the people in the department and their contribution to the DMA and DMS missions.

During my tenure as department chief, I have been blessed with a steady flow of highly qualified, innovative, hardworking professionals. It could be argued that leading such a team of thoroughbreds is difficult, but I have found just the opposite; this wealth of talent and enthusiasm has made my job rather simple and most enjoyable. My primary challenge has been that of nurturing an "atmosphere of excellence" to channel that talent and energy to the most productive forms of expression. Over the past year, those expressions have been outstanding.

During 1987, we took the Mapping, Charting and Geodesy Staff Officer Course (MCGSOC) "on the road" in an attempt to

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make the course accessible to more DMA customers. This year, MCGSOC was presented to the Inter American Geodetic Survey (IAGS), and the DMA Aerospace Center (DMAAC); and next year, the Naval Oceanographic Command will be added to the list. The response has been overwhelmingly positive. These exported iterations were in addition to increased resident course offerings that also played to a full house.

The Introduction To Digital MC&G Data course (IDMCGD) continued to be a sellout with a broad spectrum of attendees, including weapons system developers, simulation modelers and trainers. The Geography and Computer Science Department at West Point released a much improved software version for MICROFIX-T, the terrain analysis computer system. We then took the new software to the customers via a 3-week Mobile Training Team to locations across the country. Of course, Analytical Photogrammetric Positioning System (APPS) MTT's continued to be popular. We provided APPS training to intelligence teams aboard four aircraft carriers, and at five Navy and Marine Stations and training centers.

The Mapping, Charting and Geodesy Officer Course (MCGOC) and the Cartographic/Geodetic Officer Course (CGOC) continued as our bread and butter resident courses. These vital courses continue to provide the next generation of MC&G leadership to the services. This year we graduated 64 new MC&G officers, including 39 Army, 11 Air Force, 2 Marine, 1 Navy, and 11 Foreign officers.

Despite an intense 1987 training schedule, training developments to meet challenges of the future remained ambitious. There are two new courses under development for completion early in 1988. The MC&G Support to Targeting Course (MCGSTAR) will address MC&G related operational aspects of Air Force and Navy strategic and tactical bombing. And the Introduction to Multispectral Imagery Course (IMSIC) will pro-

vide an orientation on MC&G applications of both hard copy and soft copy LANDSAT and SPOT satellite imagery.

The department has also established a DMA presence in several other Department of Defense training institutions. We now provide 2 days of instruction on operational and management aspects of MC&G to each class of officers at the Navy's Geophysics Technical Readiness Laboratory (GTRL) in Monterey, California. We teach blocks of instruction in five different courses at the Defense Intelligence Agency's Defense Intelligence College. And beginning in early 1988, we will provide an elective course to the Defense Systems Management College to get fledgling weapons/systems developers off on the right MC&G foot. We have also received an initial request from the U.S. Naval Academy to provide instruction in one or more of their Navigation courses, and have provided orientation briefings at both the Naval Academy and the Naval War College. We continued our close technical exchange ties with the U.S. Military Academy, and have coordinated training with several other Army schools. Analytical Photogrammetric Positioning System (APPS) and geodesy training was provided to instructors at both the Navy and Marine Intelligence Center in Dam Neck, Virginia, and the Air Force Intelligence School at Goodfellow AFB, Texas.

As significant as the many training expansions were in 1987, the department's initiatives and influences outside the training arena have been equally impressive. The APPS media study is an effort to change the DMA Point Positioning Data Base (PPDB) products to an easily producible, more user acceptable form than the current tape cassettes. The department has very actively participated in this project, and has developed and demonstrated the capability to use the APPS in conjunction with a standard personal computer, with both the PPDB and the operating instructions on a 5 1/4" floppy disk. At the request of the Navy, we

participated in a technical assessment of the Modular Image Interpretation System (MISS). Our recommendations were adopted, and potentially costly mistakes were averted. We have also been involved in the development of the Army's Digital Topographic Support System (DTSS). Our participation in this program has directly influenced system configuration design and component selection, resulting in hardware decisions that will save the government at least \$5.5 million.

I guess it couldn't be considered a successful year without a reorganization of some sort, so we have again adjusted our structure in response to changing demands. The new Joint Operations Division (MTJ) will focus on the needs of the Unified and Specified commands, while the Mapping, Charting and Geodesy Division (MTM) will concentrate on initial entry MC&G training for military officers. The biggest organizational change results from the addition of a new mission, that of managing training development and standardization for all of DMA, including the Exploitation Modernization Program, management, faculty, and new employee training, among others. To perform this new mission, the Component Training Division (MTC) is being formed. MTC will have a GM -14 division chief, plus seven other civilian employees. Hiring selection is 75 percent complete at this writing, and the division is expected to be fully operational by February.

While I have described collective accomplishments of the department, it must be remembered that they result from many smaller, individual and team efforts. Further, the high visibility of this department demands that the quality of instruction and technical assistance be consistently first rate, which of course they are. This level of success can only be attributed to the high calibre of our instructors, their dedication, initiative, and uncompromising commitment to excellence. The fact that the DMS

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nominees for Senior Officer, Junior Officer, and Navy Senior NCO of the Year were all selected from this department indicating their quality, but unfortunately it falls short of formally recognizing the many others who made genuine and lasting contributions to the DMA and DMS missions. My assignment at DMS has been one of the most enjoyable of my career, largely due to the enthusiasm and professionalism of the people in MT. Their continued success is a sure thing.

## GS Looks Back at a Successful '87

by Major Kurt Hovanec



Major Kurt Hovanec

The Department of Geographic Sciences closed out 1987 with a long list of accomplishments, changes and a major reorganization. With the implementation of a new Joint Manpower Program, the old Department of Topography and Drafting changed to the Department of Geographic Sciences. We lost the Construction Drafting Division, but gained the Geodetic Survey Division. The department increased in size by 20 percent and so did its mission. We are continuing to push for increased production in both resident and mobile training, while still involved with course design and

development.

### The Cartography Division

The slogan for the Cartography Division for FY 87 was "TDY". While maintaining resident training in the basic and advanced courses, CW3 Dannelly and SFC Rossi planned and executed visits to all active, reserve and National Guard topographic units in the U.S. to let them know that if unit members cannot come to the Defense Mapping School (DMS) for training, DMS would go to them.

The 1203d Engr Bn (TA), Alabama National Guard, was quick to jump on the DMS training bandwagon with MOS qualification instruction in cartography.

This training will be accomplished over the next 2 years. The 663d Cartographic Company (Reserve) expressed a need to educate their NCOs in planning topographic projects. Not having a particular course on hand, CW3 Dannelly and SFC Rossi wrote and presented a 4-day production management block, tailored specifically to this unit's needs. This type of training proved to be so effective that it has been presented to members of the 30th Engr Bn and will be presented to the 649th Engr Bn (Federal Republic of Germany) and the 63d Engr Company (Ft. Bragg) during the 2nd quarter/FY 88. The Cartography Division (GSC) also presented the new DMA Warehouse Operation Course in September. This course was taught "in residence" at the DMA Distribution Depot, Philadelphia, Pa. The GSC proponent for the warehouse course plans similar Mobile Training Team (MTT) presentations throughout the world for FY 88/89.

### The Survey Division

Nineteen eighty-seven was a year of change for the Geodesy Division, of the former Department of Geodesy and Survey. January saw the debut of our revised courses and the windup of many long months of course development. July 1 brought more change. The Geodesy Division became the Survey Division (GSS) as part of the Department of Geo-

graphic Sciences. The Department of Geodesy and Survey ceased to exist, but not until it was given a proper burial complete with a wake and black armbands at June's Director's Call. July 1 also marked the arrival of CWO4 Steve Borgeson, USMC, our long-awaited Basic Geodetic Survey Branch Chief. Changes continue within the Survey Division: more MTTs, further changes in the Basic and Advanced Geodetic Survey courses and the development of a new ASI-producing Survey Equipment Maintenance course. Nineteen eighty-eight promises more change and growth for Survey.

### The Terrain Evaluation Division

The Terrain Evaluation Division (GST) reached several milestones during the past year, successfully graduating six Basic Terrain Analysis (BTAC) classes, two Advanced Terrain Analysis (ATAC) classes and one Terrain Analysis Warrant Officer Certification Course (TAWOC<sup>2</sup>) class. The Terrain Analysis Division made significant milestones in course development and on three occasions they hosted an intense course on photointerpretation, entitled "Remote Sensing For Environmental Analysis." The course was taught by Mr. Robert Frost of the U.S. Army Engineer Topographic Laboratories.

The Terrain Evaluation Division conducted MTTs to the following geographic areas: Hawaii, Strategic Air Command, Nebraska, Canada and Nashville, Tennessee. Additionally, documentation was finalized and approved for Course Content Documents on the new ATAC and TAWOC<sup>2</sup>. To support these various MTTs, a transportable BTAC was developed by transferring all visual support documents to 35mm slides to accompany lesson plan materials.

In April 1987 GST sponsored the Terrain Analysis Conference held at the U.S. Army Topographic Laboratories (USAETL). Currently, GST is conducting an MTT to Dothan, Ala. in support of the 1203d Engr Bn. (47 students).

# Graphic Arts: 1987 Was Another Challenging Year

by CW4 Andy Yacenda



CW4 Andy Yacenda

Nineteen eighty-seven was another challenging and rewarding year for the Department of Graphic Arts (GA). Four of our military instructors were promoted: MSG Mel Cowan, SFC Mike Carter, LIC Leo Scully and SSG Ben Milburn. Two of our civilian instructors were also promoted: Bill Sutton is now a GS-11 and Cathy McCloskey, who started out in an upward mobility program, is also a GS-11. Great going folks! A few of our long time friends and associates left us this year for the retired life. Mr. Art Fleshman, after over 30 years of federal service, in and out of uniform, retired and headed for Kentucky. MSG Wesley Bohannon and SFC Floyd Spicer also retired from the military, but are both still around Washington, D.C. making their mark in the civilian world.

Graphic Arts took the award for the most suggestions for the second year in a row, submitting 18 and having nine approved. The suggestions covered a diversity of areas from technical improvements, such as drilling additional holes in printing press ink fountain blades from old presses so they will fit the newer presses, to changing policy covering selection of Distinguished Graduates. GA has an abundance of good ideas!

We had some very interesting and unusual Mobile Training

Teams (MTT) this year. SFC Richard Rivera went to Peru to help IAGS install a large format, single color offset press, which the Peruvian Navy purchased from the U.S. Army. During the previous year Rich had the opportunity to supervise the cleaning, packing and shipping of this press, which used to be part of the Fort Belvoir printing plant. He did a good job and received the highest praise for his hard efforts. We also provided an MTT, believe it or not, the U.S. Senate. Three of our instructors: MSG Jim Cain, MSgt Wayne Dunbar and SFC Jimmy Hollingsworth went to the Senate printing facility in Washington, D.C. for two weeks and presented instruction in web press adjustments, A.B. Dick 385 adjustments and paper folder operations. The Senate was obviously very pleased with our instructors because they sent one of their repair technicians, Mr. Jim Mitchell, to attend our Reproduction Equipment Repair Course. Also, I received a call from the Senate in early December advising me that they would like to send a second technician to the Repair Course and the Copy Preparation portion of our Navy/Air Force Lithography Course.

Other MTTs included trips to the 1203d National Guard in Alabama, by SFC Rivera and SSG Tim Brennan, the 30th Engineer Battalion, again SFC Rivera (we keep Rich real busy) and another unusual MTT to the Flores Sea by LICS Bob Carr. LICS Carr trained lithographers aboard the USNS Harkness and Chauvenet while they were under way. He went from ship to ship (I think they call it cross decks) providing operation, maintenance and repair training on large format Harris presses to the Navy lithographers assigned to these oceanographic vessels.

On the home front, our resident courses continue to change as service requirements change. The Reproduction Equipment

Repair Course now teaches classes in the use of hand tools, mathematics, and printing press familiarization. The result of these changes has been a reduction in course academic failures from 56 percent in 1986 to 40 percent in 1987--Great Job! As a result of an Air Force Reprographics Utilization and Training Workshop which CMSgt Jackson attended, we are in the midst of developing a major change to the Navy/Air Force Basic Lithography Course. I suspect that by the time we complete the course design process, we may find ourselves with two different courses: one for the Navy and one for the Air Force. The Reproduction Division has been busy designing the Advanced Lithography Course (ALITH) which will come on line in 1988. The ALITH course will provide first line printing supervisors with the skills they need to do their job, which for the Army, has taken a new significance now that there will no longer be any Reproduction Technician Warrant Officers.

Nineteen eighty-seven was a very challenging and rewarding year for the department and 1988 looks to be even more challenging, but I am sure our outstanding instructional crew and support folks are up to the task.

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## Diet and Cancer Risk **YOU CAN CHANGE THE ODDS**

### Dietary Fiber



American Institute for Cancer Research



## Major DeSanzo: Officer of the Year



Major Louis DeSanzo

Major Louis DeSanzo, Department of Management and Technology, was named the DMS Outstanding Officer of the Year for 1987. Formerly the chief of the Joint Operations Division, he is now chief of the department, vice LTC James Henry.

Major DeSanzo implemented a major reorganization to increase efficiency of personnel resources and focusing efforts toward the Joint Service and "customer" communities. He also implements the "One DMA" concept and through his expert teaching shows students how their individual contributions fit into the large DMA mission.

Major DeSanzo graduated from Indiana University in 1970 with a bachelors degree in geography and a commission as a Distinguished Military Graduate. He earned a masters degree in geography from the University of Utah.

He is a native of Pennsylvania.

## ISC McDonald: Enlisted Person of the Year

Chief Petty Officer Scott E. McDonald, Department of Management and Technology, received the DMS Enlisted Person of the Year Award for 1987. Chief McDonald is an Intelligence Specialist whose outstanding technical and management expertise as a course coord-

inator provided valuable input to DMA's development of new media for the Point Positioning Data Base.

Chief McDonald is a primary instructor for the Analytical Photogrammetric Positioning System I and IV courses. He is credited with increasing DMA interface with the military departments by initiating inter-service technical updates with all service schools that conduct training on the APPS I. He is also credited with the development, preparation and presentation of technical lessons and coordination of all DMS Mobile Training Teams (MTT) presenting APPS I instruction. MTTs were conducted on board the USS Midway, USS Forrestal, USS Ranger, USS Enterprise, and USS Constellation.

In 1983 Chief McDonald was selected as First Runner-up Sailor of the Year for the Commander Task Force 168. He has received the Navy Achievement Medal twice.

Chief McDonald is a native Californian.



Chief Petty Officer McDonald

## Lynn Keleher: Civilian of the Year

by Capt. John Husar

DMS' 1987 Civilian Employee of the Year is Mrs. Lynn Keleher. Mrs. Keleher is the Program Analyst (Training) in the Office of Plans, Programs and Operations.

Her background, before joining the DMS staff, includes 16 years employment with the Navy, with 4



Mrs. Lynn Keleher

of those years specializing in projected training requirements.

Mrs. Keleher is totally dedicated to the mission of DMS and has completely involved herself with all functions of the Operations Division. She willingly has volunteered for many assignments and, in addition to her assigned duties as the DMS Registrar, she assumed the responsibility of the Management Information Specialist. More often than not, her efforts in this additional responsibility extended beyond "regular working hours." Other accomplishments in 1987 include computerizing the DMS Quota Allocation System, allowing continuous updating of information, establishment of standby lists for high demand classes, active participation in the Foreign Military Student Program, and humanitarian pursuits involving other DMS staff members. Her "focus on people," both within the DMS mission and in her private life, is commendable and has definitely resulted in a positive approach to everything she has undertaken.

Mrs. Keleher is a native Washingtonian.

**"Every individual has a place to fill in the world, and is important in some respect, whether he chooses to be so or not."**

—Nathaniel Hawthorne,  
novelist

# "I Have a Dream....."

by Rickie Blas, Contour Editor

Martin Luther King Jr. Day is observed on the third Monday of January.

The holiday was signed into law by President Ronald Reagan in August 1984. It is a legal holiday in all but seven states: Arizona, Hawaii, Idaho, Montana, New Hampshire, South Dakota and Wyoming.

One hundred and fifteen foreign nations, 45 African, 22 European, 22 Latin American and Caribbean, 13 Far Eastern and 12 Middle Eastern and South Asian countries, plus Canada celebrated last year.

King was the youngest man to win the Nobel Peace Prize and the first black man to have a national holiday named in his honor. The Nobel Peace Prize was awarded to him for creating positive social change with nonviolence.

In Washington, D.C. a 7-foot, 500 pound time capsule highlighting the life and work of Dr. King was buried in the nation's capital on Jan. 12, as part of the third annual celebration. The capsule contained a miniature Liberty Bell, symbol of the U.S. independence. It was laser-inscribed with the "Let Freedom Ring" passage from King's historic 1963, "I Have A Dream" speech he delivered at the Lincoln Memorial in Washington.

A replica of the time capsule is being taken on a national tour of major cities that will end in Atlanta in January.

The name, city and state of people who contributed \$1.00 to the capsule fund are laser-inscribed on the miniature Liberty Bell.

Some of the highlights of Dr. King's work are:

1955: Rosa Parks, a 42-year old black seamstress on her way home from work, refused to give up her seat on a city bus to a white passenger. She was arrested. King successfully led a year-long boycott, achieving integration of Montgomery, Ala., buses.

1958: Inspired by King, nonviolent protests to end



segregation swept across the nation.

1963: In the largest civil rights demonstration in history, 250,000 marchers gathered in Washington, D.C. where King delivered his famous "I Have a Dream" speech.

1964: Dr. King received the Nobel Peace Prize. He became a symbol of peace throughout the world. A movement began to ensure blacks the right to vote.

1967: Dr. King began a campaign to help the poor; to help them to get decent jobs, housing, health care and education.

1968: Dr. King was assassinated as he stood on the balcony of a Memphis, Tenn. motel. He was in Tennessee for a protest march with sanitation workers.

But his dream and his success live on. Despite being abused and jailed by the authorities, this courageous man continued to work for the oppressed and deprived of all colors. Had he not been snatched so ruthlessly from this life, his work would be a determining force in the annihilation of world hunger and oppression.

## SNOW from page 2

district of Columbia as Zone 3; and those in D.C. as Zone 4.

If a situation, such as a major snowfall, should call for early dismissal of employees, the Office of Personnel Management (OPM) will contact all agencies inside the Beltway and a dismissal time will be set. Zone 1 employees will be dismissed one hour after metro and local authorities have been notified of the early rush hour. Employees of each succeed-

ing zone will then be released at half-hour intervals.

If hazardous weather conditions develop before the workday begins, listen to your local radio and TV stations for leave policies and closings.

Since DMA, like many other federal agencies, has some personnel essential to operations of the agency, these employees are not covered by this new policy.

**If you think you're  
having a heart attack,  
think out loud.**



Chest discomfort that lasts longer than two minutes is nothing to fool around with.

Play it safe and ask someone to get you to a hospital emergency room—immediately.



**American Heart Association**  
WE'RE FIGHTING FOR YOUR LIFE

## Annual DMS Christmas Party - Big Hit!

The annual DMS Christmas dinner/dance was held Dec. 5 at the Essayons Club, Fort Belvoir.

Our distinguished guests were Major General and Mrs. Robert F. Durkin.

Mr. Bill Locke entertained everyone again this



DMSers welcomed DMA Director Major General Robert F. Durkin and wife, Judy, to their "first" DMS Christmas dinner/dance.



Mrs. Beverly Locke, wife of Master of Ceremonies Bill Locke, steals a dance with Santa Claus.



Joyce Zieres (center) and husband (left) with Mr. and Mrs. Clayton Kruck.

year as master of ceremonies; and thanks to TSgt James Lobdell for being our photographer, we have many snapshots of the party.

The food was great and the disc jockey was terrific - she sang with all the music she played and went from table to table, microphone in hand, encouraging DMSers and guests to sing also!



Santa welcomes Wheeler Hall's MSG Victor Antezana, who "visited" Korea for a year and now is back.

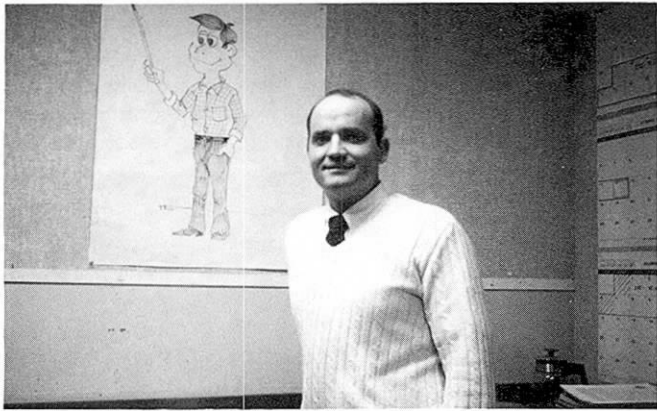


CWO4 and Mrs. Steven Borgeson. CWO4 Borgeson is assigned to the Department of Geographic Sciences.



Captain and Mrs. Ron Ward. Captain Ward is assigned to the Department of Management and Technology.

# John Bassett is Appointed ITC Manager



Mr. John Bassett, Department of Management and Technology, is the newly appointed DMS ITC Manager. The drawing is the creation of SGT(P) Tim Valentine.



Left to right: TSgt Franz Brutscher, Chad Lecki, Major Ron Lecki (Ret), CW3 Ralph Henry, SFC Doug Briggs, John Bassett, Dorothy and Shirley Eggen, and SSgt Rick Williams.

Mr. John Bassett, formerly of the Department of Construction Engineering, was appointed the Instructor Training Course (ITC) Manager to replace Major Ron Lecki who retired Nov. 30, 1987.

Mr. Bassett has been at DMS since 1982.

The Instructor Training Course goes on the road to the DMA Aerospace Center in St. Louis, Mo., DMA Consolidated Personnel Services Office, Bethesda, Md., and the Hydrographic/Topographic Center in Brookmont, Md.

As the name implies, ITC teaches Component

instructors to be effective in their teaching methods.

Mr. Bassett, a former high school teacher, was a training instructor in the former Department of Topography and Drafting, Drafting Division.

Mr. Bassett's first assignment as ITC Manager took him to St. Louis. On Dec. 2, Major Lecki (Ret) and his brother, Chad, enroute to Wyoming, met with Mr. Bassett and other ITC members at a local restaurant.



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# CONTOUR

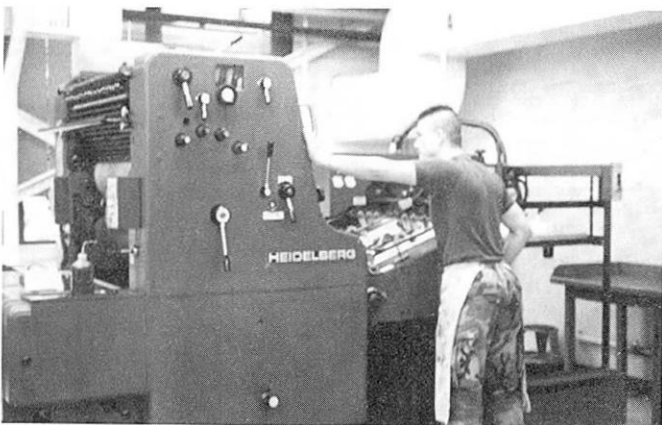
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February 1988

## The Future of Army Printing

by CW4 Andy Yacenda



A student works on the Heidelberg press which is currently in the Topographic Support System and the PSYOPS Heavy Team.

As one of the major undertakings of the Department of Graphic Arts during 1987-1988, an in-depth study of the future of military printers has been made.

Initially it seemed like an easy task, but it was soon discovered that this issue is far reaching and simply does not have an easy answer. Each service approaches the control of printing units and personnel differently, the Army being the most complex.

The Army has divided printing into three major groups: AG printing, PSYOPS printing and Topo printing. AG printing is so named because it is controlled by The Adjutant General (TAG). PSYOPS is an acronym for Psychological Operations, and Topo is short for Topographic.

Army Regulation, AR 310-1, "Publications, Blank Forms and Printing Management," controls all AG printing and some aspects of other types of printing, such as report forms. AR 115-11, "Army Topography," establishes control of Topo printing and AR 360-81, "Command Information Program," controls PSYOPS printing.

Although the personnel strength level fluctuates

due to recruitments, retirements and other personnel actions, the total number of printers in the Army (active, reserve and National Guard) is about 1,250. Of this number 47 percent are in AG assignments, 31 percent are in PSYOPS units and only 22 percent are in Topo units.

Day-to-day management of AG printing and Topo base plants is provided by The Field Printing Management Division, U.S. Army Publications and Printing Agency, Directorate of Information Command, TAG. The reason base plant Topo units also come under TAG is because they are not covered under AR 115-11. Many of the 588 AG printers are assigned to Personnel Services Companies operating offset duplicators, stencil duplicators and electrostatic duplicators. The majority of materials printed by these companies consists of a high number of low quantity, 8 1/2 x 11 inch, black and white printed matter, such as assignment orders, local directives, operations plans, etc. There are also many printers assigned to a variety of printing outfits in administrative, communications, and other small printing support units.

Recently, the Army approved a device called the Tactical Document Copier (TDC). The TDC is a portable, table-top copy machine which can be used in the field. The Army is authorizing the use of the TDC in all units where the total number of copies per month does not exceed 30,000. The Army is also working on a printing system for units whose total number of copies per month exceeds 30,000. This new machine will fall within the category of what is currently referred to in the civilian community as a Total Copy System (TCS). It will be a duplicator with in-line collating and stapling capabilities and will be field deployable.

In units where Tactical Document Copiers are replacing offset duplicators, printer slots are being eliminated because they are not required to operate copy machines. It is estimated that about six of these printer positions will be eliminated this year and the number of eliminations will grow slightly

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# The Direct Line



from  
Maj Gen Robert F. Durkin  
Director, Defense Mapping Agency

A 10-point program designed to improve acquisition processes in the Department of Defense has been promulgated by Under Secretary of Defense for Acquisition Robert B. Costello. DMA, along with other DoD elements, has been tasked to assume a significant role in implementing the Secretary's agenda.

Today, I want to share with you the general role we have been asked to play. As our involvement progresses, I will elaborate on many of these points and ask for your total commitment to assure success of this effort.

Secretary Costello's initiative addresses the "acquisition process." It deals with the dynamics of acquiring goods and services - from the smallest items to major technological systems. More importantly, perhaps, it deals with the total process of acquisition, not just procurement. Consequently, many more DMA people will be involved than the title implies.

At a recent meeting in the Secretary's office, I was asked to focus DMA attention on three initial objectives: total quality management, regulatory reform and shortening technology lead time.

Total quality management involves all of our senior and

middle management leaders. Its objective is to ensure acquisition of products and services of the highest possible quality from the many contractors with whom DMA deals. Only through involvement of all levels of DMA management can we be assured that all factors - such as design, reliability and maintainability - will meet the ever more complex requirements of this agency. Finally, it is a strategy that requires management to identify all of its major objectives, then focus on an integrated approach to accomplishing them, as opposed to the piecemeal efforts that often find us working towards the same general objectives, but separately.

Regulatory reform involves aggressively pursuing ways to streamline the procurement process. Secretary Costello has already instituted a program to give DoD elements greater latitude to experiment with changes in the existing body of procurement regulations. I have asked our Director of Acquisition to look into how we might best implement this phase of the Secretary's agenda.

Finally, we have been asked to take initiatives designed to shorten technology lead time. Significant efforts are underway in this area, including planning for concurrent development and production, as well as designing software to commercially available systems. These and similar efforts will be required to accomplish this objective.

Secretary Costello has initiated an ambitious program, one that is essential for the Department of Defense to get what it needs, when it needs it, in the face of continuing budgetary strictures. DMA has been asked to participate fully and, on behalf of all of us, I have agreed willingly.

Now I call upon you to sign up as I have. As we develop our action plans and further define the scope with members of the Secretary's staff, I'll get back to you to further explain what we must do to bring this program to fruition. Clearly, when reduced resources combine with our major

transition in the Modernization Program, increased efficiency in acquisition processes is vital to successful accomplishment of our mission.

I ask that you stand ready to support this effort.

**"To see what is right and not to do it is the lack of courage."**

—Confucius

## Two Senior Staff Members Reassigned

Two senior staff members have been reassigned by Maj. Gen. Robert F. Durkin, DMA Director.

Mikel F. Jackson, former Assistant Deputy Director for Plans and Requirements at Headquarters, has been reassigned as Assistant Deputy Director, Production and Distribution. He replaces Thomas O. Seppelin, who has retired. Jackson held key positions with the DMA Hydrographic/Topographic Center, where he served as Chief of the Topography Department and Chief of the Program Integration Division prior to joining the Headquarters staff in 1986. Jackson spent his early DMA years with the Aerospace Center until his reassignment to the Headquarters as a staff member in the Land Combat Division in 1979. He was selected for the Senior Executive Service in May 1986.

Robert N. Smith, DMA Systems Center Deputy Director, has been reassigned as Assistant Deputy Director, Plans and Requirements, replacing Jackson. He was previously Deputy Director, Systems Development Group. Smith also held key positions with the DMA Special Program Office for Exploitation Modernization, a predecessor of the Systems Center, where he was Deputy Chief and then Chief of the Technical Integration Division. He was selected for the Senior Executive Service in June 1986.



## From the DMS Schoolhouse



by Colonel David F. Maune

### Change!!!

In replying this month to a DoD IG report for an audit of DMS conducted from October 1985 to May 1986, I was amazed to review how much DMS has changed in the past 2 years.

When the auditors left here in 1986, the DMS mission was simple - to train DoD personnel in MC&G and related subjects. Most students were military personnel being assigned to MC&G positions, and DMS reacted to training tasks provided by the Services. In doing so, DMS taught only 17 MC&G courses and 2 construction engineering courses in FY85 plus the Instructor Training Course (ITC) for a total of 20 courses. Mobile Training Team (MTT) activity was at a minimum with MTT students numbering 59 for all of FY85.

By the end of FY88, DMS will lose the two construction courses (construction survey and drafting) as the mission and resources for these two courses will transfer to the U.S. Army Engineer School (USAES) which is moving to Fort Leonard Wood, Mo. This is the sole mission loss of two courses. Now look at the mission gains:

o Our FY87 Joint Manpower Program (JMP) gave us the mission to "proactively introduce new technology as appropriate into the DMS curriculum." This resulted in seven new courses -- the MICRO-

FIX Topographic Workstation Course (MTWC), the Analytical Photogrammetric Positioning System IV (APPS IV) course, the Terrain Analysis Warrant Officer Certification Course (TAWOC<sup>2</sup>), the Survey Instrument Maintenance (SIM) course, the Cartographic/Geodetic Officer Course (CGOC), the Advanced Lithography (ALITH) course and the Introduction to Multispectral Imagery (IMSI) course.

o Our FY88 JMP gave DMS the mission to "develop and coordinate selected courses standardized for DMA Components, including production training." This new mission will result in an estimated 17 new courses - a DMA Initial Orientation Program (DIOP) training course for all new DMA employees, regardless of discipline; a DMA MC&G Orientation Program (DMOP) training course for DMA's new professional employees in the mapping sciences; a Senior Executive Development Course; a Middle Management Course; a Supervisory Development Course; an Administrative Management Course; and operator/management training courses for six Mark 85 system segments and five Mark 90 segments. I have already received inquiries from HQ DMA regarding possible courses in three other areas as well. This new component training mission is guaranteed to change -- upward. For most of these courses, DMS will coordinate with DMA Components and/or contractors, develop standardized courses, prepare lesson plans, training aids, exams, etc., train the trainers, perform quality reviews of classroom presentations, and maintain the courses accurate and up-to-date. DMS instructors will not be used for actual platform instruction as courses will be presented at multiple locations utilizing production systems as required in Sensitive Compartmented Information Facilities (SCIFs). We expect to complete the staffing of our new Component Training Division by the end of this month.

o Our FY88 JMP also gave us the mission to "export MC&G education programs as required to

DoD Components." This mission formalized the successful DMS initiatives of FY87 in which we increased the number of personnel trained by MTTs from 59 in FY85 to 1102 in FY87, saved a half million dollars in training costs for DoD, and proactively exported tailored MC&G training to many personnel in key positions who otherwise would never have received it (many of these military and civilian MTT students had jobs with an unrecognized need to understand MC&G). These MTTs also uncovered systemic problems in DoD's targeting system that DoD is now correcting, in part through DMS's new MC&G Support to Targeting (MCGSTAR) course, premiering this month, that promises to be a "best seller."

o We were recently tasked by HQ DMA to develop, conduct and/or coordinate selected training courses to support DMA coproduction programs. This new mission has already resulted in three new DMS training programs for FY88 -- a training course for terrain analysts at the U.S. Army Engineer Topographic Laboratories' Terrain Analysis Center and DMA Hydrographic Topographic Center (HTC) (Brookmont and Louisville); and MTT courses for Canada's Mapping and Charting Establishment and Italy's Istituto Geografico Militare Italiano. Approximately six other countries are waiting for DMS coproduction training programs to be exported to them as soon as possible, each tailored to the specific needs of the countries involved.

o If the DoD Inspector General gets his way, DMS may become responsible for development of "minimum generic training requirements for users of MC&G systems and products." This could get DMS involved in dozens of schools within the Army, Navy, Air Force and Marine Corps where personnel are trained how to read maps and charts, navigate, target, etc. with DMA products. It could get DMS involved in dozens of systems, under development by the Services, which utilize DMA digital data. This would become a

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## SCHOOLHOUSE from page 3

major change in the DMS mission.

o For reasons beyond the control of DMS, we will also be required to develop in-house capability to compensate for the loss of seven topographic engineer warrant officer managers within DMS, the move of the USAES technical library to Fort Leonard Wood (DMS uses this library to maintain accreditation by the Southern Association of Colleges and Schools and the American Council on Education), and the loss of the USAES International Student Detachment (which provides all support to DMS's international students.) To compensate for these changes alone will require DMS to add 14 personnel (nine civilians, two officers and three enlisted personnel) to the force structure for FY89.

Since the DoD IG audit, which covered DMS operations for FY85, DMS received major new missions as described above, doubled the number of courses for which responsible (from 20 in FY85 to 44 in FY89), increased the number of course enrollments by 19 percent (from 1336 in FY85 to 1586 in FY87), improved the utilization of programmed training spaces by 17 percent when including courses taught by MTTs or by 11 percent when excluding MTTs, and increased the number of personnel trained by MTTs by 1868 percent (from 59 in FY85 to 1102 in FY87).

All of the changes between the past mission and projected missions for FY89 are to be implemented with a net decrease of personnel, from over 200 positions authorized in FY85 to about 190 in FY89 (still being negotiated).

Don't think that DMS is alone in having our missions increase while resources decrease. I attended a DMA conference in San Antonio in January. All DMA Components are required to do more with less. Colonel O'Neill, DMAHTC and Colonel Lemon, DMA Aerospace Center (DMAAC) talked of their problems in embracing the world of digital source materials and digital MC&G products with reduced resources.

Captain Zucker, DMA Reston Center (DMARC) has major challenges in bringing a brand new production center on line and in serving as the Agency's "guinea pig" for our modernized production system. Colonel Saunders, DMA Combat Support Center (CSC) has major challenges in absorbing new missions and in modernizing the DMA Automated Distribution Management System which has numerous deficiencies. Dr. Daugherty, DMA Systems Center (SC) has the major technical challenge in fielding the Mark 85 and Mark 90 systems and in getting the various segments to function and interact correctly. Dr. Krygiel, DMA Office of Telecommunications Services (OTS) has major challenges in satisfying the Agency's insatiable appetite for communications and computer support. Colonel Smith, DMA Inter American Geodetic Survey (IAGS), has major challenges in getting Latin American countries to be more productive in satisfying U.S. priorities (that don't necessarily coincide with priorities of the respective countries involved) and doing so with reduced resources.

As I look back at DMS changes of the past few years, I am very proud of what we have accomplished without compromising the quality of our core training programs. I am also proud of what this entire Agency has accomplished in the past few years. Every Component in DMA is trying to do the seemingly impossible - to do more with less and to do it better than before. The future is very exciting as we look to see if our changing directions succeed.

I believe in this Agency. I believe we are succeeding and will succeed in the future, perhaps not always the first time we try a new direction, but after probing to resolve problems using the considerable talent available within DMA. In the past, the rest of DMA was little affected by the success or failure of DMS. But that has changed. The talent that the Agency has or doesn't have for operating AC, HTC, RC, SC, OTS, CSC and IAGS will all depend upon how good DMS is in

meeting the changing training and career development needs of the Agency. We would never have received this "sacred" new Agency mission if DMS had not proven its professionalism by proving that we can maintain and improve the performance of our traditional mission while changing to meet the needs of the future. Had we not proven our ability to change, we might not have survived the severe budget and personnel cuts facing all of DoD.

Change we must! Change we have! Change we will! As the saying goes, "Nothing is as constant as change."

## *Air Force Honors Shelly Davis, DMA Historian*



**General Robert D. Russ and Ms. Shelly L. Davis.**

The highest award in the Air Force History Program was presented to DMA Historian Ms. Shelly L. Davis in December ceremonies at Langley AFB, Va. General Robert D. Russ, commander of the Tactical Air Command, presented the 1987 USAF Award for Excellence to Ms. Davis for her work at Twelfth Air Force, where she was Historian prior to joining DMA last June. In addition to the citation for excellence in managing a numbered Air Force History Program, Ms. Davis was presented with the USAF recognition ribbon for her accomplishments, a unique civilian honor.



## PRINTERS from page 1

each year. Because of this action, initiatives to civilianize printing positions, and other factors, it is estimated that military printers in AG units will be eliminated by the year 2020.

There is a brighter future for the PSYOPS printing community. Active duty PSYOPS currently has one group and four battalions which contain military printers. PSYOPS units come under the authority of the Joint Chiefs of Staff through the 1st Special Operations Command (SOCOM).

The PSYOPS printing units contain teams which are designed to perform specific printing missions. The PSYOPS Group contains a Heavy Team which includes an assortment of printing equipment: 24x30 inch camera, two Heidelberg SORZ presses, two Heidelberg SORD presses, two Multilith 1250s, three paper cutters, and an assortment of supporting technical equipment. The four PSYOPS Battalions each contain a Medium Team and a Light Team. The Medium Team consists of: a Heidelberg GTO press, Multilith 1250, vertical camera, paper cutter, and an assortment of support equipment. The Light Team consists of a Multilith 1250 and supporting equipment.

The Heavy Team has the capability to print 8,424,000 leaflets per 24 hours of operation, the Medium Team 1,110,500 leaflets per 24 hours, and the Light Team can print 409,400 leaflets per 24 hours.

The Natick Laboratory is currently developing the Modular Printing System (MPS) for PSYOPS. When fielded, the MPS, which consists of two mobile modules, will replace the current Medium Team equipment. Other items under development at Natick are the Leaflet Rolling Machine and the 155 Artillery Round, both of which are designed to aid in the distribution of leaflets.

The PSYOPS is currently experiencing a major change in personnel authorizations. As a result of the Total Army Analysis 93 (TAA93), the PSYOPS community

will be adding three more groups and nine more battalions starting in FY88. These new units will cause an increase in PSYOPS printers by 30 percent over the current authorizations.

Topo printing contains the smallest slice of printers in the Army today and is scheduled to decrease in the future. Currently, there are three active and one National Guard Topographic battalions, and two active and three reserve Cartographic companies, which contain printing capabilities in the form of Reproduction Platoons.

The Reproduction Platoon contains four Heidelberg SOR printing presses, a 24x30 inch camera, paper cutter, and other printing support equipment, mounted in nine semitrailer vans. Two of the active battalions also have base plants which include large format printing equipment.

Topo units print maps, charts and related materials. These materials include standard and nonstandard multicolored maps and charts, both field size (22x29 inch) and oversize (35x45 inch) and quick response, black and white materials for units within their area of operations.

A civilian company is currently under contract to the Army to develop a field size multicolor copier which will eventually replace the printing capabilities contained in the Reproduction Platoon. This new device, referred to as the Quick Response Multicolor Printer (QRMP), will be capable of printing standard size, four color maps at a rate of 75 per hour and will be contained in one van.

The QRMP, which has a current price tag of over \$1,000,000 each, will be fielded in a two step program. The first step is currently programmed for 1992 when QRMPs will begin to be fielded and part of the current printing equipment will be eliminated. Total fielding of the QRMP is scheduled for 1995 at which time the remaining offset printing equipment in the Reproduction Platoons will be eliminated. To accomplish this the Army must purchase 53 QRMPs

for the European Theater alone.

The introduction of the QRMP will result in the eventual elimination of printers in Topo units. However, the actual time frame is uncertain because of many delays in hardware development and funding. It will happen but possibly not as soon as indicated by the current time table.

The near future of Army printers appears to be relatively static. As AG experiences minor annual reductions in personnel, and Topo experiences two major reductions, the PSYOPS community will experience a 30 percent increase. It is anticipated that by about the year 2010, based on our current knowledge of army printing, PSYOPS will be the major holder of military printers in the Army. Since Army students comprise more than 50 percent of our input, it would not seem too remote for the Department of Graphic Arts to eventually become part of the Special Warfare School at Fort Bragg, N.C. We don't look forward to running five miles a day yelling "AIRBORNE" at the top of our lungs.



## DMSers Receive DMA SASMOY Awards

Two DMSers received DMA Soldier, Airman, Sailor/Marine of the Year Awards - 1987.

MAJ(P) Louis R. DeSanzo, USA, the DMS Officer of the Year, received the DMA Outstanding Senior Officer of the Year Award.

ISC Scott E. McDonald, USN, who is the DMS Enlisted Person of the Year, received the DMA Outstanding Sailor/Marine of the Year Award.

Both were featured in the January Contour for their DMS awards.

Congratulations!

# The Office of Plans, Programs and Operations Reviews 1987

by Major Roger Devore

The Office of Plans, Programs, and Operations (PP) had a very successful 1987. Under the new organization of the School, PP now has three divisions: Operations (PPO), Resource Management (PPM), and Visual Information (PPV).

The Operations Division handles the day-to-day running of the School: class quotas, student records, facilities upgrades, and any daily problems that occur.

The Resource Management Division concerns itself with managing our people and our dollars. They handle the budget, the Program Objective Memorandum (POM), the Joint Manpower Program (JMP), Internal Controls, and any other Resource Management action.

As a result of the School's reorganization, the Visual Information Division came to PP from the old, now nonexistent, Office of Academics (AC). Visual Information concerns itself with visual aids for training. In addition to producing these aids, they also interface with the teaching departments to ensure the most efficient use of visual materials for classroom instruction.

Additional 1987 PP changes include the movement of the Technical Writer/Editor to PP from AC and the hiring of a part-time clerk typist, Mary Brutscher, to help out with the clerical duties. SGM Carlos Sellers replaced MSG Charles Knight as Operations NCO. In PPV, temporary employee, Jeanne Elmore, became "permanent" and Annie Wakimoto went from part-time summer help to full-time temporary.

## The Operations Division

During 1987 PPO served as the focal point for approximately 1500 resident students trained at DMS. Additionally, we coordinated the training of 1664 students through nearly 100 Resident Training Assistance and Mobile Training



Mrs. Mary Brutscher is PP's most recent employee.

Team (MTT) visits to locations throughout the world. This significant increase in MTT training is a result of increased DMA emphasis on mobile education in the Mapping, Charting, and Geodesy field.

In the area of facilities upgrade, PPO has been involved in several major projects to upgrade Wheeler Hall, building 220. These include:

- A new roof
- Restroom modernization
- New electrical wiring
- Carpeting
- New room dividers

Additionally, DMS personnel have completed several self-help projects to improve DMS buildings. From issuing class quotas to overseeing building projects, PPO ensures daily, normal operation of DMS.

## The Resource Management Division

The Resource Management Division (PPM) completed all of the normal, yearly submissions - a combination budget/POM and JMP submission. Resource Management also maintains daily updates to the planned utilization of these documents. The most pleasant change in PPM has been the

stability in personnel. For the first time in recent history, PPM has had no vacancies. This has resulted in improved productivity and eliminated crisis management created by numerous vacancies. Resource Management handles all actions concerning funding or manpower slots.

## Visual Information Division

The Visual Information Division (PPV), PP's newest division, produced 1760 pieces of original artwork for overhead transparencies, 4170 overhead transparencies, and 17,738 35mm slides. Approximately 11,000 of these slides were generated for the Defense Mapping Agency Initial Orientation Program (DIOP). In addition, PPV personnel regularly observed classroom instruction and made evaluations and recommendations of visual information techniques.

## Technical Writer/Editor

Training Specialist (MC&G) Jim Harnden, formerly the Technical Writer/Editor for PP, was instrumental in the School's outstanding evaluation from the Commission on Educational Credit of the American Council on Education. This visit resulted in DMS courses being awarded maximum college credit and accolades from the evaluation team. Mr. Harnden's regular duties consist of editing Course Content Documents, assisting the Contour editor in editorial functions, and managing the DMS Training Publications Program.

## The Future

With the planned move of the U.S. Army Engineer School (USAES) during FY89, PP anticipates additional functions. For example, the International Student Detachment will probably become a DMS responsibility since DMS will have the majority of international students at Fort Belvoir. Other functional plans are not yet finalized but are in the future as the DMS mission continues to grow and, with this growth, so will the mission of PP become more vital to DMS.

\*\*\*\*\*

# The Office of Mission Support: 1988 Brings Another Personnel Turnover

by Mr. Chesley Cummins

For the Office of Mission Support 1988 will bring some turnover in personnel.

Charlotte Faehn (MS Secretary) managed the office with great care and efficiency in 1987. She kept us all on schedule with our correspondence, reports and suspense dates. She was also the behind the scenes person responsible for a lot of mission support success. Hopefully, Charlotte and I will remain in place during 1988.

The hiring of a Civilian Personnel Assistant, Jill Tompkins, in May 1987, has led to a smoothing out of the Civilian Personnel actions. The training program, suggestion program, and civilian performance evaluations were all managed and monitored by Jill along with a lot of personnel actions and correspondence. The DMS civilian personnel activities



SFC Pat Marx replaced SFC "Andy" Anderson as Personnel Staff NCO.

are now in good hands.

Our faithful and dedicated PSNCO the past 3 years, Andy Anderson, has decided that 20 years is enough. He will retire on May 1, 1988 but has gone on terminal leave since February 15, 1988. I, and a lot of others, will really miss Andy. He and his knowledge will be hard to re-

place. Typical of Andy's initiative and hard work, his replacement, SFC Pat Marx, U.S. Army, reported Dec. 11, 1987.

Since adding a Management



Mrs. Lisa Roberts was missed by coworkers during her recent maternity leave.

Assistant, Paulette Kommes, many administrative burdens were lifted from the Security and Travel NCO, Rich Corum. Now both areas are flourishing. Paulette has mastered most of the administrative functions and records management -- her big challenge in 1988. Rich has overhauled our security program and procedures and, administratively speaking, DMS security is in its best shape since 1985. Rich also continues to expertly manage our travel orders and keep us on track for filing our travel vouchers on time.

Lisa Roberts joined MS in April 1987 to fulfill the clerk-typist needs of the Personnel Division and the Security Travel NCO. Lisa recently returned from maternity leave after giving birth to 6 pound 2 ounce Stephanie! We missed Lisa and her contribution to the MS mission and we are delighted to have her back.

Logistics has been the biggest concern to me the last half of the year. Larry Kommes, who was Chief of Logistics, retired and departed on leave July 6, 1987.

The position was converted to a civilian position long before Larry retired; however, for one reason after another the position remains unfilled. This has put a lot of pressure on the Logistics work force. SSgt Dave Lawrence had to move up and become Acting Chief with others having to assume greater roles in taking up the slack. Dave had a lot to learn in a short time and has responded well in rising to the occasion. He has served the DMS staff and faculty well.

All in all, I have been pleased with the way Jeff Hamn, Charlotte Bernard (who has recently departed MSL and is now working in the Department of Management and Technology), Ed Burton, and Dennis Roberts have responded getting the job done in a professional manner. Kris Iskra, clerk typist, is our newest employee and while she has only been here a short time, she has equally contributed. The total MSL team came through with flying colors during both the DMA and DoD IG inspections of 1987.

While Mission Support did not



Ms. Kris Iskra is the newest employee in Mission Support's Logistics Division.

accomplish all it set out to do, we did accomplish a lot, and everyone worked hard and did their very best to satisfy the mission and all our customers. We pledge to try and successfully complete all our assigned goals and objectives for 1988.



## What's Up in March?

March, known in some areas of the United States for its strong winds, brings some warm, sunny days as a reminder that flowers will soon be in bloom.

Some historic mapping-related events happened in March: the birthday of navigator and map-maker Amerigo Vespucci and, three centuries later, the production of the first engraved map.

**March 1:** Articles of Confederation, supreme law of the United States for eight years, ratified, 1781. United States explodes world's first hydrogen bomb in the Marshall Islands, 1954.

**March 3:** President Herbert Hoover signs bill that makes the "Star Spangled Banner" our national anthem, 1931. Naval Reserve established, 1915.

**March 5:** Boston Massacre; five colonists killed and six wounded by British soldiers, 1770.

**March 6:** The Alamo falls; among fallen defenders are famed knife inventor James Bowie and frontiersman Davy Crockett, 1836.

**March 7:** United States 1st Army force captures Remagen Bridge on the Rhine River, enabling Allies to advance into the German heartland, 1945.

**March 9:** Birthday of Amerigo Vespucci, Italian navigator and mapmaker, for whom Americas are named, 1451.

**March 10:** Alexander Graham Bell transmits first telephone message ("Mr. Watson, come here. I want you.") 1876.

**March 12:** Girl Scouts of U.S.A. founded, 1912.

**March 13:** Birthday of Army Air Intelligence, 1917.

**March 14:** Casey Jones, railroad engineer and hero of folk ballads, born, 1864. Albert Einstein, who developed the theory of relativity, born, 1879.

**March 15:** Ides of March: Julius Ceasar assassinated, 44 B.C. George Washington tells Continental Army officers, rebellious over lack of pay, food, clothing and pensions, "I have grown old in your service..," 1783. Andrew

Jackson, seventh president, born, 1767.

**March 16:** Birthdays of fourth president, James Madison, 1751; United States Military Academy at West Point, N.Y., 1802; and the Army Corps of Engineers, 1802. Dr. Robert Goddard launches the world's first liquid-fueled rocket at Auburn, Mass., 1926.

**March 18:** Grover Cleveland's birthday, 1837. The 22nd and 24th president, Cleveland is the only person who has served two non-consecutive presidential terms and the only president to be married in the White House.

**March 19:** Congress passes Standard Time Act, which authorizes standard time zones for the United States and establishes Daylight Saving Time as a fuel economy measure in a country at war, 1918.

**March 20:** Spring begins, 5:25 a.m., Eastern Standard Time. United States Navy commissions its first aircraft carrier (the USS Langley), 1922.

**March 24:** Birthday of Harry Houdini, magician and escape artist, 1874.

**March 31:** First United States map to be engraved in this country is produced, 1784.

## Somebody Loves You - Buckle Up!

*Roses are red  
Violets are blue  
What would your loved ones  
Do without you?*

by Rickie Blas, Contour Editor

I have been annoyed all winter at having to surrender my mobility to wear a thick coat. When I finally squeeze in behind the wheel of my automobile, I feel as if I have the arm movements of a robot. In all this misery, it has been a real chore to reach behind myself, pull that shoulder strap down and buckle up. There have been at least 10 occasions this winter when I have driven without buckling up because it is such a

bother. But realizing how "runny" the food is in intensive care, and recognizing my obligations to my loved ones, I decided to fasten that shoulder strap if I had to hire someone to help me reach it!

When I left work on Friday, Jan. 15, I had (and fortunately so) "bothered" to buckle up, winter clothes and all. About 3 miles from home, I approached an intersection and, prompted by the green arrow, followed several other cars making a left turn. A man driving a large older model car, travelling at the speed limit (45 m.p.h.) and talking to his parents, who were in the back seat, ran a red light. I never knew what hit me.

My car was demolished. I sustained some internal injuries. I missed a week of work and some of my night classes at the local college. But because of the seat belt, I was only temporarily out of circulation.

If I had not had the seat belt fastened, I would have sustained severe, if not fatal, injuries. The shoulder strap secured me from being thrown into the broken windshield.

Seat belts don't always save lives; two or three seconds later and I would have been hit at the driver's door and there's little doubt it would have been fatal, seat belt or not. However, seat belts protect you in nearly all collisions.

I was grateful that when one of the rescue squad's volunteers phoned my house, he was able to tell my teenage daughter, Maria, "Your mother is going to be okay but....."



Salad dressings are a source of added fat and calories. One *tablespoon* of mayonnaise has 101 calories; one *tablespoon* of French dressing has 66; one *tablespoon* of Thousand Island has 80, and one *tablespoon* of Blue Cheese has 76.

# Blacks Helped Shape the American Frontier

by Rickie Blas, Contour Editor

The Civil War brought a material and economic destruction to the South that it did not recover from until the 1940s. Also destroyed, was the "Peculiar Institution" known as slavery.

It was a time of poverty and subsequent reconstruction in the South. For thousands of former slaves, it was a time of migration to a new land; a place to "begin."

From bondage emerged numerous leaders, cowboys, trappers and Indian fighters. Being deprived of an education didn't stop them from becoming mail carriers and businessmen.

Five thousand black cowboys rode the cattle trails of the western frontier. Many of these former slaves were trappers. Much of the prosperity of the early fur trading business is due to blacks.

Thousands of black settlers helped turn the American prairie into a fertile and rich resource.

Former slave Benjamin Singleton led 20,000 blacks to Kansas, "the land of opportunity," during the 1879 Exodus. He is credited with founding Baxter Springs and Dunlap colony.

Jim Beckwourth discovered an important pass through the Sierra Nevadas. He was a trader, scout, explorer, trapper, Indian fighter, businessman, gold prospector and mail carrier.

Adopted by Crow Indians, he married a chief's daughter and became a tribal leader. The Indians renamed him "Morning Star" after his participation in many battles against the Black-foot tribe. He was also a mail carrier.

Rodeo rider Bill Pickett was the first cowboy to master steer wrestling and the first black man elected to the National Cowboy Hall of Fame.

Isom Dart was a cattle rustler, rodeo clown, prospector and bronco-buster. He had a reputation for being the best rider in the West. Dart was shot in the back



and killed at age 51. Tom Horn, a hired assassin, was suspected of being his killer.

Isaiah Dorman rode with General George Custer in the "last stand" against the Sioux Indians. Dorman, a former mail carrier, rode with Custer as an Indian interpreter on that fateful operation. He had lived with the Sioux, learned their language and took a Sioux wife. He is virtually unknown in history books.

Other famed mountainmen were George and Stephen Bonga, Edward Rose, Peter Renne and Allen B. Light.

Thousands of black frontiersmen and women whose lives would fill history books remain unknown.

Today, in California's beautiful San Joaquin Valley, lies the remains of a town called Allensworth. It was founded in 1908 by LTC Allen Allensworth, U.S. Army, who reached the highest rank awarded a black man in his time. He was the second black chaplain in the military.

LTC Allensworth was born a slave in Kentucky in 1842. Because he learned to read and write with his master's children, he was considered a threat to the institution of slavery and sold at age 12. He joined the 44th Illinois Volunteer Infantry during the Civil War after running away from his owner. He became an ordained Baptist minister, writer,

and educator, contributing greatly to educating black troops in both academic and vocational areas.

Allensworth created a community where blacks could live and work in dignity, free from the racial prejudices they suffered throughout America. The town of more than 80 acres was at its peak from 1908 until the end of World War I. Between 200-300 people lived there. Farming was at the base of their economy. Allensworth had a barber shop, bakery, livery stable, general store, drug store, machine shop, a hotel, train station, post office, library, justice of the peace, constable, Girls' Glee Club, orchestra, brass band and Women's Improvement Club.

In 1914 a proposal to establish a vocational school there was defeated in the state capital. Soon afterward Allen Allensworth was struck and killed by a motorcycle in Los Angeles. In the 1920s, because of lack of jobs and water, plus agricultural problems, Allensworth was abandoned.

This year's theme of Black History Month is "The Constitutional Status of Afro-Americans into the 21st Century." This is an appropriate theme for a people who helped develop the American Frontier and fought and died in wars defending a Constitution that in only recent years has begun to protect their rights.

# Roll Call

## New Arrivals - Military

1LT Andrey Aristov, USAF  
Department of Management and Technology

CW2(P) Edwin Huth, USA  
Department of Geographic Sciences

SFC Patricia A. Marx, USA  
Office of Mission Support

SSG(P) James H. Brown, USA  
Department of Geographic Sciences

SSG Jorge Ramos-Berrios, USA  
Department of Construction Engineering

SSgt Henry Garcia, USMC  
Department of Graphic Arts

SSG Philip Herr, USA  
Department of Graphic Arts

L11 David L. Carlson, USA  
Department of Graphic Arts

## New Arrivals - Civilian

Barbara Windland  
Department of Management and Technology

John Haddick  
Department of Management and Technology

Karen Williams  
Department of Management and Technology

## Departures - Military

SFC Jerome P. Anderson, USA  
Office of Mission Support

SGT Elizabeth M. Harschow, USA  
Department of Geographic Sciences

LTC James W. Henry, USA  
Department of Management and Technology

Capt James M. Giesken, USAF  
Department of Management and Technology

1st Lt(P) James G. Luebbe, USAF  
Department of Management and Technology

## Departures - Civilian

Robert M. Glazier  
Department of Graphic Arts

## Do You Have an \*?

by Rickie Blas

Each year a small percentage of **Contours** are returned to my office marked "Return to Sender" or "No Forwarding Address."

We, therefore, update our mailing list annually.

If there is an \* by your name on the **Contour** mailing label, it means your name will soon be dropped from the mailing list.

If you wish to continue receiving the **Contour**, please let me know at 703-664-2075, or write to the address on the back page. Thanks!



American Heart Association

Margarite's Carrot Cake

2 eggs	
1/2 cup vegetable oil	1 1/2 tsp. cinnamon
1/2 cup honey	1 tsp baking soda
1/4 cup brown sugar	1 1/2 cups carrots, grated
1/2 cup plain low-fat yogurt	1/2 cup raisins
2 cups whole wheat flour	1/2 cup walnuts, chopped

In large bowl, beat eggs, add oil, honey, sugar and yogurt. Mix well. Blend in flour. Add cinnamon, baking soda, carrots, raisins and walnuts. Mix well.

Spray an 8-inch square cake pan with vegetable cooking spray. Pour batter into pan and bake at 400 degrees for 45 minutes or until done. Yields 12 servings.

Calories: 280

Cholesterol: 46 mg.

# Director's Call



## Defense Meritorious Service Medal

SFC Jerome P. Anderson, USA  
Office of Mission Support

## Joint Service Achievement Medal

TSgt Franz T. Brutscher, USAF  
Department of Graphic Arts

SSG Bruce L. Eaton, USA  
Department of Geographic Sciences

SSgt Ricky L. Williams, USMC  
Department of Graphic Arts

## Promotions - Military

Capt John P. Husar, USMC  
Office of Plans, Programs and Operations  
Promoted to Major

CW2 Frederick N. Pessaro Jr., USA  
Department of Geographic Sciences  
Promoted to Chief Warrant Officer 3

## Promotions - Civilian

James H. Harnden  
Office of Plans, Programs and Operations  
Promoted to GS-12

Charles W. Locke  
Department of Construction Engineering  
Promoted to GS-11

John L. Bassett  
Department of Management and Technology  
Promoted to GS-11

Wayne M. Gleason  
Department Geographic Sciences  
Promoted to GS-11

Charlotte Bernard  
Department of Management and Technology  
Promoted to GS-6

## Master Instructor Certificate

SSG Timothy M. Brennan, USA  
Department of Graphic Arts

## Physical Fitness Test Achievement Awards

MAJ(P) Louis R. DeSanzo, USA  
Department of Management and Technology

CPT Bruce B. Burleson, USA  
Department of Management and Technology

CPT Bruce J. Donaldson, USA  
Department of Management and Technology

CPT Patricia A. Poulson, USA  
Department of Management and Technology

SSG Timothy M. Brennan, USA  
Department of Graphic Arts

SSG Benjamin E. Milburn, USA  
Department of Graphic Arts

SSG Ricardo Rodriguez, USA  
Department of Construction Engineering

## DMA Certificate of Achievement

SGT(P) Brenda D. Timmons, USA  
Department of Geographic Sciences

## Service Pins

Robert T. Murphy  
Department of Geographic Sciences  
Ten years of Federal Service

## Whose Knees Are These?



CW3 Thomas Besch, the owner of those hairy knees from December's Contour.

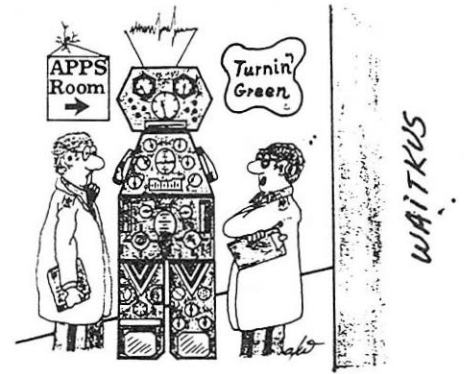


Do you know whose knees are these?

by the Phantom Photographer

The last mystery knees belonged to CW3 Thomas Michael Besch. Since arriving at DMS, CW3 Besch has been working in the Department of Geographic Sciences as course manager for the Advanced Geodetic Survey Course.

This month's little jingle  
 about a Miss who is single  
 And whose knees can be found  
 where snow flakes abound.  
 Typing was her game  
 when to DMS she came  
 When given a chance  
 she might fly to France  
 But during this season  
 Germany was the reason.



"If it was any more human, we'd need another bathroom!"

"Drinking makes such fools of people, and people are such fools to begin with, that it's compounding a felony."

—Robert Benchley,  
 humorist

### Just A Fact From Rickie

The old rumòr that God is dead has at last been proven bogus. God is alive and well and living in the Redskins locker room.



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### DEFENSE MAPPING SCHOOL

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# CONTOUR

Volume 15, Number 6

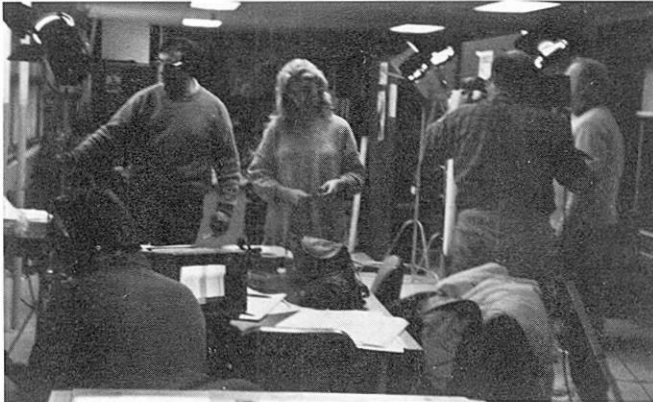
Defense Mapping School, Fort Belvoir, Virginia

March 1988

## Department of Labor Videotapes DMS Classes for the Apprenticeship 2000 Initiative

or

*We're Going to Put You in the Movies!*



The videotaping crew prepares to shoot the Basic Photolithographic Processes Course in the Department of Graphic Arts.

by Dr. Linda J. Schultz, Education Advisor

The Department of Labor's (DoL) Bureau of Apprenticeship and Training selected the Defense Mapping School (DMS) as one of the sites it wished to include in its promotional videotape addressing the Apprenticeship 2000 Initiative. The Initiative is looking at workforce 2000 demographics and is investigating and identifying those apprenticeable skills which should be incorporated into the National Apprenticeship Program of the future. The Initiative is examining such issues as, Should/Can the apprenticeship concept be broadened to all industries? What should be the limitations or parameters, in terms of occupations, of an expanded apprenticeship effort - particularly in high-tech fields? What should be the delivery system for an expanded apprenticeship system? What should be the role of Government in an expanded apprenticeship system? How can apprenticeship be more effectively linked to the education system?

Because DMS had worked with DoL previously in revitalizing the role of military participation in the National Apprenticeship Program in those apprenticeable skills which DMS teaches (see May 1987 *Contour* article entitled "The Office of Academics Hosts Apprenticeship Meeting"), Mr. Ambrose Bit-



MPM Production, Inc. tapes a Construction Survey class at DMS.

ner, Chief of the National Program Coordination and Training Group of DoL's Bureau of Apprenticeship and Training, contacted Dr. Schultz, Education Advisor at DMS, to secure support for this Initiative. Mr. Bittner called on Friday, Jan. 15, 1988 to explain the project. Early the following Thursday, the videotaping crew arrived for shooting - truly quick turnaround for coordination, especially considering that the Monday in between was the Federal holiday to honor Dr. Martin Luther King, Jr.; hence, not a work day.

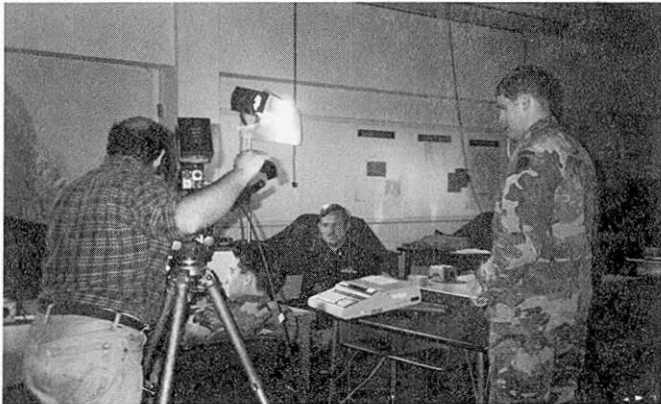
Ms. Marypat Marzullo of MPM Production, Inc., a contractor working with DoL on this Initiative, headed the professional videotaping crew. DMSers soon learned that, "there is no such thing as a quick shot," to quote one of the crew. Much time is required to set up equipment and to arrange lighting and sound, etc. What had been planned as a morning of taping was soon extended to a full day of shooting in order to document all of the areas of interest. Not only did DoL and the crew wish to include the traditional areas of apprenticeable skills training, e.g., photolithography, but they also wanted to provide ideas for expanding the Apprenticeship Program into other potential skills areas e.g.,

See VIDEOTAPES page 2

## VIDEOTAPES from page 1

photogrammetry technician.

In garnering DMS support for this Initiative, I secured the approval of Colonel Maune, the DMS Director, coordinated with HQ DMA (PA), DMS (PA) and DMS academic department chiefs, and advised MPM Production, Inc. of available classes and scheduled their visit to the classrooms. I wanted a variety of action-oriented activities set both indoors and out. Everyone at DMS worked as a team to accommodate the taping effort. Even the weather



ISC McDonald (center) instructs the APPS I, as crew member videotapes.

decided to cooperate toward the end of the day and the crew was able to shoot some outdoor footage of a survey class. While at the School the crew taped classes in Basic Photolithographic Processes with Mr. Charles Lundmark, Department of Graphic Arts; MICROFIX-T with CPT Bruce Bureson and DP1 Calvin Lloyd and APPS I with ISC Scott McDonald, Department of Management and Technology; Construction Drafting with SGT(P) Gavin Ralston and Construction Survey with SFC Ronald Nelson, Department of Construction Engineering. The crew concluded the taping session at the School with an interview with Colonel Maune who shared his thoughts about the role of apprenticeship training in the military and in future workforce occupations.

---

## An Explosive Situation...

by TSgt James Lobdell

Ring! Ring!

"Good Morning, Defense Mapping School. Please hold."

Three minutes later, "Hello, Major Tuttle speaking. Sorry to keep you waiting. It's been a typical Monday morning....A bomb in DMS! Right and I'm the President of the United States...Oh, you are serious. Well, hold one."

"Captain Smith speaking...a bomb, no this is Graphic Arts, you want Construction Survey. Hold one."

In addition to the videotaping crew a number of DoL officials visited DMS to witness the taping including Dr. James Van Erden, Acting Director of the Bureau of Apprenticeship and Training, Mr. Bittner, Mr. Nick Kolb and Ms. Irene Lynn of the National Program Coordination and Training Group. Both the DoL officials and the MPM Production crew expressed their appreciation for DMS' responsive assistance in their project.

The videotape was shown first at the Apprenticeship 2000 Initiative public meeting on Feb. 17, 1988 in Washington, D.C. with showings in Chicago and



Colonel Maune shares his thoughts about the role of apprenticeship training.

San Francisco at public meetings presented during the following week. DoL plans to archive the videotape for future use publicizing the Initiative. The tape is approximately 15 minutes in length with DMS being represented well among those organizations which were taped. Participation in the videotape to support the Initiative afforded DMS a good opportunity to gain public recognition for its instructional program. As soon as duplicate tapes are available for distribution, DoL will be providing DMS with a complimentary copy. Upon arrival a DMS-wide showing will be scheduled as soon as possible. DMS was pleased to assist in this Initiative and looks forward to working with DoL officials in future Apprenticeship Program endeavors.

"Second Lieutenant Jones speaking; how may I help you? A bomb? My God. Are you serious? Hang on just a minute. I've got to find a green card. You're not an alien? Oh, not that kind of green card. I need a bomb data card. Hold one."

Five minutes later. "Are you still there?...Good. You don't mind if I ask you a few questions...When is the bomb going to explode?...Is that a.m. or p.m.? I estimate that to be in about 10 minutes so just a few more questions. Where is the bomb right now? Come on, I need to know the exact location, you know: building, floor, room number, exact location in the room...Come on now, we all have our jobs to

See EXPLOSIVE page 9



## From the DMS Schoolhouse



by Colonel David F. Maune  
Director

### "MORE PEP"

I enjoy welcoming each new Advanced Terrain Analysis Course (ATAC) on the first day of class. I have been so intimately involved with terrain analysis for over 20 years that I like to tell the ATAC students several terrain analysis "war stories", hoping they will profit from lessons learned in the past.

In the April 1986 *Contour*, I already told my first "war story" that I called: "Lessons Learned-Germany to Vietnam." That story was also published in the Fall-Winter 1986 edition of *Engineer* magazine.

The next "war story" is my "MORE PEP" account of a Pentagon assignment (1977-78) during which I served as Topographic Plans Officer, Office of the Assistant Chief of Staff for Intelligence (OACSI), Department of the Army (DA).

Two weeks after arriving in OACSI, a computer printout came across my desk that I almost didn't even bother to read. When I scanned through it, I was shocked to read that almost all Engineer topographic units in the Army were being programmed for inactivation; about 95% of the topo force structure was to be in the Reserve Components. No one in the topographic community knew anything about this. It took a bit of research before I learned

that the topo units and other active duty units were to be inactivated in order to save personnel spaces necessary to create additional artillery batteries. I could find no Engineer or other combined arms General Officer who would argue in defense of retaining topographic engineers in the force structure. Everyone was busy supporting other causes less they be "sacrificed" in lieu of the topographic engineers. The only topo supporter I could find with stars on his shoulder was MG Aaron, the ACSI himself, who was also my boss. The intelligence community had recently developed the concept known as Intelligence Preparation of the Battlefield (IPB), and I convinced General Aaron that IPB required professional terrain analysis and graphics support. MG Aaron argued in our defense and won, but not until after we diagnosed the poor health of the topo community and prescribed a cure. Here's what we did.

I called the Army's first annual Topographic Conference in September, 1977. It was a 2-day affair with only about 30 people in attendance in the OACSI conference room. Attendees came from the topo battalions, Army major commands, U.S. Army Engineer School (USAES), Engineer Topographic Laboratories (ETL), HQ DA and DMA. Today, hundreds of personnel attend these annual conferences.

We "brainstormed" the problems and proposed solutions. We diagnosed that Army topography was "sick and nonresponsive to the changing needs of the Army." We prescribed seven MORE PEP "pills", where MORE PEP was an acronym standing for Mission, Organization, Readiness, Equipment, Priorities, Emphasis, and Professionalism.

o **Mission:** Rather than being support troops in the rear, we wanted a topographic engineer presence in the Tactical Operations Centers (TOCs), directly supporting the intelligence and operations communities by advising battlefield commanders and staffs on how to "see the battlefield" and exploit the battlefield terrain

to maximum advantage. We agreed to support IPB fully, to include having some Terrain Analysts working in the All Source Analysis Centers within the TOCs.

o **Organization:** Rather than having topographic units only at theater and corps levels, we wanted terrain analysis capability forward at division level and even brigade level if possible. We drafted Tables of Organization and Equipment (TOEs) for what would become Division Terrain Teams in support of every combat division in the Army. Without adding spaces, we developed required topo "slices" of support for every theater, corps and division.

o **Readiness:** Rather than having topographic units equally unprepared to perform their missions worldwide, we assigned geographic Areas of Responsibility (AORs) to all topographic units and directed them to maintain survey, cartographic, terrain analysis, and/or point positioning data bases (PPDBs) for their AORs. We also initiated action to get the terrain analysis functional responsibility transferred from DIA to DMA because DIA had long neglected terrain analysis and we felt DMA would do a better job. Starting in about 1980, DMA assumed responsibility for terrain analysis products and developed the Tactical Terrain Analysis Data Bases (TTADBs) and Planning Terrain Analysis Data Bases (PTADBs) that are so vital to Army topo engineer readiness today.

o **Equipment:** We pushed for fielding of the Topographic Support System (TSS) to replace the decrepit topo vans then in use. We also pushed for what is now the Digital Topographic Support System (DTSS) and the Quick Response Multicolor Printer (QRMP). It had long been obvious that we needed to modernize.

o **Priorities:** We changed priorities by giving top priority to Division Terrain Teams, directed the corps teams to back-up the division teams as a matter of highest priority, and the theater teams to back-up the corps

See SCHOOLHOUSE page 4

## SCHOOLHOUSE from page 3

teams. This was a 180 degree reversal of the prior priority system in which "subordinate" organizations primarily supported the mission of higher headquarters.

o **Emphasis:** We revised topo doctrine and published FM 21-32, Topographic Support, to stress combat-oriented terrain analyses, tailored to meet the needs of battlefield commanders in the time available. In the past, terrain analysis products depicted technical analyses of soils, geology, hydrology, vegetation, etc. which required maneuver units to translate such data to meet their needs. We also stressed the need for engineer/intelligence teamwork.

o **Professionalism:** We decided that we needed a separate Terrain Analyst MOS (81Q); terrain analysis had previously been an additional skill for cartographers. We wanted these terrain analysts to be professionally trained and developed. We also wanted to create a separate Topographic Engineer specialty for officers; for several years this was approved and implemented as SC22 but has since been eliminated by the Army.

Six months after this Army Conference was over, I thought how nice it would be if we had professional Terrain Analysis warrant officers like we already had in the other topographic engineer fields. I developed the Terrain Analysis Technician (MOS 841A) concept and got the 841A and SC22 proposals approved by HQ DA my last day in the job.

I then left OACSI, after only 10 months, in order to assume battalion command. I left most of the work to Mike Morgan (OACSI), Roger Ryan (USAES) and others to implement the various MORE PEP actions. DMS initially taught the Terrain Analysis (TERRANL) course for enlisted terrain analysts and the Warrant Officer Terrain Analysis Course (WOTAC) for the 841As who first graduated from DMS in December of 1981. DMS later developed the "new and improved" Basic Terrain

Analysis Course (BTAC) for 81Qs, Advanced Terrain Analysis Course (ATAC) for NCOs, and the Terrain Analysis Warrant Officer Certification Course (TAWOC<sup>2</sup>); these three DMS courses are so complex that graduates of all three courses can earn 49 semester hours of college credit. DMS also assisted USAES in development of the new topographic TOEs and Army Training and Evaluation Program (ARTEP). In all, a lot of work was required by many people in many organizations. The MORE PEP prescription required a total team effort, and it worked -- at least the terrain analysis part did.

Many of DMS's WOTAC graduates earned outstanding reputations. They were professionals and truly contributed to the combat readiness of the commands supported. In the interest of time and space in this paper, I will spare you several more of my favorite "war stories" that tell of significant contributions made by our 841As and 81Qs.

Next comes 1987, and the Army is again looking for positions to cut. This time the Army is specifically looking for positions and/or MOSs to be eliminated in order to reduce to lower manpower "ceilings" for officers and warrant officers. Army proposed all four topographic engineer warrant officer MOSs for elimination. When the dust settled after various verbal and written battles, Army decided that we would lose the 811A Photomapping Technicians, 821A Survey Technicians, and 833A Reproduction Technicians. Although this is very painful (see CW3 Dannelly's article in next month's *Contour* entitled: *While Cartographers Slept*), it could have been worse. This time around, we did have dozens of General Officers from combat commands around the world who argued in defense of the 841As. Also, Army is asking DMS to double its output of Terrain Analysts this year and next; the 81Qs trained by DMS are professional and in great demand. In essence, the MORE PEP actions of recent years had worked to prove the combat essentiality of a major

portion of the topographic engineer community -- the terrain analysis portion.

Lessons may still be left for the remainder of us to learn. Might the Army's DTSS or DMA's Mark 90.1 have a combat-oriented need for a new breed of cartographers on the battlefield? Might the Global Positioning System and other battlefield positioning systems have a combat-oriented need for a new breed of geodetic surveyors? (In the past, geodetic surveyors were slow to embrace the Analytical Photogrammetric Positioning System as a modern survey tool but often chose to think of the APPS as the enemy rather than friend of the field surveyor.) Might the QRMP, perhaps with digital interface, or other printing systems generate a combat-oriented need for a new breed of printers on the battlefield? Might military MC&G experts be needed so that sophisticated weapon systems can hit their targets? Might all of us play a vital role in command and control of extremely dynamic units on the battlefields of the future? Might our 841As need different training when they are the only warrant officers in organizations previously authorized 811As, 821As and 833As?

It's time for a fresh look at MC&G support on the battlefield, not just Army topographic engineer support but total MC&G support for joint operations. Perhaps there is better medicine now than the MORE PEP "pills" of the past, but we can at least learn from the past by realizing how much can be gained if we shed our defenses and "brainstorm" the requirements of future battlefields and opportunities of advanced technology. Whatever we do, we have got to support maneuver commanders at division level and below so that we are seen as part of the "teeth" rather than "tail." If we don't, we will be "excess baggage" on the AirLand battlefield and skills required only at theater and Major Command level are inadequate to justify viable career fields.

See SCHOOLHOUSE page 5

SCHOOLHOUSE from page 4

It is my dream that DMS, especially our Joint Operations Division, will initiate or stimulate this process through our mobile training team contacts and opportunities generated as a side benefit to our MC&G Impact on Combat Operations (MICO) course. This is my challenge to all of you. I've had my turn "in the barrel." Now it's time for our future leaders to step forward. I'll be watching, hoping, praying and cheering for your success.

## Professional Telephone Techniques

by Penny Greer

The Fort Belvoir Federal Women's Program (FWP) and the Hispanic Employment Program (HEP) sponsored a career development training session on "Professional Telephone Techniques" on Feb. 23, 1988, at the SOSA Recreation Center. The instructors were Mr. Frederick E. Soto, Equal Employment Opportunity Officer for the United States Army Engineer Center and Fort Belvoir and Ms. Bonnie Rathbone from the Center for Night Vision and Electro-Optics, Fort Belvoir.

Most of us have heard the term photogenic but are you "Phonogenic?" This is important because when answering the phone we are representing our organization. If we do not act as professionals, a very negative impression, not only of our organization but also of ourselves, could be left with the caller.

Try to visualize the caller and be friendly, courteous, and speak clearly. Remember, even angry callers will find it difficult to remain angry at someone who is acting professionally and trying to be helpful. It may take a little more effort to look up information and to be tactful and friendly, but the public relations you project for your organization and yourself will definitely leave an excellent impression on the

caller.

If you have an irate caller, try to listen more and talk less, express your desire to help, acknowledge their feelings and, above all, do not take it personally. If the conversation becomes abusive and no matter how hard you try to help, the caller remains abusive, ask him not to speak in such a manner and if he continues, hang up gently and inform your supervisor.

How do you get off the phone tactfully with someone who continues to talk? It's easy. Summarize the points discussed, compliment the caller on the discussion, thank him/her for the call, apologize for being short of time and hang up gently.

Always use a telephone notepad (Standard Form 63) when answering the phone and fill out as much information as possible.

It cannot be stressed enough that if we act both professionally and courteously we will leave a good impression on everyone we talk to.

## DMA's Newest Component - on the Move



DMA's newest Component, the Reston Center, opened for business on February 16. The third DMA production center, RC, will initially employ about 60 persons and is scheduled to grow to some 700 when fully operational in 1992.

The most recent addition to the DMA Family, the Reston Center, (RC) relocated in mid-February to its new home in Reston, VA. After temporarily sharing space

with the DMA Systems Center in McLean, RC opened for business in its own facility on Feb. 16.

The Reston Center building was specifically designed to accommodate the modernized production system being developed by the Systems Center. The Reston Center will be the first production center to receive Mark 90 equipment and software. Tied in closely with Aerospace Center and Hydrographic/Topographic Center, RC will interchange data with them to achieve the higher levels of productivity and sophistication which will be required in the 1990s to fulfill the Agency's combat support mission.

The Reston Center work force now numbers some 60 persons and is scheduled to grow to 140 by October. The Reston Center will employ about 700 military and civilian personnel when fully operational in 1992.

Captain Channing M. Zucker, USN, is the Reston Center director and Colonel Charles M. Rose, USAF, is deputy director. Paul L. Peeler, Jr. is technical director. Other senior managers of DMA's newest Component include Earl W. Phillips, deputy director for Programs, Production and Operations; Gloria A. Ockershausen, Comptroller; H. Leroy Kuykendall, chief, Data Services Department; and Glen E. Mulkey, chief, Program Integration Division. Also Granville K. Peterson, chief of Facilities; David A. Senter, chief of Logistics; Mark X. Navarrette, chief of Security; and Colleen G. Welch, chief of Administration.

The Reston Center's new address is 12310 Sunrise Valley Drive, Reston, VA 22091-3414. A Key Personnel Listing will be issued coincident with the move. The DMARC Administration Office may be reached at (703) 264-2108.

## Worth Repeating

**"Beware of little expenses; a small leak will sink a great ship."**

—Benjamin Franklin

## Where's Rickie?



Rickie Blas, Contour Editor, has been at DMS since May 1985.

Dear Contour Readers,

It is with much regret that I am taking a 3-month leave of absence from DMS.

Circumstances (from all sides!) forced me into this decision.

I will be going to California, and I may be staying there.

Whether I return or not, it is time to say thank you, *everyone*, for your contributions to the Contour.

Although I can't name everyone individually, I would like to mention a few contributors: CPT Alan Waitkus, former DMSer who still keeps "Turnin Green" coming; MSG Cain for his photography; SSgt Lobdell for his special features and photography; Dr. Linda Schultz for her many, interesting, with a touch of humor, articles; Bill Sutton for his substance abuse articles; Tom O'Brien for his safety articles; Karin Watts for her informative social issues articles; Penny Greer for her many articles on self-improvement and equality; former DMSer MAJ Ron Lecki who, despite a busy schedule, always had time to keep us informed on the ITC program through writing articles and allowing interviews; and last, but not least, MAJ John Tuttle for his unusual contribution in last month's Contour. (I wanted to thank MAJ Tuttle personally by treating him to lunch on Leap Day, Feb 29. He accepted, how-

ever, when I got to the restaurant, I didn't see him anywhere. John is quite busy and it makes for a "now you see him, now you don't" type of situation at any given time!)

I will miss my next-door office neighbors - the girls in Plans, Programs, and Operations. I'm of course talking about Mary, Dolores, Cris, Jo Ann, Helga, Penny and Lynn. Going over there to chat (which is my nonsmokers break!) and get coffee is the highlight of my day! I always learn something new between cups of coffee!

I want to thank Irene Bellefeuille, Public Affairs Officer, for her guidance on layout and newspaper production in general, as well as her contributions to the Contour while I've been editor. She will again take over as editor when I leave. Thanks to Jim Harnden, DMS Technical Writer-Editor, we have had no serious errors in the Contour. LtCol Sakowicz, DMS Deputy Director, has kept me informed on DMS-related events and has been great at listening to my editor's woes! Special thanks goes to my boss, Colonel Maune, for being so supportive, objective and fair, and for having such a good sense of humor. (Remember my April Fools Day trick last year - the call from Mr. Lyon? And how 'bout Major Bennett, my teddy bear?)

I will miss everyone. Remember the Contour is your newspaper! It is one of the few organizational newspapers that not only disseminates all the official information, but offers a variety of reading - something for everyone. Keep it going. We don't want the Contour to turn into a totally technical newspaper. It was, from the first issue back in July 1974, a newspaper "By and For" the people of the Defense Mapping School. Let's keep that tradition going.

From one of the first issues of the Contour, September 1974, I found a poem by a soldier named Dale Cuave. In the poem he says he would hate leaving DMS. Well, he is still here! (Now he is a civilian in the Department of Geographic Sciences.) The poem,

entitled DMS, expresses my sentiments precisely.

DMS

Doors swing open each morning  
Uniforms and shined shoes move  
in  
Hot cup of coffee is waiting  
Along with a Master Sergeant's  
grin

Unhesitatingly teaching  
Only things that he's been  
taught before  
Unhesitatingly learning  
The student will come back for  
more

Survey Division keeps moving  
In an uphill climb for the best  
I'd hate to know I was leaving  
This place known as DMS.

Dale Cuave, Sept. 1974 Contour

## DMS Has an Olympic Champion

by Rickie Blas

For those of you who faithfully watched the Olympic Games and loved every minute of it, you'll be pleased to know that DMS has had its own Olympic champion since 1973.

Mr. Charles Lundmark, a Department of Graphic Arts instructor who retires this month, has been active in kayak and canoe racing for 47 years! He began competing in 1938 in Sweden and won the Championship three times from 1942-1947. But that was only the beginning.

He is currently the president of the Washington Canoe Club and is active in producing "The Log", the club's newsletter.

Mr. Lundmark enjoys teaching young people but looks forward to retirement.

See next month's Contour for a complete story and photographs of Mr. Lundmark's challenging and rewarding participation in the kayaking and canoeing events.

## DMA Discusses Reassignments

Reassignment of employees within the Defense Mapping Agency to positions where their managerial and professional talents are most needed has become "the most important issue on my personal agenda," according to Penman R. Gilliam, DMA Deputy Director, Management and Technology, "and the obvious need to strike a balance between Agency requirements and employees' personal career objectives is receiving the most serious attention of the Agency's senior management.

Mr. Gilliam recently addressed these concerns at a special meeting of Performance Management Recognition Systems (GM 13-15) employees at the Aerospace Center, where a score of employees are being reassigned to Washington area elements and half a dozen are being moved in from Washington to St. Louis.

"The decision to reassign people is not an easy one, especially when relocation is involved, but this Agency needs quality, experienced people in all our operations. We are having a problem getting these people in the right places," Gilliam explained. "With normal attrition plus formation of the Systems Center, Reston Center and the Office of Telecommunications Services, experienced people are required from the two large Production Centers.

In explaining the need for reassignment, Gilliam looked back over more than a decade. "For years there has been only a trickle of volunteers moving to Washington area Components from St. Louis. A few have also moved the other direction. That trickle has virtually stopped in the last few years."

Gilliam emphasized the Agency's attempt to make adjustments which would alleviate the reluctance of some employees to relocate. He cited the creation of a St. Louis cadre of Special Program Office for Exploitation Modernization (SPOEM) in 1982; leaving the majority of people working the Modernization Program

within the Centers rather than transferring them to SPOEM; locating the largest group of development and software people in St. Louis when the Systems Center was created.

He also pointed to the future placement of a Simulation Transformation Facility in St. Louis and current plans to locate the MK85/MK90 Development Test Facility in St. Louis.

Despite these adjustments, the need for people to fill important positions remained. "When I took over as DM last fall we had 165 GS/GM 13-15 vacancies in the Agency - 137 in Washington."

A review of Agency records "indicated that of 630 people referred to selecting supervisors for 116 Washington area vacancies in FY87, only 21 applicants were from the Aerospace Center (AC)," he reported. "Though some 42 percent of Agency personnel are located in St. Louis - and 24 percent of the total PMRS employees - only three percent of the referrals came from the AC. This low voluntary participation rate is in spite of opportunities for one-grade and sometimes two-grade promotions. From an Agency perspective, this situation was and is unacceptable," said Gilliam.

Gilliam added, "The simple fact is: AC people must participate in the management of the total Agency. This includes some of the most highly rated PMRS people there, and throughout DMA."

He stressed that interchange of people in management positions among components and headquarters of an organization brings to bear a variety of views, knowledge and experiences necessary for effective decision-making. Of course, this necessitates moves of people from D.C. to St. Louis, plus other inter-Component moves.

"Our other large center, Hydrographic/Topographic Center, could not provide the people in sufficient numbers. In fact, because of the drain on HTC there has been a remarkable change in

the demographics between HTC and AC," he added.

Another common question related to relocation involves opportunities for return to former duty stations, Gilliam noted. "While there can be no guarantees, past experience shows that normally we have in time been able to match Agency needs to people's preferences. However, there have been few such requests. Varied experience in different Components has usually enhanced the promotion potential of individual employees.

"People at AC and throughout DMA must have the opportunity to move upward in the organization. Many of these opportunities are created through the movement of PMRS employees to other Components."

Faced with increased requirements and the lack of voluntary participation, the Executive Resources Board reviewed the problem and unanimously agreed on the plan of action which has been implemented, according to Gilliam.

"There were no recognizable alternatives. I have great sympathy for any employee who must relocate involuntarily. We looked hard at the human side of the issue before taking the action and tried to balance these factors with our fundamental mission responsibilities.

"There is no doubt housing costs are higher in D.C.," said Gilliam, "but appreciation of real estate is also more rapid. I know of no individual who has suffered financial disaster in a Washington move."

In a response to an audience question concerning the Mobility Program, Gilliam said, "Yes, we had a mobility program and we still have one, but a mobility program depends upon voluntary participation. The volunteers dried up and we still have positions to fill. Our mobility program never relinquished management's right to reassign people as needed, but is designed to enhance it."

The DM added, "We have looked at each case of relocation with respect to hardship and tried

See REASSIGNMENTS page 8

## Women Are Biggest Contributors of Volunteer Work

by Penny Greer

In November 1977, two thousand official delegates and twelve thousand alternate delegates and observers from fifty states and six territories held a conference in Houston, Texas. It was to define for Congress and President Jimmy Carter the barriers that were preventing women from participating fully and equally in all aspects of national life, and what was necessary to correct the problems. This conference helped to unify women toward a common goal with a feeling of power and optimism they never had before. Most historians chose to ignore or only gave token recognition to the contributions women had made in history.

In 1981, as a result of this conference, a Congressional Resolution designated the first week in March as Women's History Week. It was generally felt that not enough material would be available to have a week full of presentations, but now, just 7 years later, hundreds of books have been written and women's contributions to history are celebrated throughout the month of March.

Women have always provided the majority of the volunteer labor force in the United States and now they constitute a significant portion of the labor force working outside the home. Women have led the way in the abolitionist and the emancipation movements and in every major social change to secure their right to

equal opportunity.

We should always remember those who led the way and strive to pass on the torch to those who follow.

## Ms. Greer Receives Best Speaker Award



Ms. Penny Greer, Office of Plans, Programs and Operations, wears the "Best Speaker of the Day" award.

by Rickie Blas

On Feb. 10, Ms. Greer received the Best Speaker of the Day award at the Toastmasters International club meeting at the SOSA Recreation Center, Fort Belvoir.

Toastmasters, with a membership of 130,000 worldwide, is the world's largest organization devoted to communication excellence. Toastmasters teaches effective communication and organization and presentation of thoughts and ideas. Members learn to develop leadership abilities and management techniques.

Congratulations, Penny, on being rewarded for your very first speech!

REASSIGNMENTS from page 7

to do the right thing, to be as even-handed as possible. As I said before, the decisions have not been easy, but they are decisions that had to be made if this Agency is going to fulfill its mission in the years ahead."

Mr. Gilliam provided the following data with respect to future needs for relocation. "The question of the number of people required to relocate has been raised by many. Based upon normal attrition rates and the number of PMRS employees, the PMRS attrition for the Agency is 60-70 people per year. This would translate into annual relocation needs of 20-30 people for AC. When we get past the current growth period and overcome recent years of low participation, normal attrition can likely be accommodated through top quality people seeking promotional opportunities.

"I would hope," Gilliam said in closing, "that in the future our Agency-wide participation will increase...that our people will take advantage of promotional opportunities...that we can have a good mix of knowledge and experience throughout the Agency...and that directed relocation will be a thing of the past."

**"Education: that which discloses to the wise and disguises from the foolish their lack of understanding."**

—Ambrose Bierce,  
writer and journalist

**"Have a care where there is more sail than ballast."**

—William Penn

## One of DMA's Original Staff Members Is Remembered

Mr. Philip M. Schwimmer, a member of DMA's original staff, died on Jan. 21. Phil came to DMA after assignments with DIA and the Aeronautical Chart and Information Center, forerunner of DMAAC. His last assignment before retirement was geodesy and gravity staff officer in the Plans

and Requirements Directorate at Headquarters.

A native of Brooklyn, New York, Phil served in the Navy before embarking on a mapping career. His many friends and colleagues remember Phil for his keen interest in repairing cars, old and new.

Memorial services were held on

Jan. 30 at the Mt. Vernon Unitarian Church in Alexandria, Va. The family requested memorial contributions be made to the Hospice of Northern Virginia, or the Mt. Vernon Unitarian Church (Philip Schwimmer Memorial Fund). Mr. Schwimmer is survived by his wife, Karna, and two daughters.



## EXPLOSIVE from page 2

do and filling out this form happens to be mine. This could be some kind of test and I don't want to fail it. You're sorry? This hasn't been an easy day for me either. Now where were we? Oh, what does the bomb look like? Well, is it bigger than a bread box? What kind of bomb is it? What do you mean what do I mean? Nuclear, TNT, junk like that...Just be patient, sir, we're almost done. Now, what will cause the bomb to explode? ..That is not a dumb question. The government wouldn't have it on this form if it were dumb. Did you place the bomb? Why did you do it? What are you, some kind of nut? No, that question isn't on the form. What is your address? Now, what is your name? It's for the report, sir. The postal service won't deliver without a name. No, we're not sending you a pizza. We'll send you a copy of the report. Now, state the bomb threat over please so I can get it right. Okay, sex? What do you mean occasionally? Race? Oh, you don't jog? You really should, sir, it's good for your health. Age? Hey, this is not a job application you know. Well, thank you for calling and have a nice day!"

In all seriousness, a bomb threat is not to be taken lightly, and it is for this reason that the Bomb Threat Data Card was developed. It is designed to prompt you in an emergency to obtain as much information as possible. If you do not have a form posted near your phone, you should obtain one. In the event of a threat, remain calm and ask the questions. (Don't forget the back of the form.) Start an evacuation of the building and alert the military police.

## Department of Graphic Arts Celebrates Black History Month



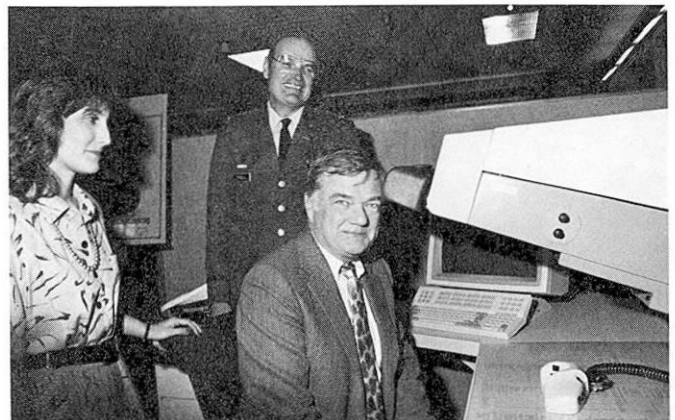
Mr. Ed Nickens, Department of Graphic Arts, is one of the DMS Equal Employment Opportunity representatives. Mr. Nickens contributed to this Black History display, designed and constructed by MSG James Cain.

## CFC Key Workers are Awarded



The Combined Federal Campaign Key Workers received awards of recognition for their contribution in helping DMS obtain its goal. They are: GySgt Paul Wavra, Mrs. Sherrie Stanfield, SGT(P) Gavin Ralston, SSG Benjamin Milburn, ISC Scott McDonald, TSgt James Lobdell, Maj John Husar, Mrs. Charlotte Faehn, CW3 Fred Pessaró, SSG William Belokon, and SSG Bruce Eaton.

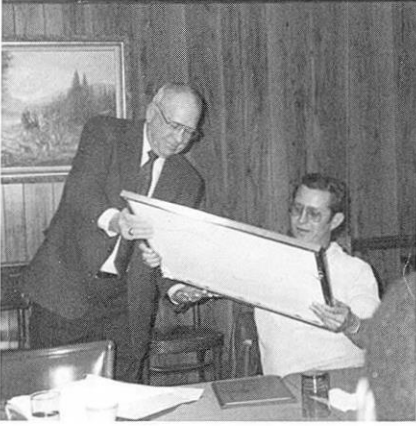
## Under Secretary of Defense For Acquisition Visits HTC



Kim Sener, Colonel Peter O'Neill and Under Secretary of Defense for Acquisition, Robert Costello.

Under Secretary of Defense for Acquisition Robert B. Costello, seated, receives a briefing on the feature extraction segment, also called the FE/S, from HTC employee Kim Sener of the Digital Products Department. Secretary Costello visited HTC on Jan. 20 as a guest of Major General Robert F. Durkin, DMA director, and Colonel Peter G. O'Neill, HTC director. The Secretary received extensive briefings on various portions of the Mark 85/90 modernization program.

# Andy Retires



Mr. Ches Cummins, Chief, Office of Mission Support, presents Andy with going away gifts.

by Rickie Blas

SFC Jerome Anderson (Andy), Personnel Staff NCO, Office of Mission Support, retired after 20 years in the U.S. Army. Coworker Lisa Roberts arranged his going away party at the Hunter Restaurant near Fort Belvoir. Over 50 DMSers, coworkers and former coworkers attended his send-off.

Mr. Ches Cummins, Andy's supervisor, praised Andy for his dedication to the Office of Mission Support by putting in extra hours each day. Mr. Cummins also



Andy lit up a cigarette and said, "The first item I'd like to address is the smoking policy!"

praised Andy's ability to cope with such a demanding job, for his efficiency and expertise in his field, and for his ability to

commit so much information to memory.

Andy, who owns a home in nearby Dale City, will be staying in the Northern Virginia area.

Thanks to Lisa's excellent planning, it was a great luncheon.

"Good Luck, Andy. Stop in and see us!"

## Do You Suffer from Media Stress?

by Rickie Blas

Here in the fast-paced Washington area, you experience different forms of stress throughout the day. Some stress is good for you - it motivates you. But most stress isn't.

There's the "early to rise" stress, knowing that the later you leave home, the more traffic you will encounter, and the longer it will take you to get to work.

Then there is the "bathroom syndrome" stress - someone got to the shower before you, and now you must wait.

"Out the door" stress involves leaving the children's lunch money on the kitchen table, putting out the garbage for pickup and if the weather is cold, scraping the car's windshield.

At last you are on the highway, with a few million other working-class folks, traveling to work at a snail's pace. The radio is your only form of entertainment and the stress produced by that little magic box; sporadic-sounding music, obnoxious to vulgar dee-jays, and the constant advertising to buy something, is unmatched by any other stress you'll ever know.

If all this weren't bad enough, the news comes on! We're nearly at war with a major military power, Americans have been taken hostage somewhere in the Middle East, several planes have crashed in the last 12 hours, there's been at least 1 murder in the area, and the AIDS panic is running rampant...Then they tell you the bad news.

Maybe the stress will lift when you get home this evening....and maybe not. You are a voluntary

prisoner of the media the moment you turn on that television set. Hypnotic rays reach out and grasp you, pulling you in, closer and closer, exposing you to violence, sickness and infidelity. And that's all included in just one half-hour sitcom!

Our forefathers were better off not being exposed to the media, although it would take them days, weeks and sometimes months to learn of major events. Survival alone was stressful; famine and fighting with the Indians was about all they basically had to worry about. (Or, if your forefathers were Indian, famine and fighting with the settlers was all they basically had to worry about.) Of course, both issues were a big deal, but there were only two issues. There was no stock market, no Internal Revenue Service, no nuclear weapons, and maze, yams and wild game didn't cause cancer. The added stress of radio or television would not have been considered a blessing.

After all, what pioneer in his right coonskin cap would want to turn on the T.V. to be assaulted with, "General George Armstrong Custer and his entire regiment were scalped by the Sioux Nation just moments ago. Film at eleven."

Take advantage of that slow, quiet drive to work by leaving the radio turned off. Leave home early enough so that you are not having an anxiety attack behind the endless string of cars. Gather your thoughts or let your mind wander. Relax. But don't relax too much - the drive to work, however slow it is, is intended to keep you awake!



# Director's Call



## Promotions - Military

SGT Patrick E. Downs, USA  
Department of Graphic Arts  
Promoted to Staff Sergeant

## Promotions - Civilian

Gayle L. Shelnutt  
Department of Management and Technology  
Promoted to GS-6

Karin A. Watts  
Department of Geographic Sciences  
Promoted to GS-4

## Defense Meritorious Service Medal

CW3 David E. Miller, USA  
Department of Graphic Arts

CW3 Frederick N. Pessaro, Jr., USA  
Department of Geographic Sciences

## Army Achievement Medal

SFC Richard E. Rivera, USA  
Department of Graphic Arts

## DMA Certificate of Achievement

SSgt Carl A. Richardson, USMC  
Department of Geographic Sciences

Sgt John M. Kilgore, USMC  
Department of Geographic Sciences

SGT(P) Tim K. Valentine, USA  
Department of Geographic Sciences

## Master Instructor Certificate

CW3 Ralph L. Henry, USA  
Department of Management and Technology

MSgt Peter W. Dunbar, USAF  
Department of Graphic Arts

SSG Dwayne A. Strong, USA  
Department of Graphic Arts

SGT(P) Steven G. Puciato, USA  
Department of Construction Engineering

## Senior Instructor Certificate

SSG(P) Michael A. Johnston, USA  
Department of Graphic Arts

## USMC Formal School Instructor Course

SSgt Werner V. Hofer, USMC  
Department of Geographic Sciences

## Suggestions

LICS Robert D. Carr, USN  
Department of Graphic Arts

MSG James A. Cain, USA  
Department of Graphic Arts

Mr. Edward L. Nickens  
Department of Graphic Arts

## New Arrivals - Military

CPT(P) Arthur G. Thompson, USA  
Department of Geographic Sciences

Sgt Douglas B. Lewis, USMC  
Department of Construction Engineering

## New Arrivals - Civilian

Ms. Janel Thomas  
Department of Geographic Sciences

## Departures - Military

MAJ Kurt F. Hovanec, USA  
Department of Geographic Sciences

CW3 David E. Miller, USA  
Department of Graphic Arts

CW3 Frederick N. Pessaro, USA  
Department of Geographic Sciences

MSgt Peter W. Dunbar, USAF  
Department of Graphic Arts

## Departures - Civilian

Mr. Charles W. Lundmark  
Department of Graphic Arts

# Whose Knees Were Those?

by the Phantom Photographer

We finally managed to fool everyone with last month's "Whose Knees Are These?" The knees belonged to MAJ John Tuttle, a student in MCGSOC. John has been familiar to all of us since he was here as a Captain in 1984 attending the MCGOC course. John has been a very quiet individual who has often been overlooked, so he insisted that we reveal some of his most noticeable assets.

John is a resident of Lake Wobegon, Minnesota, so one could say that he definitely could be found where snowflakes abound. Since joining the Army in 1978, John has travelled all over the globe and it would not seem strange to see (or not see) him anywhere.

John's days at DMS are coming to an end. He wants all of us to know that he plans to return as soon as possible for he loves the spirit and humor found at DMS. He hopes he can bring some of this great DMS humor to enlighten the working environment at his next assignment. John has often been heard saying, "The only thing that separates man from the animals is a sense of humor. Without a sense of humor, life can become an endless path of nitpicking boredom."

So the next time you're on an airplane and there is an empty seat beside you, look more closely. You might find MAJ Tuttle sitting there. Remember, if people aren't laughing with you, they might be laughing at you.

\*\*\*\*\*



"My job is so secret, I don't know what I'm doing?"

## Just a Thought from Rickie

Bosses, Secretary's Day is April 23. Don't forget your secretaries. Secretaries, April 1 is April Fool's Day. Don't forget your bosses!



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# CONTOUR

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April 1988

## MC&G Support to the AirLand Battle

by LTC Russell O. Reich, Jr.

Sometimes, we topographers, MC&Gers, forget, during the everyday technical application of our craft, that we support the battlefield. We get caught up in our own technician's world and put everything else aside. We should spend more time reading the doctrinal literature manuals than we do. Sure the leadership principles of FM 22-100, Military Leadership, apply to us across the board. Take this manual out and review it once in a while. FM 100-5, Operations, is the capstone fighting manual. Topographers need to know this manual to apply our science and techniques to the science and art of war. Next time you are casually browsing through this manual, think about how Mapping, Charting, and Geodesy

(MC&G) support contributes to success in meeting the challenges of the AirLand Battle.

The doctrine addresses the four basic tenets, the Principles of War, and the AirLand Battle Imperatives. The tenets and the Principles of War are presented without discussion and analysis, essentially as outlined in the capstone manual. The Imperatives are addressed considering the MC&G support critical to success on the battlefield.

Success on the battlefield depends on the Army's ability to fight in accordance with four basic tenets: initiative, ability, depth and synchronization.

The nine principles of war provide timeless guidance for the conduct of war at strategic, operational and tactical levels.



- o Objective - Direct every military operation towards a clearly defined, decisive and attainable objective.
- o Offense - Seize, retain and exploit the initiative.
- o Mass - Concentrate combat power at the decisive place and time.
- o Economy of Force - Allocate minimum essential combat power to secondary efforts.
- o Maneuver - Place the enemy in a position of disadvantage through the flexible application of combat power.
- o Unity of Command - For every objective, ensure unity of effort under one responsible commander.
- o Security - Never permit the enemy to acquire an unexpected advantage.

See *SUPPORT*, page 7

# The Direct Line

by  
Major General Robert F. Durkin  
Director, Defense Mapping Agency



It is significant that the Secretary of Defense, Frank C. Carlucci, in his recent visit to DMA stressed the importance of the agency's application of evermore sophisticated technology to production of both paper and digital MC&G products in support of operational commands.

The SecDef was gratified that his endorsement of DMA's Exploitation Modernization Program several years ago, while he was Deputy Secretary of Defense, is now visible in the new, Mark 85 equipment demonstrated during his tour of HTC. After a hands-on briefing, Secretary Carlucci complimented the people of DMA on "the fast pace of your technology and how you are putting this technology to practical application."

He added, "It illustrates to me very clearly how important technology can be to everything we do" and found DMA's work "affects virtually everything our people in the field are trying to accomplish."

You can all be proud of the progress being made in the Mark 85 phase of our EMP program and, certainly, we can be gratified that the Secretary of Defense is aware of these accomplishments.

At the same time, we must all recognize there's a long and diffi-

cult trail ahead as we move toward the critical Mark 90 phase of the program. Significant individual training and adjustments lie ahead for hundreds of DMA professionals as the new systems come on line. Very real requirements for configuration management and detailed control of operations in all three production centers must be recognized and supported if we are to accomplish our goals of tasking production elements where and when most needed for efficient output.

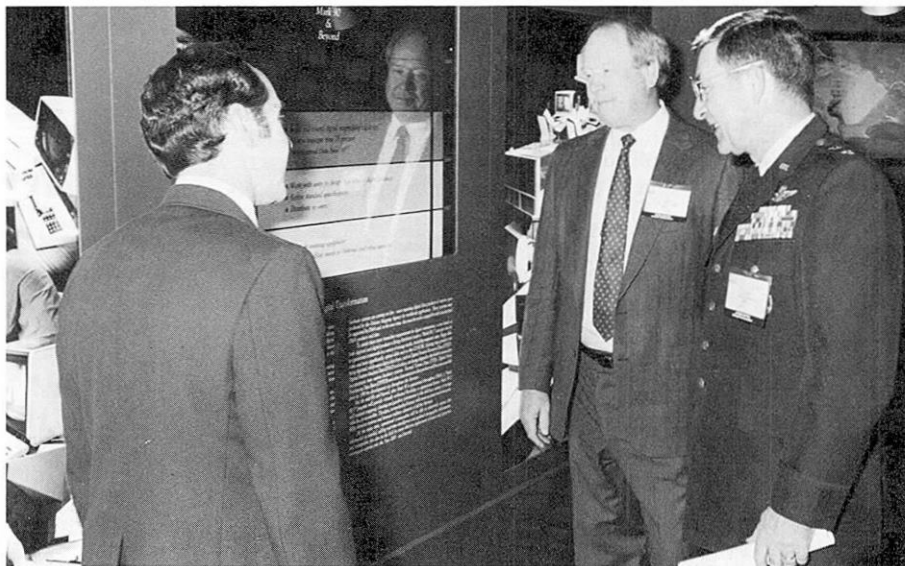
Also critical to success of our Mark 90 effort is a better understanding among operational commands of DMA's objectives and the new ball game that will face us in the early '90s. We have a number of approaches underway to ensure that both the Services and weapons systems developers recognize that DMA must be part of their game plans at the very start. Recognition of MC&G needs, of DMA's capabilities -- and limitations -- must come on the drawing boards, not after a new system is ready to be field tested.

To this end the Systems Center sponsored a recent Symposium

with representation from the Services and developers. Our most recent MC&G Conference addressed these concerns. I now have special teams out visiting the CINCS and U&S Commands spreading the word. We have new liaison officers in various key spots.

The March-April issue of Defense 88, DoD's widely distributed magazine, includes an article on DMA's Mark 85 and Mark 90 programs. Reprints will be available for you and for distribution to those who need to be read in on our plans and progress.

All these and other efforts will, in the end, be only as successful as our internal implementation of the EMP. I have called an Off-Site Conference of agency leadership this month, to evaluate this implementation and potential impacts upon it from the continuing strictures of budget cuts, personnel limitations and the most basic requirement of all -- ensuring maximum production of the products, data and services which this combat support agency must supply, in a timely and tailored manner, to U.S. operational forces around the world.



DMA Director, Maj Gen Robert F. Durkin, and Mr. Penman R. Gilliam, Deputy Director, Management and Technology, review DMA's exhibit, "On The Mark For Tomorrow. . . Today," with Mr. Art Gregory, exhibits designer at the Hydrographic/Topographic Center. The exhibit showcases the Agency's modernization program. This exhibit was a popular booth at the annual ACSM/ASPRS Convention, held this year in St. Louis, Mo.



## From the DMS Schoolhouse



by COL David F. Maune

### Initiative

Because officers are either smart or stupid, lazy or ambitious, Napoleon supposedly said that officers come in four categories: In category #1, the smart and ambitious officers make the best staff officers and display a great deal of needed initiative; hopefully, they represent the majority of officers. In category #2, the smart and lazy officers make the best commanders (smart enough to know what needs to be done, but lazy enough to properly delegate the work to subordinates). Some officers, in category #3, are relatively stupid and lazy and there is always some work they can do without causing too much harm.

But the fourth category includes those who are relatively stupid and ambitious; get rid of them as soon as possible before they do too much harm. When in doubt as to whether officers are in category 1 or 4, rotate them out after several years.

I doubt that anyone would put me in categories 2 or 3 because I'm obviously not lazy. I'm sure there is question, however, as to whether I'm in category 1 or 4. This doubt is confirmed by my recent receipt of orders directing me to report in June all the way to North Post, Fort Belvoir, Va. to the U.S. Army Engineer Topographic Laboratories (ETL).

As DMS Director for nearly 3

years, I have taken a number of controversial initiatives; Helga Yovorsky can count the ones (reorganizations) she wished I hadn't taken, and I expect others have their own "favorites" as well. But all kidding aside, I am very pleased with initiatives made by DMS employees during my tenure as DMS director. Here are a few:

### Management and Technology Department (MT).

- o Improved the MC&G Staff Officer Course (MCGSOC) so much that enrollment increased from 64 to 224 (350%) between FY86 and FY87.

- o Tailored instruction to student requirements, e.g., MCGSOC, Senior Executive Orientations, and mobile training teams (MTTs).

- o Reached out to the Navy Department and trained 289 personnel with 24 tailored MTTs in one year alone.

- o Generated courses in response to "real" needs identified in the field, e.g., the new Introduction to Multispectral Imagery (IMSI) and MC&G Impact on Combat Operations (MICO) courses.

- o Proactively introduced advanced technology within the DMS curriculum in numerous ways (see our new MICROFIX and computer labs).

- o Promoted a DMA-wide awareness of the capabilities of DMS through courses like MCGSOC and the Introduction to Digital MC&G Data course and participation in multi-component boards and committees.

- o Attempted to correct customer misuse of MC&G products through training at operational commands and the Defense Intelligence Agency and formation of the DIA/DMA Coordinates Working Group.

- o Led the DMA effort to resolve problems involving the current Analytical Photogrammetric Positioning System (APPS) required by all Services for accurate positioning and targeting.

### Geographic Sciences Department (GS)

- o Developed a Production Management Course to export to topographic units.

- o Took all actions necessary to get new aerial photography flown of the Fort Belvoir area for use in our cartography and terrain analysis

courses (the photos are fantastic!).

- o Developed a new ASI-producing (additional skill identifier) Survey Instrument Maintenance course that is so relevant that enrollment is expected to increase by several hundred percent.

- o Continued to upgrade our basic and advanced terrain analysis courses (including the addition of automated terrain analysis techniques) so that they earn the highest college credit of any courses taught by schools in DoD.

- o Developed the Terrain Analysis Warrant Officer Certification Course.

- o Initiated actions to standardize training provided to military terrain analysts and civilian terrain analysts working in DMA Production Centers and ETL's Terrain Analysis Center.

- o Developed an exportable package for presentation of the Basic Terrain Analysis Course by MTTs; this exportable package will be used in Canada, Italy, Germany, Hawaii, Fort Hood and possibly elsewhere in FY88 alone and will save hundreds of thousands of dollars for DoD by sending a few instructors TDY to the students for 6-8 weeks per class rather than have many more students TDY to DMS for perhaps 14 weeks per class.

### Graphic Arts Department (GA)

- o Researched the separate, evolving needs of the Army, Navy, Air Force and Marine Corps for graphic arts training in the future (see the February 1988 Contour for results of the Army research).

- o Initiated action to procure the new types of equipment needed and facilities necessary to house that equipment.

- o Initiated an equipment repair program which has saved DMS approximately \$10,000 to date.

- o Packed, shipped and installed a large printing press in Peru.

- o Conducted MTTs worldwide (including the U.S. Senate) tailored to meet customer needs for new and old equipment in the field.

- o Supported the country of Sudan in ways far beyond the areas of graphic arts.

See *SCHOOLHOUSE*, page 4

## SCHOOLHOUSE from page 3

- o Landscaped the area and up-graded Bagley Hall so that it is now a source of pride.

- o Ran DMS golf tournaments, bowling tournaments, the DMS picnic, walk/run relay races and other actions to promote DMS morale and to raise funds for official functions.

- o Received the DMS Suggestion Award the past 2 years which also helped DMS to win the DMA Suggestion Awards during those years.

### Construction Engineering Department (CE).

- o Initiated many actions to transition the Construction Survey and Drafting courses to Fort Leonard Wood, Mo. without interruption in the flow of qualified graduates to the Services and without degradation in quality of instruction.

- o Revised and restructured the Construction Survey Course Content Document (CCD) to the Army's Program of Instruction (POI) format in preparation for the transition to Fort Leonard Wood.

- o Initiated actions to combine MOSs 51G, 81B and 82B to open opportunities for promotion and to better train the NCOs in this technical field.

- o Transferred file data electronically from CompuCorp word processing equipment (used by DMS) to Zenith Z-248 Personal Computers (IBM-compatible equipment used at Fort Leonard Wood) by innovative techniques that CompuCorp technicians said would not be possible.

### Office of Plans, Programs and Operations (PP).

- o Automated the "White Book" to include standby quota lists; resolved problems involving the enrollment and academic reporting of students; improved the fill rate (percent of programmed quotas actually utilized) from 79% to over 90%.

- o Restructured and improved the DMS Course Catalog.

- o Initiated actions to resolve reimbursement problems for Foreign Military Sales (FMS) and International Military Education and Training (IMET) students.

- o Developed a 35mm slide library with over 3000 slides to support

DMS, and developed a data base for overhead transparencies.

- o Developed professional displays for HQ DMA and the DMS auditorium.

### Office of Mission Support (MS).

- o Established an effective suspense system to monitor all in-house action items assigned to DMS elements.

- o Established a system to monitor performance plans and ratings.

- o Standardized job elements/performance standards for managers, supervisors and most civilians.

- o Established full service and on-call maintenance contracts for all equipment maintenance and repairs.

- o Established comprehensive annual reviews of all DMS course supply lists.

### Others

- o Many teams and individuals initiated actions to improve their work environment, offices and classrooms through self-help projects. SFC Blanton is especially remembered for his most significant contributions to DMS's self-help program.

- o Many instructors initiated actions to improve their lessons or courses and to get them highly accredited by the American Council on Education (ACE).

- o Many developed innovative ways to help Reserve Component units and solve age-old problems.

- o Several personnel initiated actions to raise money to help Penny Greer get a new wheelchair and to construct a ramp to her trailer.

- o Cris Becerra, Penny Greer, Debbie Eure and others initiated actions to establish the DMS Cultural Awareness Day as an annual tradition.

- o CWO4 Borgeson and others displayed a great deal of initiative in raising funds for our DMS picnic and Christmas dinner dance, and many found innovative ways to raise money for the Combined Federal Campaign.

- o CW3 Dannelly even found a way to be a bonafide hero, saving the life of a Fort Belvoir soldier at high risk to his own.

- o Most important, many personnel contributed ideas on how DMS could absorb major new missions, to

include development of dozens of courses for training of all personnel in DMA Components, without increasing the size of the DMS workforce. Our Component Training Division is now in-place with Rich Kuhblank in charge (welcome back, old friend) -- soon to become the Component Training Department -- and all spaces but two were taken "out of hide."

### The DMS Family

Yes, initiative is very important to me, and I am very proud of the initiative displayed by personnel throughout DMS, too numerous to mention individually and perhaps unknown to me. When General Durkin came to DMS to welcome the students to DMS's pilot MC&G Impact on Combat Operations course, he mentioned that DMS appears to display more initiative than any other organization he is aware of. Of course, I have felt that way all along but admit I'm a bit biased on the subject. I feel blessed to have so many people in our DMS family, military and civilian, who I would put in Napoleon's category #1. You're certainly Number One with me!

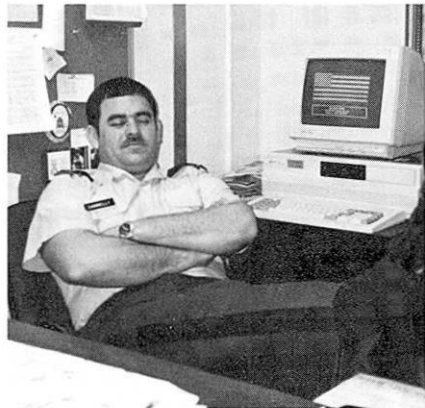


After swearing in SSG Dwayne Strong for reenlistment, CW3 Bill Michaels (right) presents Mrs. Strong with a certificate of appreciation for her support of her husband's career.



# While Cartographers Slept

by CW3 David C. Dannelly



Lulled into the feeling of job security, CW3 Dave Dannelly portrays a sleeping cartographer to emphasize what can happen when initiative becomes lax.

Although I was not literally asleep, I did in fact have a rude awakening the day I received my personal copy of the Department of Army message that would change not only my military career, but perhaps my entire life.

The Army topographic community has changed over the years in several trivial ways but, in the last 3-year period, the changes have been dramatic.

The Army made changes based on certain facts and figures. Because of changes to the Army's topographic doctrine and a need to tighten the "budget belt", decisions were made that required fewer warrant officer military occupational specialties (MOSs) and a decreased number of military cartographers. These decisions have a deep rooted impact on members of the Army topographic field. Several key members of the Defense Mapping School teaching staff were affected by these changes.

Probably the biggest single change is an order that abolishes several warrant officer MOSs. Of the topographic warrant officer specialties, the 811A (Photomapping Technician), 821A (Survey Technician), and 833A (Reproduction Technician) are being phased

out. For many who hold these MOSs, this change has had a traumatic impact on their lives.

I, for one, enjoyed being a photomapping specialist for over three quarters of a military career and, at this late date, I have been told that I must reclassify into another field. Great -- the options given me for a new MOS sound exciting but not appealing. Choices include cloak and dagger MOSs, such as counter-intelligence specialist and criminal investigator and, in the scientific arena, biomedical laboratory equipment specialist and nuclear power facility operator. Give me a break....It took me nearly 15 years to become an expert within the MC&G community! To expect me to become a productive expert in an alien field totally unrelated to MC&G is asking a lot.

Even though not eliminated, the warrant officer MOS 841A (Terrain Analysis Technician) is, in my opinion, in store for some real changes. Because all the other topographic warrant officer MOSs were eliminated, the terrain analysts will now function as the "Mr. Topos" in the field. Commanders and topographic customers in the field will have to rely on terrain analysis technicians to fill part of the void made by the deletion of photomapping, survey and reproduction technicians. If this prediction holds true, it will require some retraining for the 841As.

The Army solution for filling the void created by the elimination of the topographic warrant officers is to place the responsibility for these tasks on the non-commissioned officer corps. Both commissioned and noncommissioned officers have expressed deep concern about the loss of so many warrant officer technicians in the MC&G arena in such a short span of time.

In the past, NCOs have received valuable guidance from topographic warrant officers. Commissioned officers have relied heavily on these warrant officers

to "handle production" plus a wide range of other tasks too lengthy to discuss here. Although responsibility for the topographic missions throughout the world rests squarely on the shoulders of the platoon leaders and commanders, warrant officers have played an instrumental part in the management of production. In addition to that, they have often been the backbone of technical training programs for the troops and functioned as the technical advisors whenever and wherever required. With elimination of these valuable warrant officer positions, captains and lieutenants will have to learn to succeed without assistance from one of their chief resources.

The second major change introduced to the topographic community is a major rewriting of the TOEs (Tables of Organization and Equipment). These documents authorize a commander to have the right amount of resources to accomplish a given mission. The topographic unit TOEs have been significantly modified in order to support topographic doctrinal changes. Upon implementation in FY89, the result will be "fewer cartographers and more terrain analysts." This, coupled with the decrease in topographic warrant officers, will shift the emphasis of topographic units from traditional cartographic reproduction of topographic products to having the majority of the production effort directed towards terrain analysis products. Even though I don't like admitting it, this shift in mission is very necessary in order to properly support the combat arms commanders in the field.

Because I made several optimistic assumptions about how my career was going, I was completely disillusioned by my "orders from headquarters." I guess I always felt I had the "world by the tail" because I was a specialist in a fun MOS, an MOS shared by less than twenty other soldiers Army wide. Therefore, I designed all my civilian education around pursuit of a degree in

See *CARTOGRAPHERS*, page 6

## CARTOGRAPHERS from page 5

cartography, and figured my "post retirement" destiny lay with employment somewhere in the MC&G



Dave Dannelly speaks candidly to his fellow cartographers and coworkers.

field. I, along with many of my fellow warrant officers, have learned that jobs are not always as secure as we convince ourselves that they are. Is your job secure? I suggest you hesitate before you voice an emphatic "yes."

Even though the Army topographic focus is on terrain analysis type products, the warrant officer specialty supporting this production (MOS 841A, Terrain Analyst Technician) was almost abolished with the rest of the topographic warrant officers. If not for an eleventh hour reprieve, soldiers in this MOS would also be looking for another speciality just like the photomapping, reproduction, and survey warrant officers are. If they want to remain in their current productive status, they must continually prove their worth and essentially become indispensable to the combat arms commanders.

With the drastic decrease in the number of cartographic soldiers required in the Army, the teaching mission at DMS has changed. The Director has suggested changes to the FY89 Joint Manpower Program which will increase the staff level of the

Terrain Analysis Division while reducing the staff assigned to teach cartography from 12 to 8 members.

Staff members leaving the Cartography Division in the Department of Geographic Sciences will be laterally transferred to other positions within DMA/DMS. Despite continued employment with the Army, these changes are still traumatic. For example, one GS-12 will be transferred to the Hydrographic/Topographic Center, adding approximately 58 miles daily to an already long round trip commute from home. One E-7 that was in my division has taken the job of a former CW3 warrant officer where he will be required to not only be the "stand alone" cartographic expert but will be required to train students who significantly outrank him. Others have had to become students to learn new skills (terrain analysis) so that they may become productive in their new jobs. Another senior NCO will inherit responsibility for management of the Cartography Division, which will ultimately become a branch under the new JMP. Although these may seem like minor changes, or even a chance to get out of the routine ruts of life, for those people affected these changes are not easy to accept.

There are many reasons why it saddens me to have to change specialties. I am proud to say that I am a cartographer and am proud of having a job that allows me to perform my wartime mission even during peacetime. The rewards have been numerous. Cartographic soldiers have always taken pride in their production mission (shared with reproduction and geodetic survey) especially back in the days when we were the troops in demand. We will never lose that pride but, if the modern topographic soldier really wants to shine and be the most important type of topographer, it seems that he/she will have to become a terrain analyst to do so.

The cartographers are awake now! And the reproduction and survey specialists are aware of

some of the changes coming their way (new equipment planned for Army topographic units in the near future will significantly change the number of personnel authorized for reproduction and survey MOSs).

*Editors note: Since this was written, CW3 Dannelly and seven other topographic warrant officers have been notified that they will be reclassified and retrained by DMS to become Terrain Analysis technicians. Several 811As and 821As and one 833A are to be specially trained by DMS for 841A technical certification. Several dozen other 811As, 821As and 833As will either retire or reclassify into totally new career fields.*

## 1988 DMS Golf Tournament To Be Held In June

by Rickie Blas

Only last month we scraped windshields and brushed snow off our cars. But now it's time to forget all that and think "summer!"

The annual DMS Golf Tournament will be held June 15, 1988, so start planning.

It will be held on the North Post of Fort Belvoir. The fee is \$30.00 per person. This includes greens fee, golf cart, food and beverage (alcoholic and non-alcoholic), and prizes. Prizes will be awarded for 1st Place Team, 2nd Place Team and 3rd Place Team. There are additional awards for the longest drive on Holes 1 and 11, closest to the pin on Holes 7 and 18 and the team with the highest score. Check-in time will be from 7:00 a.m. - 8:00 a.m. with a starting time of 8:05 a.m.

See CW2 Bill Michaels, Department of Graphic Arts, Chairman for the tourney, for your entry form (664-4171). Entry forms must be turned in by June 8. None can be accepted after that.

See you on the golf course!



o Surprise - Strike the enemy at a time or place, or in a manner, for which he is unprepared.

o Simplicity - Prepare clear, uncomplicated plans and clear, concise orders to ensure thorough understanding.

The ten imperatives of AirLand Battle apply to all operations and provide more specific guidance than the principles of war. The force structure providing Mapping, Charting and Geodesy (MC&G) support, from the Terrain Analysis Detachment operating with a division all the way back to the CONUS-based Defense Mapping Agency, is there to assist commanders win the fight. Here is a closer look at how MC&G support to the AirLand Battle will highlight the significant contributions to success; particularly, if the ten imperatives are evaluated from a topographer's view.

o Ensure Unity of Effort - Unity of effort on the battlefield is provided by having a Terrain Detachment (TD) in Direct Support (DS) of each division. This same TD has been working with the same division maximizing teamwork. The TD knows how the division operates and what support is generally required. The division knows the capabilities of the habitually associated TD and knows that MC&G support is going to be available to press the fight. The TD has sold itself, the special tailored terrain analysis products it produces, and MC&G support from Corps and Echelons Above Corps (EAC) to the division and stands ready to provide essential sup-

port. The pipeline of MC&G support from the TD all the way back to CONUS, the Defense Mapping Agency and Service unique facilities, is there to ensure the unity of effort for MC&G support to the AirLand Battle. This entire pipeline provides an effective system which relies upon leadership to provide purpose, direction, and motivation to the MC&G support requirements. Through practice, the support process is made simple and clear to understand for all elements. MC&G unity of effort is further maintained by the intelligence chain setting priorities for MC&G support throughout the battlefield consistent with the commander's intent and known battlefield factors.

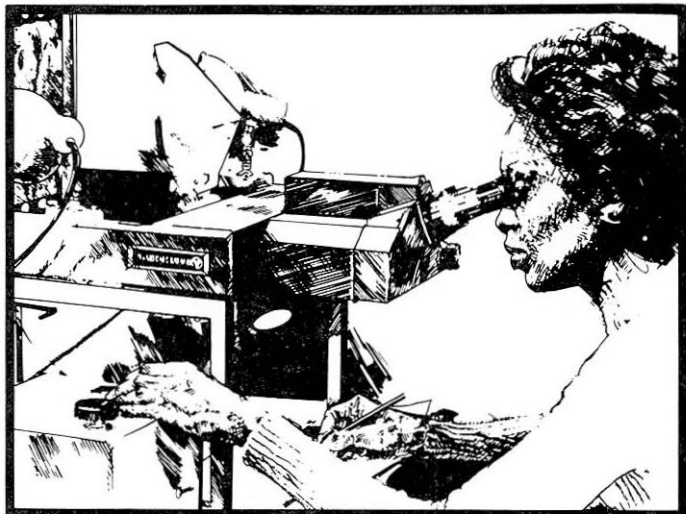
o Anticipate Events on the Battlefield - MC&G support anticipates the actions of the opposing commander, as well as environmental actions that will affect our commander's decision. Maintaining an up-to-date data base with all available information allows "what if" situations to be continually evaluated by supporting TDs and MC&G structure back to EAC. Weather, obscurants, enemy capabilities, avenues of approach, natural and manmade obstacles, etc. are integrated to anticipate the events that could take place. This imperative provides the most opportunity

for MC&G success because providing commanders with all applicable "what if" alternatives leads to better informed decisions by our commanders. The wisdom and experience of those MC&G forces are key ingredients in making the most of this opportunity.

o Concentrate Combat Power Against Enemy Vulnerabilities - The analysis by the TD's DS to divisions and the other MC&G units on the battlefield allow our commanders to concentrate combat power against enemy vulnerabilities by providing the information on where the enemy is weak and where new vulnerabilities can be created. The MC&G support not only identifies enemy weakness by synthesizing environmental factors, but also provides our commanders the knowledge of the battlefield, enabling him to shift the main effort to gain the greatest possible advantage.

o Designate, Sustain, and Shift the Main Effort - Once a commander has stated a concept of operations, the MC&G support can be the focus to his designated main effort. The TD can provide special tailored products to ensure sustainment of the main effort while maintaining flexibility to shift MC&G support to another force if success can be achieved. The

See SUPPORT, page 8



information provided by the TD should be critical in assisting the commander where to designate the main effort.

o **Press the Fight** - MC&G support ensures that the battle is won by providing essential information to sustain the momentum of early successes, and essential terrain information to enable commanders to deploy forces in depth. Vital combat support and combat service support provides using avenues, routes and methods evaluated by the TD to ensure success.

o **Move Fast, Strike Hard and Finish Rapidly** - The synthesis of terrain and environmental effects, a battlefield assessment, if you will, provides the commander with the paths and alternatives that give him speed on the battlefield. From the TD analysis the commander has the best chance to move fast, strike hard and finish rapidly.

o **Use Terrain, Weather, Deception and OPSEC** - Certainly this imperative is the forte of the MC&G support provided to the AirLand Battle. This support must give the commander that upper edge by providing the numerous standard products and the proper analysis of available information for the nonstandard tailored products. MC&G support must make technology work for us by providing simple decision aids, easy to read graphics, and simple narrative analysis and not complicated matrices or voluminous data that add to the confusion of the battlefield.

o **Conserve Strength for Decisive Action** - Special tailored products help commanders conserve their strength by providing complete knowledge of the battlefield. With the assistance provided by the TD and MC&G support pipeline, the commander can minimize the commitment of resources to nonessential tasks. The battlefield assessment also provides the commander with the best advantage for conserving strength by providing information on security measures required

(enemy observation and fields of fire), protected and sheltered areas and the like.

o **Combine Arms and Sister Services To Complement and Reinforce** - MC&G support is combined and draws from all Services. The Air Force, and sometimes the Navy, provides weather data used by the terrain analyst in developing simple decision aids on the effects of weather on the battlefield. Other intelligence used by the TDs from division through EAC comes from a variety of sources and means to complement and reinforce existing data. DMA is a joint MC&G organization at the top of the MC&G pipeline.

o **Understand the Effects of Battle on Soldiers, Units and Leaders** - The data and analysis provided by the MC&G support structure reduces the effects of battle on soldiers, units and leaders by ensuring that preparedness is the word of the day. Soldiers, units and leaders have the best information available, they have it when they need it, and they get the help in using it, if required.

This presents a single view on the MC&G support to assist commanders in satisfying the key operating requirements for the AirLand Battle. The key issue is to continually remind ourselves that MC&G support is there so field commanders can win. Take some time to review doctrine and to consider, in your own way, how the MC&G support is vital to success.

*Written: July 24, 1978*

*Distant Times*

*Reach out  
to touch me,  
take hold  
of my hand.  
Bring me back  
from yesterday,  
touch me  
as a friend*

*LII(SW) Don L. Carlson  
Reproduction Division,  
Department of Graphic Arts*

## New MICO Course Acclaimed A Success

by Captain Stephen Cincala

Recently the Defense Mapping School, Department of Management and Technology, Joint Operations Division presented the initial MC&G Support to Targeting Course (now named MC&G Impact on Combat Operations (MICO)).

The course is designed to provide planners, operators and intelligence analysts (and their supervisors) in all Services, U&S Commands and DoD Agencies with familiarization of those aspects of MC&G that can cause a combat operation to succeed or fail.

Twenty-eight students attended, representing the Defense Intelligence Agency, Air Force Intelligence Service, Naval Strike Warfare Center, U. S. Central Command, U. S. European Command, U. S. Atlantic Command, Naval Intelligence Support Center, Air Force Intelligence School, Navy and Marine Corps Intelligence Center, Tactical Air Command and Strategic Air Command. These organizations were invited to the initial offering in order to help DMS "scrub" the course content and ensure that its focus was correct. Emphasis was placed on accuracy of coordinates; APPS I/PPDB applications, procedures, and modifications; and MC&G information used in support of missions performed by operational units.

The last 4 hours of the course were used as an open forum to discuss the requirements for the course, the appropriate audience, course content and who and how the course should be presented. As a result of this first offering, it was confirmed that there is a strong need for this type of course.

DMS, because of its expertise, should be the primary organization to present the material. The final verdict indicated that the DMS initiative, combined with refinements suggested by the initial audience, will lead to a highly successful course.

## A Bulletin from Colonel Wintz (Ret)

Our household just received the February *Contour* at this writing, and every page of that particular issue brought up old memories of the School. I was moved to write for several reasons, not the least of which is that there are still people there that I know. It also seemed appropriate because the Army is now entering its every-three-year shuffle of senior officers. For those of you not subject to this event, every 3 years since 1979 there is a great Army spate of reassignments, often from the Chief of Engineers down through the Colonel commands. I never figured it out, just went where I was told (including out in '85). Anyway, past experience has shown that Colonel Maune lets my junk get published; who knows about the next guy?

After puncturing my finger as usual on the *Contour* staple, I was rewarded by Andy Yacenda's excellent article on Army printing. It contained a mixed message for topo printers and units, and promoted mixed emotions as well. I spent many man-hours before my assignment to DMS learning the Mr. Jacobs Litany: "Ink and water don't mix," "sucker bar," and "water fountain." Most engineers have some technical background in the other topo disciplines, but the arcane art of the lithographer escapes us. Will that art become even more arcane? Another source of sadness is the possible diminishing of Army repro platoons and companies. To me, these were always a joy to work with. Surveyors are dedicated and independent, Carto types are intelligent and introspective, but printers just plain work hard. When they're not at their primary mission, they are great at unusual projects (like erecting a thousand tents at Andrews AFB) and always have the best softball team. Hang in there, layout, camera and press!

In the late 70's, do you think we could ever get Mr. Cummins to write for the *Contour*? But, no-o-o-o-o! Now, on turning the

page we find him just scribbling away about an outfit called Mission Support (This organization has to be a combination of logistics and OAS from what I shall blushing call the Golden Era). Rickie, you must be doing something right!

A little later in the paper's pages, we find a gobbet of good news. Deep in the Roll Call section is the announcement of the return of Barbara Windland to DMS. Yay! She is assigned to something called Management and Technology (I can't even think of a Golden Era precedent for that!), where she undoubtedly will do a great job. I'm sure teaching is no longer one of her high priorities, but this dynamic little person was one of the best instructors we had back in the GE. On the next page, we discover the civilian promotion of three marginal, insipid gentlemen named Harnden, Locke, and Gleason; these all played a big role when I was around. Just kidding about "marginal, insipid gentlemen." They are anything but marginal, certainly not insipid, and.....uh, well, just kidding. Jim Harnden knew more about class documentation and softball than anybody I knew, and could do wierd things with his stomach. "Charles W. Locke" is the pseudonym for The Boomer -- he and I can reduce each other to insane laughter by simply uttering "Directory board," "snowbank," or "pencil sharpening," to each other. Wayne Gleason used to be a tall Gunnery Sergeant who struck me as somebody who should be named Wayne Gleason.

The back page of the paper indirectly breaks the news that the Redskins won the Super Bowl. Our cheering out here in Tucson over that event was not appreciated, since most of the locals were for the relatively nearby Denver whatchamacallums. All in all, a very enjoyable issue!

During the past 2 years, retired Colonel John Lund and I have hosted an annual informal gathering of mappers from the South-

west. We really enjoyed exchanging war stories and other lies with retired Sus Takaki (he and Gladys look great), Glenn Swarthout (ditto he and Evelyn), and Bill Dean (in great shape). From the old Topocom organization, we have seen Jim Gillis, John Oswalt, and Ed Anderson. If any of you plan on retiring near Tucson, get in touch with John or me for an afternoon or evening of MC&G misbehavior.

All is well with the Wintz clan. I'm teaching astronomy at the local community college (love it!) and have a room devoted to the partially completed model railroad. Jan is into duplicate bridge, Welcome Wagon activities, and directing my landscaping efforts. Chuck (Flint, Mich.) and Brian (Santa Barbara, Calif.) are both married and Chuck and Susan will present us with our second grandchild next (gulp) month. Matt is working here in the kitchen of Tucson's best hotel, and Randy is a structural draftsman for a local consulting engineer. We are owned by Roland and Roscoe, cat brothers of doubtful worth and hideous habits. Tucson is great, and we'd love to hear from you. Drop us a line (Marge Kelley, Harnden, or Boomer have the address)!

## Army Emergency Relief Campaign Begins In May

The Army Emergency Relief Campaign at Fort Belvoir begins May 1 and ends 15 June 1988. Your enthusiastic, generous and voluntary support will make the 1988 campaign a big success.

The 1987 campaign produced record results and allowed AER to provide emergency assistance of \$252,000 to active soldiers, family members and retirees in the Fort Belvoir Community.

Army Emergency Relief was established over 46 years ago for the sole purpose of helping Army soldiers and their families. Throughout its history, AER has provided emergency financial assistance and has been dedicated to "Helping the Army Take Care of Its Own."

## SecDef Praises DMA People and Technology

Secretary of Defense Frank C. Carlucci, in a recent visit to the Defense Mapping Agency, saluted employees of DMA for "performing your difficult mission so splendidly."

Touring the DMA Hydrographic/Topographic Center for a hands-on briefing on new, Mark 85 equipment, the SecDef said it takes "a visit to your organization to obtain a full appreciation of the importance of electronic mapmaking in modern warfare," adding he was "impressed by the very basic nature of what you do, which affects virtually everything our people in the field are trying to accomplish."

Secretary Carlucci complimented the people of DMA on "the fast pace of your technology and how you are putting this technology to practical application."

The Secretary noted that Maj Gen Robert F. Durkin, DMA Director, "in a briefing referred to a decision that I made some years ago and how that had played out into the area of technology advancement." (Referring to Carlucci's support of DMA's Modernization Program when he was Deputy Secretary of Defense.)

"First of all, it's nice to know that your decisions do have an impact at the working level -- and this is a case where one did," he continued. "But, secondly, it illustrates to me very clearly how important technology evolution can be to everything we do."

"So, let me compliment you on the job you are doing," the SecDef concluded. "It's important for the rest of our forces and it's important for our national security."



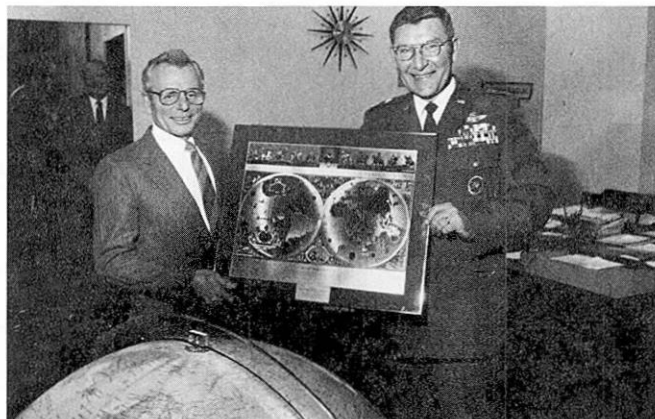
Penman "Red" Gilliam (right) DMA Deputy Director for Management and Technology, explains the Digital Comparator to Secretary of Defense Frank C. Carlucci III during the Secretary's recent visit to the Defense Mapping Agency. Colonel Peter G. O'Neill (center), the Hydrographic/Topographic Center's Director, served as official escort for the visit.



Paula Alexander (seated) operates the Terrain Edit Station/Evaluation Matrix Processing System, while George Williams (left) explains the system to Secretary of Defense Frank C. Carlucci III. Alexander and Williams are members of the DMAHTC Digital Products Department staff. At the right is Major General Gordon Fornell, senior military assistant to Secretary Carlucci.



Kim Sener, DMAHTC Digital Products Department, explains the Feature Extraction Segment to Secretary of Defense Frank C. Carlucci III.



Following conclusion of the visit, Major General Robert F. Durkin, DMA Director, presented a specially framed map to Secretary of Defense Frank C. Carlucci III.

# Director's Call



## MILITARY AWARDS

MSgt Peter W. Dunbar (USAF)  
Department of Graphic Arts  
Joint Service Commendation Medal

SSgt Darius Kuzemchak (USMC)  
Department of Geographic Sciences  
Certificate of Good Conduct

LII Robert E. Sowards (USN)  
Department of Graphic Arts  
Navy Achievement Medal

## MILITARY PROMOTIONS

SSgt Darius Kuzemchak (USMC)  
Department of Geographic Sciences  
Promoted to Staff Sergeant

## CIVILIAN PROMOTIONS

Mr. William Revell  
Office of the Director  
Promoted to GM-15 (Temporary)

Mr. William Sutton  
Department of Graphic Arts  
Promoted to GS-12

Ms. Charlotte Faehn  
Office of the Director  
Promoted to GS-08

Ms. Sherrie Stanfield  
Department of Graphic Arts  
Promoted to GS-06

Ms. Mieko A. Wakimoto  
Office of Plans, Programs and Operations  
Promoted to GS-05

## MASTER INSTRUCTOR CERTIFICATE

Capt Ronald W. Ward (USAF)  
Department of Management and Technology

## SENIOR INSTRUCTOR CERTIFICATE

GySgt Paul W. Wavra (USMC)  
Department of Graphic Arts

SSgt Ricky L. Williams (USMC)  
Department of Graphic Arts

## COMMAND AND GENERAL STAFF COLLEGE COMPLETION CERTIFICATE

CPT (P) Bruce J. Donaldson (USA)  
Department of Management and Technology

CPT (P) Patricia A. Poulson (USA)  
Department of Management and Technology

## INSTRUCTOR COURSE DIPLOMAS

Ms. Janel Thomas  
Department of Geographic Sciences

SSG (P) James H. Brown (USA)  
Department of Geographic Sciences

GySgt Henry Garcia (USMC)  
Department of Graphic Arts

SSG Philip B. Herr (USA)  
Department of Graphic Arts

SSG Jorge B. Ramos-Berrios  
Department of Construction Engineering

## USMC INSTITUTE BASIC SCHOOL NONRESIDENT PROGRAM

Sgt John M. Kilgore (USMC)  
Department of Geographic Sciences

## NEW ARRIVALS - MILITARY

SGM John S. Dodge (USA)  
Office of the Director

LII Robert E. Sowards (USN)  
Department of Graphic Arts

## NEW ARRIVALS - CIVILIANS

Mr. Richard Kuhblank  
Department of Management and Technology

Ms. Patricia Ann Hausafus  
Office of Mission Support

## Secretaries Week is the Last Week in April

by: Penny Greer

Professional Secretaries Week is April 24-30, 1988 with Wednesday, April 27 proclaimed as Professional Secretaries Day, and this year's theme is "World of Opportunity."

Secretary of Commerce Charles Sawyer proclaimed the first week of June 1952 as the first National Secretaries Week. This came about by the hard work and dedication of Mary Barrett, president of the National Association of Secretaries, and Mr. C. King Woodbridge, president of the Dictaphone Corporation, both of whom were serving on a national council to address the shortage of skilled office workers.

In 1955, the National Secretaries Association changed the National Secretaries Week to the last week in April, with the Wednesday of that week proclaimed as Secretaries Day. In March 1981, the National Secretaries Association became Professional Secretaries International, and secretaries week and day were renamed "Professional Secretaries Week" and "Professional Secretaries Day." Although names

and times have changed, the Professional Secretaries Week has had only one sponsor and that is Professional Secretaries International.

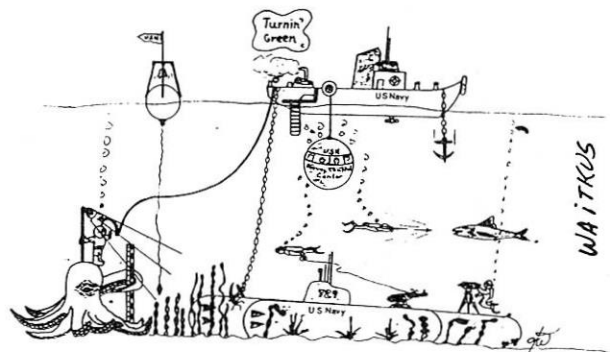
Education, training and professionalism are the purposes Professional Secretaries International who suggests that recognition for a secretary take the form of fees paid to attend a seminar, symposium, or convention, or perhaps paying his/her dues to a professional association and a subscription to a professional journal. In addition, a special gesture would be lunch and flowers to show your appreciation.

Remember this year's theme, "World of Opportunity," indicates that the secretarial profession is practiced worldwide and that opportunities for learning and growing in the profession are virtually limitless.

## White House Supports Public Service Recognition Week

The President and the governors of many states have set aside May 2-8, 1988, to celebrate Public Service Recognition Week. This week is set aside to pay tribute to the profession of public service and to federal, state and local employees who make up the public work force. It is sponsored by the Public Employees Roundtable and endorsed by the President's Council on Management Improvement.

Celebration of Public Service Recognition Week offers the opportunity to inform the American public of the range and quality of service provided and to say thank you for a job well done.



'DEEP OCEAN SURVEY'



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# CONTOUR

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May 1988



## DMS Introduces Multispectral Imagery Course

by CPT(P) Thomas F. Milo

Recently there has been an increasing interest in the subject of Multispectral Imagery (MSI) within the Department of Defense and, in response to that need, the Defense Mapping School has developed a one week course entitled "Introduction to Multispectral Imagery (IMSI)." While DMS has taught short classes on MSI in the past, IMSI will provide the student with basic technical concepts and familiarization training in the analysis, interpretation and application of digital multispectral imagery. This article is designed to give you a little background on MSI and the direction that DMS will be taking over the next several years.

Multispectral Imagery is a type of remotely sensed data. Simply stated, remote sensing involves gathering and recording information about an object from a remote location. Remote sensing has a colorful history, dating back 2300 years to experiments by Aristotle. Such distinguished people as Leonardo da Vinci, John Zahr and Daniel Barbara have made important contributions to this field in the areas of geometric analysis and the use of mirrors and lenses.

Advances in chemistry introduced photo sensitive chemicals and led to the development of the photographic process by Louis Daguerre in 1839. His process led to photography as we know it today and allowed the permanent recording of images taken from balloons, "carrier pigeons" and, ultimately, the airplane and satellites.

Explosive changes in remote sensing have occurred

since 1960 as a result of two important developments: the advent of computers and the ability to image from space. The art and science of remote sensing today continues to be characterized by dynamic change, accelerating technological progress and exciting applications development. Nowhere is this more true than in that part of remote sensing called Multispectral Imagery which involves simultaneously recording information about the earth's surface in several bands of the electromagnetic spectrum.

The first satellite designed specifically to collect information about the earth's surface was the Earth Resources Technology Satellite (ERTS-1, later renamed LANDSAT). The LANDSAT program is a joint United States government and private corporate venture and is now operating with its 5th satellite. The French, in 1986, also launched their own earth resources satellite, called SPOT. These two satellites provide an excellent source of multispectral imagery.

The LANDSAT satellite orbits the earth at an altitude of 700 km, records the reflected energy of the sun for a given area of the earth's surface, and then sends back to earth a digital number representing that reflectance. One image covers approximately 10,000 square miles. One of LANDSAT's sensors, the Thematic Mapper, has a spatial resolution of 30 meters which means that for every 30 meter square on the ground a numerical reflectance value is gener-

See MSI page 5

# The Direct Line



by  
**Major General Robert F. Durkin**  
Director, Defense Mapping Agency

One of the few things that we can count on in both our personal and professional lives is change. The pace of change in modern life appears to be accelerating. Many people are uncomfortable with the instability that change creates. One of the responsibilities of all of us is to guide the organization through the difficulties caused by change.

I recently gathered DMA's executives in an "Off-Site" Conference to discuss the changing demands on DMA. We are facing a period of great uncertainty. Resource levels are uncertain and beyond the unilateral control of DMA. We are facing enormous technological change with the impending introduction of the MARK 90 production system. Many aspects of military and civilian personnel management are being changed by recently enacted legislation and many more legislative proposals are in work. Individuals can no longer count on doing the same work at the same location for their full career.

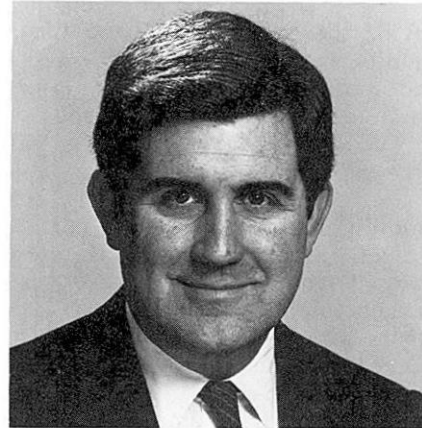
We do not have the capability to accurately foretell the future, but we do have a sense of areas that we need to be concerned about and issues that must be faced. We know that we cannot simply wait passively to see what will happen. We must set goals and move DMA deliberately to-

ward their achievement. At the off-site, we were briefed by DMA executives on areas of concern and by outside experts on topics that are vital to the Agency's future.

I can assure you that I intend to lead DMA on a deliberately chosen course that will be designed to increase our successful performance as a combat support agency. A crucial first step will be setting our goals and specifying our assumptions so that we can arrive at the expected -- and appropriately cope with the unexpected. Agency-wide efforts will soon begin to accomplish this first step.

I believe our off-site helped with the exchange of views among the DMA executive leadership. We do not all agree on what should be done. I regard this as a strength which will insure that we fully examine all of our options before I choose the course of action that we will follow.

I am convinced that the next couple of years are going to be crucial to the long-term success of DMA. We must prepare **now** to accept the MARK 90 system and all of the changes that living in the world of MARK 90 will bring.



**Mr. William L. Ball, III (above)** took the oath of office on Mar. 24, 1988, becoming the 67th Secretary of the Navy. Previous appointments included Assistant Secretary of State for Legislative and Intergovernmental Affairs and Assistant for Legislative Affairs on the White House Staff.



## The Navy and Marine Corps Take Care of Their Own

by LII(SW) Don L. Carlson

The Navy Relief Society's annual fund-raising campaign is being held during the period of May 4 through June 6, 1988. This time period was chosen to commemorate the battles of the Coral Sea and Midway in 1942.

Since its founding in 1904, the Navy Relief Society has been a principal source of emergency assistance to members of the Navy and Marine Corps, both active and retired, as well as their dependents and survivors.

The purpose of the fund-raising campaign is twofold -- to increase the awareness of Navy and Marine Corps personnel of the availability of assistance from the Society and to obtain funds that are essential for the Society to continue to provide assistance.

The primary fund-raising procedure to be used in the Navy Relief Society fund-raising drive is by personal solicitation by a designated keyperson. LII(SW) Don L. Carlson, Department of Graphic Arts, is the keyperson for the Defense Mapping School. Solicitation will be limited to uniformed members of the naval service.

LII(SW) Carlson will contact Navy and Marine personnel at DMS and will be available for answering questions about Navy Relief such as, how your money is used, needs that can be met by emergency loans, who is eligible, and, if a problem arises, where to go for help.

Your generous donations will be greatly appreciated. Both the Navy and Marine Corps have authorized use of allotments for contributions to Navy Relief.



## From the DMS Schoolhouse



by Colonel David F. Maune

### Demassification

Several weeks ago, DMS helped to sponsor a Fort Belvoir address by a famous futurist, Dr. Alvin Toffler, author of "Future Shock" and "The Third Wave." Dr. Toffler has advised Ronald Reagan and other world leaders and even gave a copy of his book to Mikhail Gorbachev. Dr. Toffler's opinions and predictions are highly valued. I felt many of his theories were relevant to DMA and DMS.

Dr. Toffler has a theory that countries "ride" on different "waves," depending on their politics, resources, education, technology and economic development. Some countries have force (Soviet Union); some have force and economy (Japan); some have force, economy and information (U.S. with Japan rapidly gaining).

First Wave countries are those with an agricultural economy. Their first priority is to raise enough food to feed their own people and perhaps to export to others. First Wave countries are symbolized by farms.

Second Wave countries are industrialized. Their priority is to mass produce cars, machinery, appliances and other consumer goods for the masses of people. Second Wave countries are symbolized by smokestacks.

Third Wave countries no longer need mass production of things where everyone drives the same kind of car, works on a production

line somewhere, receives the same education, etc. They need high tech products and information, tailored to individual needs. "Tailoring" and "individualizing" are parts of the demassification process -- the reversal of mass production. Third Wave countries are symbolized by computers.

He said the American Civil War and the Soviet Revolution were battles between agricultural segments (First Wave) and industrialization segments (Second Wave). Future conflicts will be between industrialized and Third Wave civilizations. We need not worry that the Russians want to bury us by having more smokestacks than we have; that Soviet goal is obsolete. Issues of today involve tariffs, trade barriers, technology transfer and technological secrets. The Soviets need computers, high technology and a new political system; their current system holds back needed change. NATO too must change as it is too bureaucratic, he said.

Dr. Toffler indicated that America is in the midst of demassification, and he gave several examples and predictions:

- o America used to have several hundred magazines, many printed in millions of copies each, that appealed to mass audiences. Now we have thousands of magazines, printed in smaller quantities, for smaller, specialized audiences. The MC&G community alone has dozens of periodicals that would appeal only to a select community. Desk-top publishing, made possible by computer technology, is the ultimate in demassification of publications. For a few thousand dollars, most anyone today could compile a professional-looking publication.

- o We used to have a few TV networks watched by most everyone. The network fare was certainly similar if not standardized for mass audience appeal. Our choices then were limited. Today we have cable TV with dozens of channels specially for blacks, hispanics, movies, news, sports, religious, juvenile or adult programming, for example. Computer technology made possible the live, ship-board TV coverage of the

America Cup sailing race in New Zealand last year, and thousands of Americans watched these races live at 3 a.m. Talk about a small but dedicated TV audience.

- o Dr. Toffler said there will be fewer standard products in all areas and more specialized products for smaller consumer groups. He indicated that customers will become coproducers of products and that companies will build their systems to a point where customers tailor the final products to meet their own needs. This made me think of DMA's MARK 90.1 concept.

- o He indicated that it will be harder for politicians to gain mass consensus. Many special interest groups will be self-centered in opposing candidates that do not support their groups' objectives.

- o He indicated that precision targeted weapons will replace weapons of mass destruction. This made me think of non-nuclear cruise missiles for which DMA and DMS are heavily involved.

- o He indicated that terrorism is the ultimate in demassifying wars of the future. Demassification of destruction will parallel demassification of production.

- o He predicts that we will be less like one another. We will demand the right to be individuals. Loneliness will increase as fewer people share our interests, read the same publications, watch the same TV programs or attend the same classes in school, giving us fewer common interests to talk about. Obviously, not all of his predictions were perceived as good.

- o Schools will change as students will be given greater opportunity to tailor their classes to meet individual needs and changing situations, rather than using unchanging, standardized curricula for everyone in various grades. He feels we will not return to the basic "three R's."

- o Organizations will demassify and change continuously. We will make greater use of ad hoc, temporary task forces and part-time employees. This will contra-

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## DEMASSIFICATION from page 3

dict traditional, bureaucratic concepts of permanence. Organization charts, he said, will be moving pictures -- changing continuously. This made me think of DMS reorganizations of late.

- o Organizations will have new relationships with customers to better meet their needs. This reminded me of DMS's mobile training teams (MTTs).

- o Bureaucracies will yield to a need for novelty and innovation and will contract out for such services when more cost effective or responsive.

- o Organizations will have skill and brains permeate the entire organizations from top to bottom, rather than having skills concentrated in lower ranks and knowledge in higher ranks. Requirements will lessen for personnel who specialize in narrow fields; requirements will increase for those who can think and adapt to broader fields and changing situations. This made me think of our new breed of terrain analysts.

Now, what does all this have to do with DMS?

First, DMA is "on track" with MC&G support of precision targeted weapons and modern command and control systems. Our digital data and MARK 90.1 will enable those who shoot, move and communicate on the battlefield to do so with timely terrain information, tailored to individualized needs of diverse customers. We are right on target with DMA's MARK 90.1 and Army's Digital Topographic Support System (DTSS). These systems enable our customers to be coproducers with DMA. Our customers can update DMA's digital data on the battlefield and tailor DMA digital data bases to meet specialized needs. DMS expects to receive MARK 90.1 and DTSS workstations. We will train operators for these systems (the military cartographers and terrain analysts of the future) and work with customers to assess their needs. Our credible reputation will help DMS serve as "honest brokers" in getting Services to

recognize the need to modernize and accept DMA's MARK 90.1 concept.

Second, we are right on target with current efforts to emphasize tailored terrain analyses, produced by customers (field terrain analysts) who are coproducers working with DMA-produced Tactical and Planning Terrain Analysis Data Bases (TTADBs and PTADBs) and Tactical Terrain Data (TTD). TTADBs, PTADBs and TTD were never intended to be final MC&G products handed to battlefield commanders. Each of these standard MC&G products require on-site tailoring to meet diverse, local needs. DMS is specially challenged to produce terrain analysts who can think, analyze and tailor products on the battlefield, one reason why our terrain analysis courses earn the highest college credit of any DoD school.

Third, we are right on target with the Army's Quick Response Multicolor Printer (QRMP) and desk-top publishing systems. Because we are the DoD graphic arts trainer, DMS expects to be the DoD school for QRMP and desk-top publishing systems operated by military printers of the future.

Fourth, we are right on target with the Global Positioning System (GPS) as we have been for years with the Analytical Photogrammetric Positioning System (APPS). Obviously, the old system (trig lists and field surveyors) will be obsolete on a fast moving battlefield of the future. Commanders will need positioning information in minutes and can't wait hours or days to get it by conventional means. GPS will enable customers (artillery, aircraft, ships, tanks, trucks, infantrymen) to position themselves accurately in real or near-real time in all weather (provided our satellites continue to work). Even before GPS is fully fielded, the APPS today goes a long way toward satisfying battlefield positioning and targeting needs. As DMS is actively involved with APPS training today, we expect to be actively involved with GPS training in the future.

Fifth, we are right on target

with our MTTs which are timely and tailored to meet the needs of various customers, and also very cost effective. We no longer insist that customers attend long, resident courses that may not always be relevant to them. This is DMS's method for demassifying MC&G education.

In each of these cases, the MC&G community will more or less demassify, true to the predictions of Dr. Toffler. DMA will no longer provide masses of standardized MC&G products which load map depots and war reserve stocks with tons of paper that rapidly become obsolete and present production, movement, storage, security and destruction problems. We will have a new set of problems involving the maintenance and transmission of digital terrain data bases. DMA will provide the latest digital terrain information to our customers and enable them to tailor products as specially relevant to their individual needs. In doing so, DMA will shed the "smokestack" map factories and depots relevant to the Second Wave and embrace the MARK 90 technology of the Third Wave.

DMS, too, will demassify further. We will no longer produce the masses of geodetic surveyors, cartographers and printers that once graduated from standardized courses that rarely changed. DMS must and will change rapidly to keep abreast of changing technology and hopefully to help guide that technology in correct directions. Our organization will continue to change frequently as will our courses. We will have fewer skill-based courses for vocational school credit and more knowledge-based courses for college credit. Already in 1987, the American Council on Education (ACE) indicated that DMS courses earned the highest college credit of any DoD school evaluated during the past 15-18 years.

Not all of Dr. Toffler's predictions are seen as good, but few would argue that Americans aren't already riding the "Third Wave," like it or not. It is the wave of

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See DEMASSIFICATION page 5

the present and immediate future. Undoubtedly, a Fourth Wave will come later. To try to stop these waves of progress is like standing on the seashore, attempting to block the tide and incoming waves from knocking down your sand castle. It's best we learn how best to ride that "wave" rather than be swamped by it. I'm confident that DMA and DMS are off to a good start. I hope we enjoy the ride. It should be exciting.

## **Toffler's Books Studied Around the World**

by Rickie Blas

Doctor Alvin Toffler, is author of the best selling books, "Future Shock, The Third Wave, and Previews and Premises." His latest book is "The Adaptive Corporation." Dr. Toffler, a social critic, is best known for his analysis of contemporary social change.

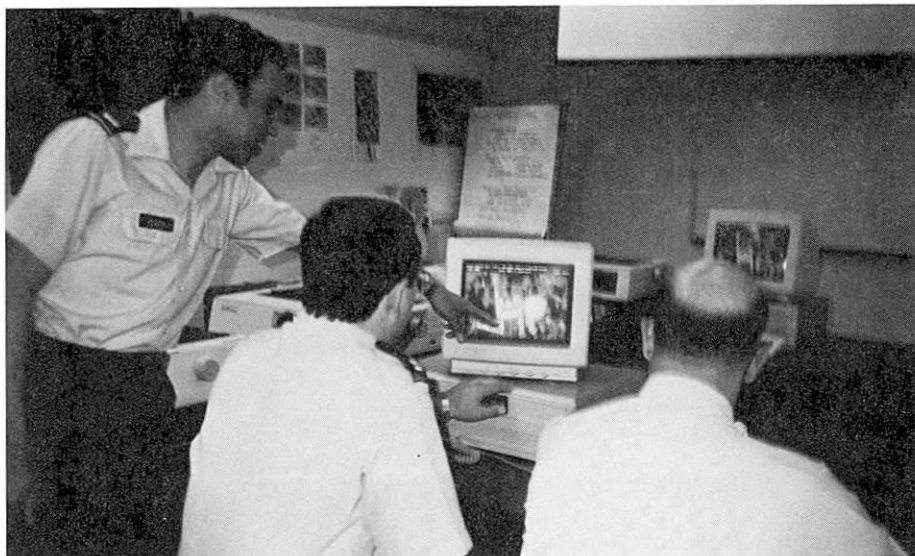
Toffler, whose books have been published in 30 languages and are required reading at some universities, has been named the Author of the Year by the American Society of Journalists and Authors for having "significantly influenced our attitudes and concepts of ourselves as an American society."

His work has won the McKinsey Foundation Book Award for its "Distinguished Contribution to Management Literature."

His books are studied by government officials around the world and have been commented on by many world leaders.

Doctor Toffler has addressed groups in the U.S. Congress, the Japanese Diet and the British House of Commons. He has also lectured before the USA-Institute in Moscow, the National Physical Laboratories in New Delhi, the Japan Productivity Council in Tokyo, the Institute of Politics at Harvard and many major corporations.

Doctor Toffler holds six honorary degrees in Law, Science and Letters.



CW2 Lester D. FitzGerald, CPT(P) Thomas F. Milo, and SSG Barney Free discuss a LANDSAT image of Dulles Airport.

### MSI from page 1

ated. A surprising amount of detail is acquired in this way. The sensors aboard LANDSAT and SPOT also collect data which is outside the capability of our eyes to detect. In addition to recording visible reflected energy, the sensors collect data in the infrared and, in the case of LANDSAT, in the thermal infrared regions of the electromagnetic spectrum. These sensors are more sensitive than our eyes. The normal person can distinguish about 16 different shades of gray. These sensors can distinguish 256 different shades of gray which, if interpreted properly, may aid us in the separation of various land cover types. The sensors also have the advantage of being able to revisit the same location. The LANDSAT satellite flies over the same geographic area every 16 days. With two LANDSAT satellites currently in orbit, one is overhead every 8 days (data is only collected from one satellite at a time). This capability allows analysis techniques such as change detection to be applied. In change detection, an analyst can compare multi-date imagery and detect such changes as defoliation due to chemical warfare, changes to coastlines or sandbar locations, major construction projects, ...ap-

plications are only limited by the analyst's imagination.

LANDSAT and SPOT can provide the Army terrain analyst, the Marine map compiler, the combat engineer, and a host of others with current, unclassified and globally available earth surface information. Although MSI is collected in digital form, hardcopy scenes can be produced in positive film format. These scenes can be interpreted using well known photo interpretation techniques including the use of currently fielded equipment such as the horizontal zoom transfer scope. Multispectral imagery is not meant to replace currently used data sources, but it is an invaluable additional resource waiting to be tapped. LANDSAT has been available since 1972 and even today is not being fully utilized in the military. MSI data can help terrain analysts make up the shortcomings they now have in maps, photographs, and data bases. These sources are often plagued by lack of currency, limited availability, classification restrictions, storage limitations and questionable data content.

The digital nature of the MSI data allows manipulation of im-

See MSI page 6

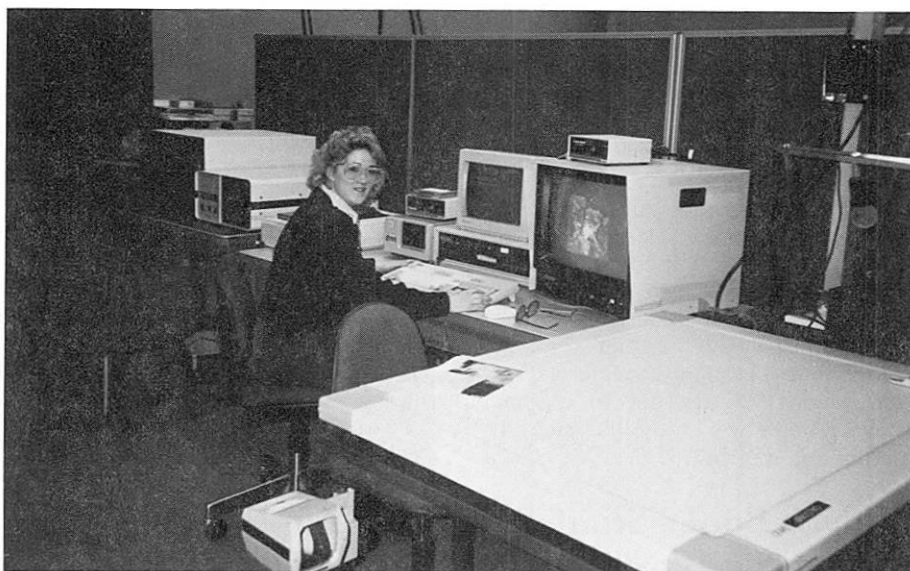
## MSI from page 5

ages in powerful computers to highlight areas of interest and analyze the data in ways not possible manually. Future MSI use will undoubtedly continue to involve the use of more powerful and faster computers to exploit the data. Right now, however, the military Departments have the capability to use this data in the hardcopy form without special equipment. At the present, very few people in DoD are actually making use of this data either because they are not aware of its existence or they don't know how to use it.

### Enter the Defense Mapping School

The IMSI Course at DMS is intended to increase DoD awareness of the capabilities and applications of MSI and to provide an orientation on how MSI data can be manipulated. IMSI will begin with 3 days of hardcopy exploitation of MSI data. The last 2 days will be devoted to digital image processing. The Department of Management and Technology has established a computer laboratory with 12 Zenith 248 computers which will form the nucleus of the digital image processing portion of IMSI. Beginning in FY 89, MT will offer an IMSI 6 times per year with special classes arranged as appropriate.

DMS' three instructors in the IMSI course have experience in both the civilian and military remote sensing communities. CPT(P) Thomas Milo, the course coordinator, holds a Masters Degree from George Mason University where he studied the digital processing of LANDSAT data. CPT Milo commanded the 63rd Engineer Company (Topo) at Fort Bragg and also served in the 283d Engineer Detachment (Terrain). CPT Jon Clark is a certified photogrammetrist who holds a Master of Science Degree in Digital Image Processing. He commanded B Company, 547 Engineer Battalion in Germany and has been a photointerpreter on active duty. CPT Clark also worked as a photogrammetrist and remote sensing specialist for several civil-



PFC Alice Newhouse, 30th Engr Bn, is a recent IMSI graduate. She is digitally processing a LANDSAT image on the MIT system. This system consists of a Compaq 386 microcomputer with a 300 megabyte internal hard disk, an optical storage device with each optical disk capable of storing 800 megabytes (that is over 2200 standard 360K floppy disks!) and a very high resolution monitor capable of displaying 16 million colors. Other peripheral devices include a digitizing table, a video digitizer, a thermal color printer, a 9-track tape drive, a film writer device (capable of producing high quality photographic output), a monochrome monitor and a standard printer.

ian firms before entering active duty. CW2 Les FitzGerald has taken courses in remote sensing and is currently pursuing a BS degree in Computer Science. He has a total of 15 years civilian and military experience in the Mapping, Charting and Geodesy field, most recently commanding the 518th Engineer Detachment (1st Armored Division), where he hosted the U.S. Army Engineer Topographic Laboratories first Terrain Analyst Work Station (TAWS) demonstration.

In order to give our staff maximum exposure to this technology, DMS is participating in a special project called the Multispectral Imagery Testbed (MIT). For the months of May and June, DMS will provide a site for the deployment of an extremely powerful and sophisticated microcomputer-based image processing system. Department of Management and Technology instructors will conduct research on this system as well as use it for demonstrations in several courses. The MIT is expected to show the many

military applications of MSI.

The future of MSI within DoD seems bright and DMS is establishing itself as a center for training and development. Exact MSI training requirements are still being defined but you can expect to see this facet of DMS grow noticeably in the next several years.



The Microcomputer Laboratory, set up by the Department of Management and Technology, supports the Introduction to Multispectral Imagery Course.

# Buckle Up DMA

"Buckle Up DMA! It's in your interest to do so." With these words, Major General Robert F. Durkin, DMA Director, endorsed Secretary of Defense Frank C. Carlucci's message to all Department of Defense employees concerning safety measures to eliminate the cause of the high death rate for highway accidents.

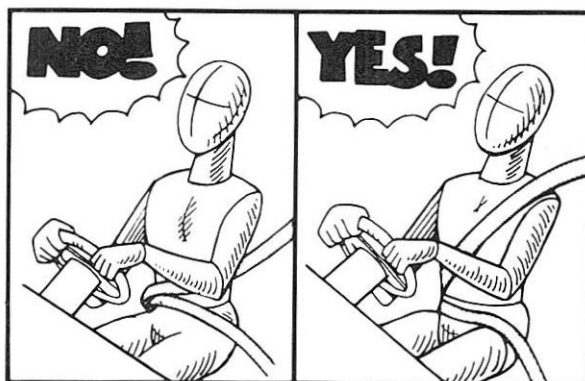
The Secretary noted that forty-eight thousand Americans died on our nation's highways in 1987. Six hundred seventy-three of these Americans were active duty military personnel.

"During peacetime," he said, "the single largest cause of accidental death and injury in the Department of Defense is privately-owned motor vehicle accidents -- both automobiles and motorcycles. Despite national and DoD efforts to prevent these accidents, they continue at an alarming rate. The statistics can be improved and losses reduced by doing all we can to lessen the severity of injuries resulting from these accidents. Much can be achieved by simply remembering to buckle up upon entering an automobile and to strap on a helmet before riding a motorcycle. When purchasing your next new car, consider the availability of the new passive restraints, such as air bags, automatic seat belts and antiskid braking systems. Many insurance companies will be offering reduced premiums for cars so equipped. And for those of us who are parents, for the safety of our children, we must make buckling-up a habit for life, beginning with the use of child safety seats."

The period of May 23 - 30, 1988, "Buckle Up America" week, will be a nation-wide observance, a

reminder to use safety belts and child safety seats. DoD joins the National Safety Council, the National Traffic Safety Administration and many other organizations in supporting this campaign. The national goal is to increase the safety belt and child safety seat usage rate to 70 percent. "I know DoD can do even better," the Secretary added, "because we care."

To be most effective,  
**SHOULDER BELTS**  
should be snug ...



Not under the arm  
and over the abdomen.  
It could cause injuries.

Over the shoulder and  
across the chest is the  
correct position.

Source: AAA Foundation for Traffic Safety Seat Belt Comic Book

## Sign up for the Direct Deposit Program



Three out of every four DMA employees take advantage of a payroll service called "Direct Deposit Program." The program electronically transfers employee's salary payments into a personal checking or savings account at a financial organization of their choice. DMA employees benefiting from the program like the convenience of having their money au-

tomatically deposited to their accounts at the opening of business on payday. Direct deposit also eliminates the danger of theft or loss of checks and allows employees the freedom to vacation or travel at anytime. Employees who use the Direct Deposit Program save the Government money by eliminating check processing costs, postal fees and overhead expenses.

If you receive your check at home or work, and would like to take advantage of this service, complete form SF 1199A, "Direct Deposit Sign-Up Form." Contact your Civilian Payroll Office or your Payroll Liaison Assistant for forms and assistance.



Miss Rickie -- You bet! Thoughtful Public Affairs Officer Irene Bellefeuille, who has now taken over editing and producing the Contour, ponders on how to design and lay out this month's issue.

## Saving With U.S. Savings Bonds Is A Sure Way to Go!

With the recent problems and uncertainties surrounding the commercial investment markets still fresh in our memories, the need for safety and security in our individual investment programs is now more important than ever. One of the few investments to emerge undamaged by the recent unstable stock market are United States Savings Bonds which continue to provide even small investors with a safe, easy way to save while helping our government manage the public debt more effectively.

Savings Bonds have always had a place in everybody's investment program, offering the rare combination of absolute security and guaranteed rates of return. They are even more attractive now, since they are based on a variable interest rate that will rise to keep pace with market rates but are guaranteed not to fall below a set minimum rate if held for 5 years. The current minimum rate is six percent.

During the annual Savings Bond campaign, which is being held throughout DMA during the month of May, each of you will be contacted by a campaign representative who will provide you information on the Savings Bond program, offer you the opportunity to purchase bonds automatically through bi-weekly deductions through the Payroll Savings Plan and, for those already enrolled in the program, provide the appropriate form for increasing your current deduction.

At the end of the 1987 bond drive, some 40 percent of the employees of DMA were participating in the Payroll Savings Plan. The DMA goal this year is to increase that total to 50 percent while having a 20 percent of current bond buyers increase their bond allotments.

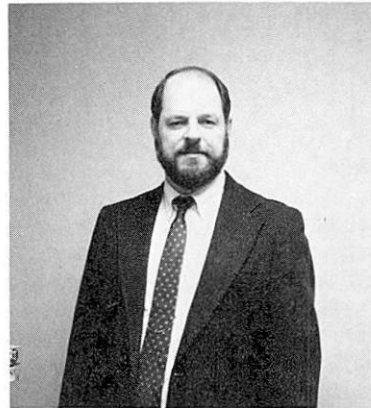
Whether you are an experienced saver looking for a retirement income, a house of your own, or a young parent seeking to provide your family with a future, buying bonds makes good financial sense.



1-800-US-BONDS

An easy solution  
to gift giving

U.S.  
SAVINGS  
BONDS



**Mr. Richard C. Kuhblank**

With the assignment of Mr. Richard C. Kuhblank as chief of the Component Training Division, the Department of Management and Technology's (MTC) newest division has become fully operational. This division, which eventually will become a department of its own, has been established to design and develop or work with contractors to develop standardized courses as per guidance from the DMA Training Board. The division will also review the Inter American Geodetic Survey Cartographic School's curriculum and provide recommendations on design and content changes. MTC staff members will be responsible for faculty training and the development, evaluation and management of the DMS Instructor Training Course program in support of DMA Components.

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## Dr. Randall Speaks at the Defense Mapping School

Geographer Dr. Richard R. Randall, Land Combat Division, Directorate of Programs, Production and Operations, HQ DMA, recently spoke to employees of the Defense Mapping School on the subject of standardization of geographic names.

The standardization of names requires a lot of pains-taking labor. People have to be trained to understand the complexities of names. To carry out this immense task DMA relies on a team of linguists, cartographers, and geographers who become DMA's toponymists -- those who study languages and place names of a geographic region and translate conventional names into standardized geographic names. "Conventional names" refer to names originated by travelers from various countries in accordance with pronunciations and spellings of their particular language.

Dr. Randall said that the standardization of geographic names is essential. There is now a legal requirement that all names on official maps, charts and other documents be spelled according to the decisions of the U.S. Board on Geographic Names. DMA provides technical support to this board.

Standard names are essential to successful intelligence communications. Recently the Customs Bureau called DMA wanting to know how to locate a place in the Caribbean. A message intercept had revealed a "drug drop site" and the bureau wanted to know the location "right now."

An incorrect designation of a target on a map and

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See RANDALL page 9



an incorrect interpretation or identification of a name can result in disaster. For example, in the jungles of Vietnam, it is not uncommon for young families moving away from their parental villages to take their village name with them. As a result, there is more than one village with the same name. However, for mapping purposes, numbers are added for better identification. Evidence shows that the tragic My Lai massacre may have been a "geographic name" mistake. Lt. Calley went to My Lai No. 1 instead of My Lai No. 3.

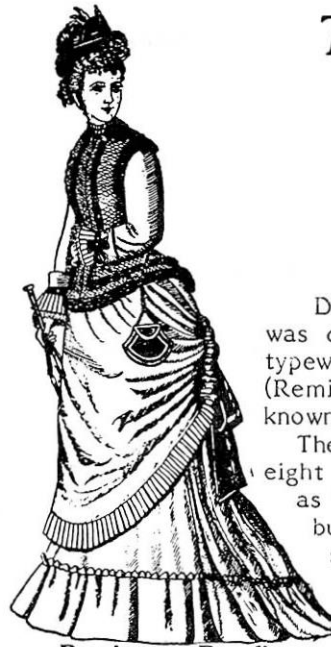
Names, therefore, are increasingly recognized for the role they play in many critical actions. The need for accurate, standardized names, however, far outreaches DMA's capacity to provide them.

Doctor Randall said that future plans of DMA include contracting the services of a company that offers a Geographic Names processing system. This system will enable researchers to record, retrieve, edit, print out, and manipulate names for more cartographic efficiency.

## It's Important

If you have retired, moved, or reassigned and enjoy reading the CONTOUR, be sure to keep your address current on the CONTOUR mailing list. Simply forward address changes, as they occur, to the CONTOUR Editor, Public Affairs Office, Defense Mapping School, Fort Belvoir, VA 22060-5828.

Don't wait until your editor does the annual survey of readership to send in a change of address. While you may give the post office a change of address, the post office does not always forward items of this nature. Sometimes it is returned to us or lands in the dead letter office. And speaking of the annual survey of readership, that will occur in August -- Be sure to return your form or you will be dropped from the mailing list.



Remington Rand's  
1873 "Typewriter"

# The Typewriter Was A Lady

by

Penny Greer

Federal Women's Coordinator

Did you know that the profession of secretary was considered strictly a male job, and when the typewriter was invented in 1873, a new industry (Remington Rand) and a new generation female known as a "typewriter" was created?

The Young Women's Christian Association trained eight women as "typewriters," and regarded by men as "an obvious error in judgment by well-meaning but misguided ladies. Surely their minds would snap and their constitutions would break down since women were physically and emotionally incapable of learning to operate the new machine." After all, the first typewriters were sold to newspaper men and male court reporters, and in 1880, during the First

Congress of Shorthand Writers (all male), a statement was recorded that "Someday women will be smart enough to write shorthand."

Remington Rand realized women were both physically and emotionally capable of operating the new machines. Women were also smart enough to write shorthand, so he placed them in hotels as stenographers. The men that used their services found them to be more economical (\$125 for the machine and \$6 to \$8 for a six-day week) than a male secretary who demanded \$30 for a six-day week.

By 1902 there were 200,000 female office workers (average age 21) in the business world, but the battle of the sexes continued with men accusing the secretaries of using their offices as a happy hunting ground for husbands. During this time several articles appeared, heralding the virtues of the working woman as a wife who definitely added fuel to the fire. More and more women relished the independence a job gave them, and by 1929 women were entering the secretarial field for a career, not a husband.

When World War I broke out, the men marched to Sousa's band, and women secretaries found themselves in demand. By 1930 men accounted for only one twenty-fifth of the secretarial force, and those menial chores of the secretary were now considered by men as "woman's work."

When reflecting of the advancement women have made in the field of office workers, one may think of an advertising ad that simply says, "You've come a long way, baby!" Just as the technology of the mechanical typewriter has advanced, so has the advancement of the "1873 lady typewriter". Today, in the 80's, she finds her opportunities limitless.



Ms. Lisa Roberts, elected the "1988 lady typewriter," poses in front of her modern day typewriter. However, her computerized typewriter is now called a "word processor" and Lisa is a "word processor operator." She works in the Office of Mission Support.



## May This Nation Always Be Free

Memorial Day -- Just those two words bring memories of my childhood -- memories reflecting the celebration of Memorial Day in a small cemetery in Kansas. For weeks prior to Memorial Day, the developing buds of spring flowers were eagerly watched in hopes that they would be in full bloom on Memorial Day. It was important and more respectful to use fresh flowers to decorate the graves of those who had given their lives for their country. However, to insure decoration of the graves, numerous paper flowers were made out of crepe paper and arranged artistically in vases or painted tin cans.

When the great day came, it was hurry and scurry getting the flowers loaded in cars (in some cases, horse-drawn wagons and buggies), parents getting themselves and the kids looking their Sunday best and heading for the cemetery. The graves had to be decorated before ten because that was when the official Memorial Day activities began. Speeches were made by our town councilmen and veterans of World War I. That was followed by a big parade through the cemetery with everyone participating to the tune of the marching band.

From this early experience on Memorial Day, I learned the importance of those who fought for their country, honoring their bravery and feeling reverence for those who gave their lives so that this nation could remain free.

The words Memorial Day alone conjure up images of a nation's grief -- the measured tread of marching men and women following a caisson topped by a flag-draped casket; and "Taps" being played as the casket is lowered into the ground.

Yes, it is right and fitting that special services are held yearly to remember the one million Americans who have given their lives and the other 37 million who have so bravely fought in America's eight major wars -- the American Revolution, War of 1812, Spanish American War, Civil War, World War I, World War II, Korean War and Vietnam War. May this nation always be free so that future generations will remember that their efforts were not in vain.

**by Irene Peine**

## *DMAOTS Celebrates Third Anniversary ...Becomes DMATSC A Month Later*

The DMA Office of Telecommunications Services (OTS) celebrated its third anniversary on Mar. 15, 1988, with a luncheon at its facility in Reston, Va. It became the DMA Telecommunications Services Center (TSC) a month later, by direction of Maj Gen Robert F. Durkin, DMA Director. After an initial staff of only four, the work force has grown to 58.

As she cut the organization's third birthday cake, Dr. Annette J. Krygiel, OTS Director, praised the staff for its achievements in the 3 short years of its existence. The office moved quickly to establish effective management control and operational direction over communications systems linking DMA activities worldwide.

The Office of Telecommunications Services was formed to provide development and consolidation of telecommunications, including long-haul telecommunications requirements for all of DMA. It provided requirements definition, design, engineering, operations, maintenance, security and quality assurance of DMA telecommunications systems, except those local systems allocated to internal control of the components and their field activities.

During the past 3 years, OTS augmented the initial communications subsystem of MARK 85, and successfully implemented the initial phases of the Integrated DMA Telecommunications System (IDTS). The IDTS provides dedicated long-haul connectivity, at varying security levels, for both production and mission support functions of DMA Production Centers and Field Offices.

The OTS aggressively implemented the Secure Telephone Unit II (STU-II) secure voice program, both in the Continental United States and at overseas locations, primarily in support of crisis management. It began initial implementation of a program for the replacement of existing secure phones with STU-IIIs and the DMA secure voice exchange network. It also spearheaded implementation of the Defense Data Network within DMA, which provides worldwide data communications for DoD activities.

Over the past year, OTS actions were also instrumental in integrating DMA into the Worldwide Military Command and Control System with the installation of WWMCCS terminals at HQ DMA, Aerospace Center, Hydrographic/Topographic Center and Combat Support Center.

# Director's Call

## Awards

### DEFENSE MERITORIOUS SERVICE MEDAL

Capt Stephen F. Cincala (USAF)  
Department of Management and Technology

SGM Jake P. Bernard (USA)  
Office of the Director

CMSgt Lynton B. Jackson (USAF)  
Department of Graphic Arts

### JOINT SERVICE COMMENDATION MEDAL

SSG Barney B. Free (USA)  
Department of Management and Technology

### SUGGESTION AWARD

SFC Paul S. Barker (USA)  
Department of Management and Technology

### TUITEX CHECK

SGT(P) Gavin A. Ralston (USA)  
Department of Construction Engineering

### MASTER INSTRUCTOR CERTIFICATE

Sgt James P. Cast (USMC)  
Department of Construction Engineering

SSG James E. Greene (USA)  
Department of Construction Engineering

SSG Timmy K. Marcum (USA)  
Department of Construction Engineering

### SENIOR INSTRUCTOR CERTIFICATE

SGT(P) Gavin A. Ralston (USA)  
Department of Construction Engineering

### INSTRUCTOR TRAINING COURSE CERTIFICATE

Sgt Douglas B. Lewis (USMC)  
Department of Construction Engineering

### DMAHTC SECRETARY/ADMINISTRATIVE COURSE CERTIFICATE

Ms. Ruth C. Garfield  
Department of Management and Technology

Ms. Terry McKiver-Byrd  
Department of Geographic Sciences

## New Arrivals

CPT William P. Smith (USA)  
Instructor - MC&G Division  
Department of Management and Technology

Ms. Nellie McIver  
Computer Programmer Analyst  
Office of Plans, Programs and Operations

## Departures

### Reassignments

Capt Stephen F. Cincala (USAF)  
Department of Management and Technology

SFC Aaron C. Guess (USA)  
Department of Construction Engineering

SFC Ronald H. Nelson (USA)  
Department of Construction Engineering

### Retirements

SGM Jake P. Bernard (USA)  
Office of the Director

CMSgt Lynton B. Jackson (USAF)  
Department of Graphic Arts

CW3 Herbert H. Kressler, Jr. (USA)  
Department of Management and Technology

SSG Barney B. Free (USA)  
Department of Management and Technology



On May 21, 1988 we, as a nation, mark the 39th observance of Armed Forces Day. As we do so, we pay tribute to the thousands of servicemen and women who proudly serve our nation. They are your spouses, sons, daughters, grandchildren, nephews, nieces, friends and neighbors. They are Americans... Americans who help secure our blessings of liberty.

The phrase "secure the blessings of liberty" is part of the preamble of our Constitution. With ink, our founding fathers put those words on paper. With blood, our Armed Forces have defended those words ever since.

These words are a symbol of what is precious in American life. That is why we are the only country in which our military swear an oath to a constitution, rather than to an individual or a government.

The Constitution is "not a mere lawyers' document" — it is the American way of life, a way of life that has been preserved for more than 200 years of time by the sacrifices, dedication, and the heroic spirit of our Soldiers, Sailors, Airmen, and Marines.

## ARMED FORCES DAY - 1988



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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 15, Number 9

Defense Mapping School, Fort Belvoir, Virginia

June 1988

## Colonel Maune Bids DMSers Auf Wiedersehen

By Colonel David F. Maune

For those who didn't see Herr Maune und Fraulein Watts posing together for this German picture following DMS's Cultural Awareness Day last October, you just didn't stay long enough. So here's a picture for posterity. I hope our Cultural Awareness Day tradition continues as DMS plays an important part in promoting MC&G cooperation within the International community.

As this paper goes to press, DMS is hosting the DoD Terrain Analysis Seminar with 150 attendees; a mobile training team (MTT) is in Italy, training our NATO allies on procedures for producing Tactical Terrain Analysis Data Bases to DMA specifications; an MTT is with the Navy's Geophysics Technical Readiness Laboratory, training Geophysics Officers on fundamentals of MC&G; an MTT is at the Navy Oceanographic Office (NAVOCEANO), training hydrographic survey personnel from many countries on geodetic surveying; an MTT is training the Army's 7th Infantry Division personnel in terrain analysis fundamentals; four more MTTs are training Alabama National Guard units in terrain analysis, cartography, and photolithography to the same professional training standards of Active duty military personnel; 26 resident courses are in session in June with about 500 students; and DMS is developing about a dozen standardized courses for future training of the total DMA workforce.

Whenever I think of moving across the post to ETL, I get a big lump in my throat because of the wonderful DMSers that I will be leaving.

Maybe it's my German heritage, but I like "auf Wiedersehen" better than "goodbye." Goodbye sounds like a final farewell from someone who never returns and never looks back. Auf Wiedersehen means "till we meet again" -- far more appropriate for me. Like my idol, Ed Wintz (COL, USA, Retired, the DMS Director from 1975 to 1979), I will certainly look back fondly to my enjoyable and memorable tour in DMS. Since my next assignment is at Fort Belvoir, I'll certainly be close by for return visits and I'd love to be a student in IMSI, IDMCGD, MCGSOC and APPS which I never got to attend. In 1991, when forced to retire from the Army, I might even be the first DMS Director to settle in the D.C. area. I must be careful,



Colonel David F. Maune, Director, DMS and Karin Watts, Clerk-Typist, Office of Mission Support wearing costumes depicting German Culture.

however, not to remain too close to DMS; I need to "let go" without emotional attachment, and that won't be easy. Passing the flag to Colonel Dan Clark on June 22 won't be much easier than giving away my younger daughter at her wedding last summer. That kind of attachment comes when we love our job and the people we work with.

In looking back over my last 35 months at DMS, and my 35 Contour articles, several highlights are especially memorable to me:

#### Training and Education Programs

- First, I have never received a single complaint about the quality of a DMS graduate. DMS gradu-

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See AUF WIEDERSEHEN, page 2

AUF WIEDERSEHEN from page 1

ates and their supervisors consistently praised the technical content and quality of DMS's training and education programs. I think my proudest moment as Director was in July 1987 when the evaluation team from the American Council on Education (ACE) indicated that DMS had the best course documentation they had ever seen and DMS courses earned the highest college credit of any DoD school evaluated by the ACE during the past 15-18 years. (See the Sept 87 Contour for details.) This helped validate our credibility. At DMS, quality has always been number 1.

#### DMA Productivity Improvement Award

- Second, I was very proud on June 3, 1988, when Maj Gen Durkin awarded DMS the FY87 DMA Productivity Improvement Award. This recognized DMS's achievements in training far greater numbers of students without an increase in our resources. In addition, we saved about a half million dollars for DoD last year by using MTTs to send a few instructors to our students rather than requiring large numbers of students to spend more dollars coming to Fort Belvoir for training. We expanded our mission, increased our course offerings, trained more students (including higher ranking personnel in U&S Commands), exported our training programs to those who couldn't come to us, and tailored our instruction to meet the needs of diverse customers. And this year, we took "out of hide" the resources necessary to establish a Component Training Division to develop standardized courses for the total DMA civilian workforce, including production training.

#### Benjamin B. Lane Memorial Award

- Third, I was also very proud when Maj Gen Durkin presented the Benjamin B. Lane Memorial Award for Technological Achievement to DMS's Bill Revell for his role in developing a viable replacement for obsolete computers that drive the Analytical Photogrammetric Positioning System (APPS) used by all the Services. This award was established in the memory of a pioneer in photogrammetric processes and techniques and is awarded by the Director, DMA, at the Annual DMA Awards Day Ceremony. Without Bill's initiative, the U&S Commands wouldn't be able to target accurately, and DMA would spend excessive funds in attempting to support multiple computer systems. After Bill developed the technical solution to the problem, a team consisting of Bill plus personnel from DMAAC, DMAHTC and DMASC worked hard and well together, cut a lot of "red tape", and expedited the solution through the Agency. Together they won the team award, and this award recognizes not just Bill Revell but DMS's role in the "One DMA team."

#### Introduction of Advanced Technology

- Fourth, I've always been proud of the initiative shown by DMS personnel during the last 3 years and our ability to be proactive in the introduction of multispectral imagery (MSI), Microfix and other forms of advanced technology. All of our seven new courses are professional and have been well received.

Most of these new courses were conceived by forward looking personnel who recognized unsatisfied training needs and initiated actions to develop courses to fill those needs. They didn't wait for formal tasking, and they didn't wait for resources to be handed to them. I also appreciated initiatives to meet the MC&G education needs of the Defense Intelligence Agency, the Defense Systems Management College, NAVOCEANO, the Navy's Geophysics Technical Readiness Laboratory, USEUCOM, USPACOM, USCENTCOM and SAC. DoD's entire targeting community is rapidly becoming more effective because of DMS initiatives. Numerous self-help projects and other initiatives testify to the pride we have in our schoolhouse and the dedication of DMS personnel.

#### DMA and DoD IG Inspections

- Fifth, I've always been happy that DMS doesn't have to get ready for inspections. We stay ready. The DMA and DoD IG inspections during my DMS tour both yielded lots of praise and minimal criticism of DMS. In mission support areas, DMS sets the highest standards within DMA. I was certainly proud of the DoD IG's commendable finding which praised DMS as a "high performance organization."

#### Transition of Non-MC&G Courses

- Sixth, I'm thankful that the transition of our two non-MC&G courses (Construction Survey and Drafting) is progressing smoothly. These courses will move to the U.S. Army Engineer School (USAES) at Fort Leonard Wood, Mo. at the end of this fiscal year. This transition required a lot of hard work, teamwork and cooperation by DMS and USAES personnel working on the issues.

#### DMA Director's Special Award for Achievement

- Seventh, I've always been thankful for those factors that allow DMS to be so effective and efficient. Our military positions are nominative, and we are able to get the best personnel the Services have to offer. We are well funded (normally) and able to modernize our facilities and equipment. We are relatively free from large Service bureaucracies and have the flexibility to make practical decisions in timely fashion. We can implement needed changes overnight while the Services would spend years debating, documenting and justifying the need for change to higher headquarters. DMS personnel are so active in suggesting means for improvement that we just won the DMA Director's Special Award for Achievement in the DMA Suggestion Program - Most Adopted per Capita in FY87. We have won this award for 5 consecutive years.

Yes, I'm very proud of DMS, our faculty and our students. We have excellent officers, proud and talented noncommissioned officers, and hard-working civilians -- all professional and dedicated -- who work together well as a team. Our products are DMS graduates who are well trained in the mapping sciences and motivated to defend their country and the freedom we cherish. I'm proud of them as I am also proud of you.

Thank you for your support. I'll treasure the memories. Auf Wiedersehen!

# The Direct Line



by  
**Maj Gen Robert F. Durkin, USAF**  
**Director**  
**Defense Mapping Agency**

On July 1 the Defense Mapping Agency celebrates its sixteenth year as a separate operational agency under the Department of Defense. The Agency was established to consolidate mapping, charting, and geodesy resources, and to avoid duplication of effort among the military services. I am proud to be the eighth Director of DMA, and proud too of the accomplishments made during the past 16 years through the dedicated efforts of DMA employees. Let's take a look back.

In our early years, the emphasis was on eliminating duplication of effort in the mapping and charting programs DMA took over from the military services. An Effectiveness/Productivity (E/P) Program was established -- it's still in place today. The stated goal was to increase productivity by 10 percent by 1975. DMA not only met that goal, but exceeded it. As we continued into the mid to late 1970s, DMA became a leader in the technological transition from the vacuum tube computers of the 1950s to the microcomputers of today.

During the late 1970s, DMA experienced its first major organizational realignment with the consolidation of the Hydrographic and Topographic Centers and the establishment of the Office of

Distribution Services, later redesignated the Combat Support Center. These actions led to increased efficiency in areas of production and distribution.

As DMA entered the 1980s, increased attention was given to the Agency's readiness to meet the needs of operational military commanders. DMA stepped forward to meet the requirements of the new Rapid Deployment Joint Task Force by accelerating map and chart production for areas of the world not previously identified as high priority requirements. The relocation of the Inter-American Geodetic Survey from Panama to Fort Sam Houston also took place during this period, and the Defense Mapping School was reaccredited by the Southern Association of Colleges and Schools.

DMA's expanding requirements for digital support of advanced weapon systems demanded that focus be placed on planning and developing priorities for providing Digital Terrain Elevation Data, Digital Feature Analysis Data and Terrain Contour Matching data for these systems. The Agency developed strategies to ensure that map and chart production kept pace with the growth in specialized requirements. To accommodate new computer and photogrammetric capabilities for the cruise missile, the Aerospace Center expanded its facilities.

Heading towards the mid-1980s, DMA was concerned with the implementation of a long-range research and development planning effort. Thus, the DMA Special Program Office for Exploitation Modernization was created. Known today as the Systems Center, it developed the MARK 85 and 90 segments. Also taking place during this time frame was the establishment of the Office of Telecommunications Services, recently redesignated Telecommunications Services Center, which oversees the management of Agency-wide telecommunications resources, equipment and software.

By 1986, we needed to determine the future needs of the Agency. To do so, DMA established Task Force Alpha, which

reported on the Agency's capabilities and shortfalls. This report served as a blueprint for determining DMA's future needs. The Reston Center, formed in 1987, is only the latest example of addressing these changing needs.

As we embark on another DMA year, remember our mission is to provide timely and tailored MC&G products, services and training to all elements of the Department of Defense. To do so requires the support of each and every one of you. Your support has always been there in the past, and I count on you in the years ahead.

## **New Deputy Director Arrives at DMA**



**RADM William J. M. O'Connor**  
**Deputy Director**  
**Defense Mapping Agency**

Rear Admiral William J. M. O'Connor, USN, assumed his duties as Deputy Director of the Defense Mapping Agency on June 1, 1988. He arrived from Roosevelt Roads, Puerto Rico, where he commanded the U.S. Naval Forces Caribbean for nearly 3 years. He is a naval aviator with extensive operational experience, including Vietnam combat.

A native of Upper Darby, Pa., Admiral O'Connor holds a B.S. in Economics from the University of Pennsylvania and a M.B.A. and M.S. in International Affairs from George Washington University. He is a graduate of the Naval War College and the Industrial College of the Armed Forces. Admiral

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See O'CONNOR, page 5

# OPM Issues Guidelines on Aids in the Workplace

In a memorandum to agency and department heads outlining the new Office of Personnel Management (OPM) policy on Acquired Immune Deficiency Syndrome (AIDS) in the workplace, Constance Horner, director OPM, said, "The federal government, as an enlightened and compassionate employer concerned with the health and welfare of its employees, has an obligation to show the way in addressing the realities of the AIDS epidemic."

Thomas Garnett, director of Workforce Relations Training and Staffing Policy in DoD's Office of Civilian Personnel Policy, said the new OPM guidelines are consistent with DoD policies regarding AIDS. DMA policy issued on April 13,

1988, incorporates the OPM policy. Training for supervisors and managers is underway with completion planned by June 30.

The guidelines state:

- Employees infected with human immunodeficiency virus (HIV), which causes AIDS, should be allowed to continue working as long as they are able to maintain acceptable performance and do not pose a health or safety threat to themselves or others in the workplace.

- HIV-infected employees should be treated in the same way as employees who suffer from other serious illnesses.

- There is no medical basis for employees to refuse to work with

HIV-infected persons. Workers can be disciplined by their supervisors if they refuse to work with an AIDS-infected colleague.

- Employees' concerns about AIDS in the workplace should be taken seriously and addressed with appropriate education and counseling.

- If education is unsuccessful and managers determine that an employee's unwarranted threat or refusal to work with an infected employee is impeding or disrupting the organization's work, management should consider appropriate action against the employee.

According to Air Force Dr. (Lt Col) Michael R. Peterson, Senior Policy Analyst for Health Promotion in the Office of the Assistant Secretary of Defense for Health Affairs, the kind of contact that generally occurs among workers and clients or consumers in the workplace does not pose a risk for transmission of AIDS.

The OPM directive stresses the need to educate federal employees to increase their understanding of AIDS. The directive also says agencies should grant leave to HIV-infected employees in the same manner as they would grant leave to employees with other medical conditions. Similarly, employees' assignments or schedules should be changed under the same policies used for other medical conditions.

Infected employees will be allowed to continue their Federal Employees Group Life Insurance, but won't be allowed to increase it after they become seriously ill.

## Questions & Answers About AIDS

### **What Is AIDS?**

AIDS stands for Acquired Immune Deficiency Syndrome. People who get AIDS lose the ability to fight infections and can die from common illnesses which would otherwise not be a threat.

### **What Causes AIDS?**

AIDS is caused by a virus. The virus is called HTLV-III/LAV. (Human T-Cell Lymphotropic Virus Type III/ Lymphadenopathy Associated Virus).

### **How Is The Virus Spread?**

The common ways of infection are through transfer of infected blood or semen directly into the body of another individual. In many areas of the world, prostitutes may have the virus. Many service members are either stationed in these areas or are making port calls there. Service members who have sex with prostitutes should use a condom. Drug use that involves sharing needles can also spread the virus. There is no evidence that the virus can be caught by touching, hugging, shaking hands or using toilet seats.

### **How Do I Know If I Have The Virus?**

There are blood tests which will tell if you have been infected. They test for antibodies for the virus. It is important to know that having been infected does not mean that you will automatically develop AIDS. To date, about 5-30 percent of people who have antibodies to the virus have been found to

get AIDS within six months to five years of the time they become infected. The others may never get sick. Although not sick from the virus, you can pass the virus to someone else who may get sick.

### **What Are The Symptoms Of Someone With The Virus Who Gets Sick?**

Usually tiredness, fever, loss of appetite and weight, diarrhea, night sweats and swollen glands. If you have these symptoms for more than two weeks, you should see your doctor.

### **Is There Danger In Giving Or Receiving Blood?**

Giving or receiving blood in a U.S. military hospital or clinic is not dangerous. If you know that you are positive for antibody to the virus, you should not donate blood.

### **How Can I Best Protect Myself From The Virus?**

Don't share dirty needles (including those used for acupuncture, tattoos, ear piercing, etc.). Don't have sex with many partners or with persons who have sex with many partners. As is always recommended, items of personal hygiene (such as toothbrushes, razors or other personal gear) should never be shared.

The actions YOU CHOOSE will determine your risk for AIDS.

## Safety Tip

### Recliners Can Kill

Children playing or climbing on recliner chairs can be seriously injured or killed if their head becomes trapped between the chair and the leg rest. This warning is issued by the Consumer Product Safety Commission and the American Furniture Manufacturers Association.



# DMS Improves Working Environment

by Major John P. Husar

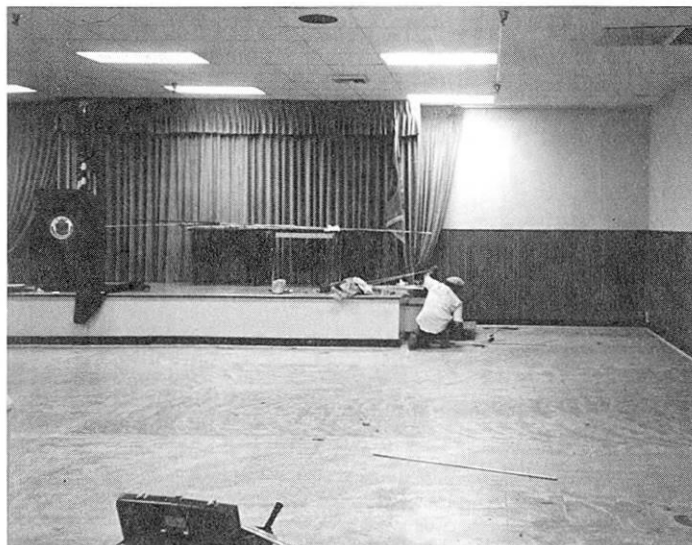
After years of postponed projects and extended planning periods, the Defense Mapping School is in the midst of a long overdue "facelift." The first phase of the upgrade to improve the working conditions of Bagley Hall (Building 214) and the Office of Mission Support-Logistics in Building 215 is complete. The \$55,000 project included paneling, waltex, and painting of all common areas.

As a result of employee falls and near falls at the beginning of this year, carpeting was purchased for Heitmann Auditorium and the hallways in Building 214. Workmen will complete the installation of this carpeting this month.

For FY 89, the plan calls for rehabilitation of the seven entry ways to the building and rehabilitation of the remainder of the interior. The cost of this project is approximately \$100,000.

For Wheeler Hall (Building 220), the extensive electrical and security upgrade is 85 percent complete. A request has been submitted to paint the interior and carpet or retile designated areas of the building at an approximate cost of \$110,000. This project is scheduled to be completed in CY 89. Also for 1989, plans are being finalized to replace the windows in Wheeler Hall to include window blinds. The DMS cost for this project is \$15,000.

The latest DMS reorganization calls for the establishment of a Foreign Student Detachment, technical library, learning center, and the expansion of the press section of the Department of Graphic Arts. DMS is currently negotiating with Fort Belvoir for additional space in Building 215. By gaining needed space in this building, the De-



Workman preparing the floor in Heitmann Auditorium for the laying of new carpet. Walltex and paneling have been installed.

partments of Geographic Sciences and Management and Technology will be able to expand into the area of Wheeler Hall which is currently occupied by the Department of Construction Engineering. The Department of Construction Engineering will be transferred to Fort Leonard Wood, Mo. in the near future.

Progress is being made. However, money that has been available for DMS facility improvements during the past 2 years will not be available in the foreseeable future.

If anyone has a concern or interest in future facilities projects, please contact the appropriate building manager (MAJ Thompson, Building 220 or CW4 Yacenda, Building 214). With the limited funds projected for the future, employee concerns may be the deciding factor on which projects are undertaken.

## O'CONNOR from page 3

O'Connor is a Spanish linguist.

His sea duty assignments include Attack Squadrons 44, 192, 105 and 153 flying A-4 and A-7 aircraft, and ships company duty aboard the USS Forrestal and USS Independence. In 1980, he commanded the Naval Station, Roosevelt Roads. Following that assignment, Admiral O'Connor was deputy director general planning and programming division in the Office of the Chief, Naval Operations. He served as deputy chief for resources and management for the Naval Material Command prior to his assignment with the Naval Forces Caribbean in 1985.

His military awards and decorations include the Legion of Merit with three Gold Stars, Bronze Star, Meritorious Service Medal, Air Medal with Numeral "14," Navy Commendation Medal with Combat "V" with two gold stars, Purple Heart and various unit citations, commendations and campaign awards. He also received the Venezuelan Order Al Merito Naval (Segunda Clase), Puerto Rican Cross of Merit and Vietnamese Cross of Gallantry.

Admiral O'Connor and his wife, the former Mary J. Issertell of Philadelphia, have five children: Diedre, Kevin, Timothy, Michael and Joan.



# The Origin of the Stars and Stripes is Unknown

by Irene Peine

Strange as it seems, the true story of the origin of the Stars and Stripes is not known. Instead, there is a volume of myths, legends, theories and traditions which have been handed down by our ancestors as actual history. This is a pity for the simple facts of the origin of our flag would be far more dignified and inspiring than fanciful narrative.

The fact that human memory is imperfect is well known to trained historians. With the passage of time and frequent retelling of some past incident by descendants of an original story teller, facts often become distorted due to lack of complete knowledge of the incident. Historical stories and legends develop and gain popular acceptance because of what seems to be logical or sentimental reasoning. It is not uncommon that, through the passing years, repetitious retelling of this type of rea-

soning tends to displace truth altogether.

The most popular legend of the stars and stripes and the one persistently repeated throughout history is the legend associated with Betsy Ross. The story was first related to the Pennsylvania Historical Society in 1870 by William J. Canby, a grandson of Betsy Ross. His story was based on conversations Canby said he had with his grandmother prior to her death in 1836, when he was 11 years old and his grandmother 84. According to Canby, his recollections of the conversations, plus other hearsay information from his grandmother's generation were written down in 1857 and published 13 years later, a total of 94 years after the flag making incident. Canby also produced affidavits from several local residents, well advanced in years, who relying on memory and hearsay supported his story. Canby's story is briefly summarized as follows:

In June 1776, Robert Morris and George Ross (congressional appointees to the flag committee) and George Washington visited Betsy Ross in her Philadelphia shop for the purpose of making a flag for the colonies. Mrs. Ross, a seamstress, was the niece (by marriage) of George Ross and had often been visited by Washington for the purpose of making shirt ruffles and for other sewing needs. Therefore, both Washington and Ross were familiar with her skill. Mrs. Ross had never made a flag but said she would try and then assumed a rather efficient control of the situation. Under the direction of Mrs. Ross, Washington redesigned his rough sketch of the desired flag. It was her suggestion that there should be a symmetrical arrangement of stars and that they should have five points, not six. Objections to the five-pointed star were quickly overcome when she proved to the visitors the ease with which a five pointed star could be made.

In due time, the wished-for flag was made and presented to a grateful Continental Congress by Washington with this explanation: "We take the stars from heaven and the red from our Mother Country, separating it by white stripes, thus showing that we have separated from her; and the white stripes shall go down to posterity representing liberty."

Although historical facts indicate that Washington was in Philadelphia from May 22 to June 5, 1776, conferring with Congress regarding military matters, the Declaration of Independence had not yet been adopted. Until the adoption of the Declaration of Independence there would have been no logical reason for replacing the Great or Grand Union Flag with a national banner of new design. Furthermore, there is no record of a Congressional Committee appointed for designing a new flag at that time in history.

Despite the absence of documented facts confirming the validity of the Betsy Ross story, the story is a part of American folklore and remains today the most widely held misconception about the flag. However, it is recorded in the Pennsylvania Archives that she was paid for making colors for the Pennsylvania Navy in May 1777. Perhaps this fact is what led generations of her family to claim that she made the first Stars and Stripes.

Other theories relating to the origin of the Stars and Stripes evolve around actual Revolutionary figures and places such as, George Washington, John Hulbert, Francis Hopkinson, the town of Easton, Pa., John Paul Jones, Abram Markoe and the colony of Rhode Island. Many of these theories or legends grew out of strong ancestral devotion and an abundance of local pride. However, all of these stories contain contradictory information, facts incapable of proof and are vining in one or more vital points.

While mysteries and fantasies surrounding the origin of our na-

See FLAG, page 7



tional flag have existed, since its official adoption on July 14, 1777, the Stars and Stripes has earned and received the respect of all Americans. To Americans it signifies honor and love of country beyond price. It is a living symbol of human dignity, liberty under law, and equal opportunity for all men, women and children.

\* \* \* \* \*



The first nationwide observance of June 14 as Flag Day came in 1877 on the hundredth anniversary of the original flag resolution; however, the emphasis was on the centennial rather than an annual celebration. It was not until Aug. 3, 1949, that Congress approved an annual day of recognition. In a joint resolution it resolved: "That the 14th day of June of each year is hereby designated as Flag Day and the President of the United States is authorized and requested to issue annually a proclamation calling upon officials of the Government to display the flag of the United States on all Government buildings on such day, and urging the people to observe the day as the anniversary of the adoption on June 14, 1777, by the Continental Congress of the Stars and Stripes as the official flag of the United States of America." President Truman signed the measure into law the same day.

## When People Vote, People Listen

### How the Presidential Nominees are Selected

by CW3 Ralph L. Henry

When a voter votes in a Presidential preference primary for a Presidential candidate, the ballot will normally list the candidates' names. However, the voter is not actually voting for a candidate; instead, he or she is either voting for delegates or participating in deciding the allocation of delegates between the party candidates.

There are two initial events that start the delegate selection process. The first method is primaries which are held in 36 states, Puerto Rico and the District of Columbia. As in other national, state, and local elections voting in a primary election is by secret ballot. Military members and civilians stationed overseas or away from their legal voting residences can vote in primaries for federal offices by absentee ballots because these ballots can be sent by mail to their appropriate voting precinct.

The second method is the caucus or convention system. However, unlike primaries, absentee voters are not able to participate in this method of delegate selection. Under this method, a voter must attend a meeting (called a caucus) with other voters, usually from a precinct or town. At this point, the voters present declare their candidate preference. Representatives for the different candidates are then selected for the next stage which is usually a county or congressional district convention. Next, representatives are selected for state conventions and finally for the national convention. Presidential delegates may be chosen at any of these levels.

Some states hold caucuses either before or after a primary to elect the delegates based on the percentage of votes each of the Presidential candidates received in the primary. Other states, such

as Vermont, conduct nonbinding Presidential preference primaries (also called "beauty contests") which are not binding on the delegates selected.

The Presidential selection is based on many factors, including federal and state law, and national and state party rules. Therefore, within each state there may be differences in the delegate selection process. For example, Democrats are usually able to select more delegates than Republicans because of party rules. Some states may have one party holding a primary while the other party conducts a caucus.

In all instances military members, civilians, and eligible dependents are encouraged to participate fully in our democratic voting process at the voting polls or absentee ballots. Vote. Don't let others make your choice.



"If a nation values anything more than freedom, it will lose its freedom, and the irony of it is that if it is comfort or money it values more, it will lose that, too."

—Somerset Maugham, author



Colonel Maune on his way to the breakfast bar at the Officers Club.



Colonel Maune, DMS Director; Dr. Krygiel, DMATSC Director; Mr. Dierdorff, HQ DMA Personnel Director; Mr. Revell, DMS Technical Director and School SGM Dodge.



Colonel Maune exhibits his own personal Blaeu Map, a going away gift from DMS.



Major Thompson, Chief of the Department of Geographic Sciences, presents Colonel Maune with a photomap of Fort Belvoir, depicting each division's "tools of the trade."

## A Personal Thanks From Colonel Maune

I wish to thank LtCol Sakowicz and all other members of the DMS family for the delightful and memorable farewell breakfast and ceremony held in my honor June 1st.

The Blaeu map, military medals display case, pen/pencil desk set and Geographic mementoes were all very nice. The world map shower curtain with terrain analysis "overlay" was quite clever; I wish everyone could have "analyzed" the overlay comments. The pencil drawing of Bagley Hall by Nick Mosura is super; it will remind me always of DMS. The "I survived Rosie" T-shirt has special meaning that Rosie himself would chuckle about. And the Ballplex plotter was certainly a novel idea and took a lot of work just getting it to the O-Club; I'm sorry I can't keep a museum piece of significant value. Will I have to post a guard to keep the Ballplex from being deposited on my desk at ETL? It's amazing what Dave Dannelly did to avoid learning how to perform relative and absolute orientations on that plotter; he's even changing his MOS so I won't harass him about it.

All in all I felt this farewell was really special — prepared by a lot of DMSers very special in my heart.

Thanks for the memories!

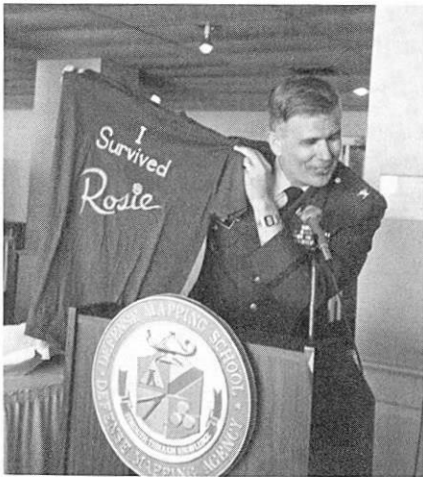
*David F Maune*



In an effort to find a home for the outdated Ballplex plotter, the Cartography Division offered it to Colonel Maune.



SGT(P) Hill and SFC Edwards hold the shower curtain with the terrain overlay presented to Colonel Maune from the Terrain Evaluation Division.



Colonel Maune exhibits a T-Shirt from the Department of Management and Technology representing a "special meaning" to Maj Gen Rosenberg (Ret), and himself.



Colonel Maune holding an artist's sketch of Bagley Hall from the Office of Plans, Programs and Operations. The sketch was drawn by Nick Mosura, Visual Information Division.

## Create Your Future Through Individual Development and Planning

by Penny Greer  
Federal Women's Program Manager

Mr. Fred Lenoach, Chief, Training and Development Division, Civilian Personnel Office, U.S. Army Engineer School and Fort Belvoir, conducted a career development training session on "Creating Your Future Through Individual Development and Planning" at the SOSA Recreation Center, May 24, 1988.

Do you realize that simply by living in this area of the world, with the maximum concentration of federal jobs, you have an unlimited opportunity for advancement? Because of this opportunity it is important to design and follow your own Individual Development Plan (IDP) to map out your plan for advancement.

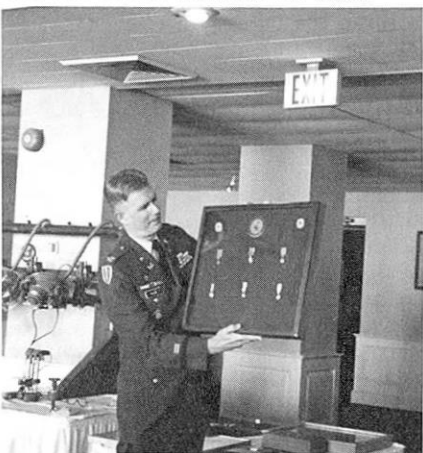
How do you develop your IDP? First, decide what field you want to advance in by looking at what field is "exploding" with the most opportunities. This is going to the "Sound of the Gun" and may require you to take a risk or perhaps make a sacrifice in order to succeed. Remember to visualize your goal because you cannot reach a goal if you cannot see it. Secondly, decide on the specific grade you wish to achieve and develop the specific skills and

education needed to achieve that grade and do not give up until you reach it. Next, develop a financial plan to budget your money to make your IDP work. Remember, tell your goals only to those who will help you reach them. Call your Civilian Personnel Office and let them help you! Last, but not least, once you have reached your goal do not get stagnant -- develop new goals! Learn other skills and develop other areas of your life to keep yourself alert and active!!!

Educational Assistance



Colonel Maune holding a pen and pencil set, presented by CMSgt Jackson, as a token of remembrance from the U.S. Air Force members at DMS.



Colonel Maune displays a wooden case, made by John Bassett, Management and Technology, to hold his medals. The gift was from DMS.

## Overall DMA Safety Record is Impressive

The final figures are in: Fiscal Year 1987 was a very good year in DMA for safety improvement. Lost-time accidents were down 38 percent. Lost workdays were reduced by 71 percent. Impressive numbers -- but just a start, according to Ronald Fitzgerald, director of Safety for the Agency.

"These numbers show a real improvement," Fitzgerald added, "but we must continue to improve. Only when all DMA employees work for safety will we stop accidents."

No matter how good the statistics look, he explained, "DMA still had 79 employees injured in lost-time accidents. Over 269 employees were injured seriously enough to seek medical attention.

"As long as DMA employees are being hurt on the job, our work is not finished," Fitzgerald maintained. "Fiscal '87 was a good year. Now that we know we can do it, we must do better. Our job has just begun."

## Mixed Bowling League is Now Forming

The DMS Mixed Bowling League will be starting again in September, on Sunday evenings. This league is a handicapped league governed by ABC rules, and open to all (you need not be currently employed by DMS to participate). Being a handicapped league means that you don't have to be a professional to have fun or to win. Teams consist of four members, two males and two females. You may enter as a team, a couple or as single members (we will make up teams from those not entering as teams). All bowling is done at the Post Bowling Center. Our main objective is to have a good time and meet a lot of nice people. If you think you might like to join us, or would like some further information, please contact Jim Lobdell at 664-1087.

## DMA Participated in the Annual Meeting of the President's Committee on Employment of the Handicapped



Representing DMA at the Annual Meeting of the President's Committee on Employment of the Handicapped are (left to right: Marie Simmons, DMAAC; Annetta Weiss, DMACPSO; Harvey Stoller, DMAHTC and Paul Hayduk, DMACPSO.

The DMA exhibit "Onward and Upward" was displayed at the Annual Meeting of the President's Committee on Employment of the Handicapped held in Washington, D.C. The primary goal of the meeting was to provide participants with the latest information on rehabilitation, technology advancements and programs for employment of the disabled. It also served as a forum to exchange information. The meeting brought together individuals with disabilities, employers from the public and private sectors, labor leaders, rehabilitation professionals and volunteers interested in providing job opportunities for the disabled. Participants came from various locations throughout the United States and foreign lands.

## College Cost in the Year 2000 Will Be Staggering

Recent estimates of the cost of a college education in the early 2000's are staggering. It is estimated that the cost will reach \$150,000 or more.

Parents who have not looked into savings bonds recently should be aware that series EE savings bonds are quite competitive since the Government changed them to a market-based, variable rate system 5 years ago. They can be obtained with a minimum investment well within the reach of most young parents.

Today's savings bonds are geared to the fluctuations of the

market -- when the market goes up, the interest rate on savings bonds goes up. The rate on bonds changes ever 6 months (in November and May)

Starting at a baby's birth, regular monthly savings of just \$100 could amount to over \$300,000 when he/she is 18. And, you can plan to handle taxation of the accumulated interest in a way that will conserve a maximum amount of earnings for personal use.

Begin by obtaining a social security number for the child. For tax planning purposes, have the bonds registered in the child's name with a parent as beneficiary, not co-owner.

# Director's Call

## Awards

### PROMOTION - MILITARY

CPT(P) Arthur G. Thompson (USA)  
Department of Geographic Sciences  
Promoted to Major

### JOINT SERVICE COMMENDATION MEDAL

SFC Aaron C. Guess (USA)  
Department of Construction Engineering

SFC Ronald H. Nelson (USA)  
Department of Construction Engineering

SSgt Steven R. Woosley (USMC)  
Department of Construction Engineering

### MILITARY CERTIFICATES

CW3 David C. Dannelly (USA)  
Department of Geographic Sciences  
Certificate of Achievement

SSG Timmy K. Marcum (USA)  
Department of Construction Engineering  
Master Instructor Certificate

### LETTERS/MEMOS OF APPRECIATION

CPT Patricia A. Poulson (USA)  
Department of Management and Technology  
Letter of Appreciation

SSG Carl D. Cummings (USA)  
Department of Construction Engineering  
Memorandum of Appreciation

## New Arrivals

### MILITARY

Capt Harold J. Huslage, Jr. (USAF)  
Department of Management and Technology

Capt Nelson J. Mora (USAF)  
Department of Management and Technology

SGT(P) Theodore W. Mohn (USA)  
Department of Geographic Sciences

### CIVILIAN

Mr. Mark Altman  
Department of Management and Technology

Mr. Eric Dean  
Department of Management and Technology

## Departures

### MILITARY

SSgt Steven R. Woosley (USMC)  
Department of Construction Engineering  
Reassignment

SSG Enrique Pastor (USA)  
Department of Graphic Arts  
Reassignment

### CIVILIAN

Mr. Richard C. Kuhblank  
Department of Management and Technology  
Position in Private Industry

Mr. Carl Markwell  
Department of Graphic Arts  
Retirement

# Are You Dying for a Drink?

by Rickie Blas

Commercialism makes it look glamorous; if you do it, you will be confident. Elegant, long-and short-stemmed crystal glasses make it appear irresistibly "posh." However, there are many "unglamorous" elements of drinking and here are a few.

As soon as the alcohol reaches the fine membranes of the inner lip and mouth, white blood cells begin to repair the immediate damage just inflicted with that initial drink. As the alcohol reaches the stomach, a percentage enters the bloodstream by penetrating the stomach wall. The rest is quickly absorbed into the bloodstream through the small intestine. In addition, the alcohol penetrates the brain almost immediately while destroying vital cells along the way. (These cells are never replaced. Other cells take over their job.) By now one should begin to feel a bit euphoric.

The liver is now struggling to break down this strange poison.



But the process is slow. The liver can only process one ounce of alcohol per hour. (How many ounces are you going to drink?) The non-metabolized alcohol recirculates in the blood. Meanwhile, the liver is producing a poison of its own to handle this assault. Its enzymes create metabolites. If the liver is healthy, some of the poisonous metabolites are converted to less toxic metabolites. However, vomiting and cardiac irregularities can be the result of the the most toxic metabolite (called acetaldehyde) accumulating in one's system. As drinking continues, the blood pressure, blood flow, brain

chemistry and other organs will be affected.

Internal bleeding is the result of ingesting too much alcohol on an empty stomach over several days of binging. Alcohol can burn a hole right through the stomach lining. In addition, the brain can receive a paralyzing effect because of irreparable damage to the central nervous system.

Excessive and prolonged use of alcohol can induce delirium tremens, better known as the d.t.'s. Delirium tremens causes violent body tremors and twitching motions, pupils dilate and gaze becomes fixed. Severe d.t.'s can be fatal.

If an alcoholic passes out, there is a possibility he/she will suffocate if the body attempts to dispell the mixture and unconsciousness prevents vomiting. Alcohol can also paralyze the brain stem, which controls automatic functions such as breathing and is another way an alcoholic can die from suffocation during unconsciousness.

For heavy drinkers, "15" is an unlucky number. Life expectancy for heavy drinkers is 15 years below the average person and the suicide rate is 15 times greater.



## Defense Mapping School

# Annual Picnic

Date: 10 July 1988

Time: 1200 to 1700 hrs

Where: Coast Guard Station



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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Colonel David F. Maune

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### DEFENSE MAPPING SCHOOL

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# CONTOUR

Volume 15, Number 10

Defense Mapping School, Fort Belvoir, Virginia

July 1988

## DMS Change of Command Ceremony Held at SOSA

by Irene L. Peine

In a Change of Command Ceremony held at Fort Belvoir's SOSA Community Center on June 22, 1988, the command of the Defense Mapping School changed from Colonel David F. Maune to Colonel Daniel R. Clark. Colonel Clark is the School's seventh Director since its establishment in July 1972.

Maj Gen Robert E. Durkin, Director of the Defense Mapping Agency, Colonel Maune, and Colonel Clark, members of the official party, took their places at the front of the room for the "March of the Colors" and the playing of the "National Anthem" by a drummer and bugler from the U.S. Army Air Force band. At the conclusion the official party

was seated after Staff Command Chaplain Myers, Fort Belvoir, gave the invocation.

Maj Gen Durkin then presented Colonel Maune the Defense Superior Service Medal with Oak Leaf Cluster. While serving as Director of the Defense Mapping School from July 17, 1985 to June 21, 1988, Colonel Maune's professional and effective leadership, creative management skills and dedication to superior levels of performance were responsible for a sustained record of improvement in the educational capability of DMS. By initiating an Annual Cultural Awareness Day, Colonel Maune established a way to de-

See CHANGE page 2



Colonel Daniel R. Clark

### Meet Our New Director

"Hello, I'm your new Director!" To many DMSers our first meeting with our new Director was at the Change of Command Ceremony, Wednesday, June 22. The friendly hand-shake, the kindly expression in his eyes and the pleasant smile were all reassurances to DMSers that the progress, growth and stability of the Defense Mapping School would continue in a positive manner.

Colonel Daniel R. Clark, U.S. Army was born in September 1937 in Newark, N. J. He earned a Civil Engineering degree from the University of Detroit (1960), has a Master of Science degree from Utah State University (1965), and a Master of Business Administration degree from the University of Santa Clara (1969). His military education includes the Army Command and General Staff College, Air University Staff College, and Air War College. He is a registered professional engineer in the state of New York.

Colonel Clark has held numer-

See CLARK page 2



Major General Robert E. Durkin (USAF), Director of the Defense Mapping Agency (center); Colonel Daniel R. Clark (USA), Incoming Director, Defense Mapping School (left); and Colonel David F. Maune (USA), Director, Defense Mapping School (right) stand at attention in front of the "Colors."



**Congratulations Colonel Maune! General Durkin and Colonel Maune after the presentation of the Defense Superior Service Medal with Oak Leaf Cluster.**

**CHANGE from page 1**

velop a better understanding of the School's foreign students, minority groups, faculty, and other employees, thus creating positive relationships. His ability to maintain high values was reflected in the success of charity fund raising activities, attendance at social functions and the lack of any major IG complaints or findings.

After the award presentation, in a symbolic transfer of the DMA flag from Colonel Maune to Colonel Clark by Maj Gen Durkin, Colonel Daniel R. Clark became the new Director of DMS. While a change of command is brief, it is a military tradition and holds an embodied concept -- a unity of command that is important to any military organization. Although a large number of DMA employees are civilians, DMA is considered a military organization because its specific mission is to support the U.S. Armed Forces and Military Forces of U.S. Allies.

In his farewell address, Colonel Maune summarized the accomplishments of the School during his tenure and paid high compliments to the professional skills of the School's instructors and its supporting staff. He said he was proud of the Defense Mapping School because, "We are a family -- we are the 'Alma Mater' of mapping, charting, and geodesy

students."

In closing, he said he had one official act to perform before turning over complete leadership to Colonel Clark, and that was to discipline one of his instructors -- something he had neglected until it was brought to mind at his farewell breakfast. The matter concerned MAJ(P) DeSanzo and his skill in presenting jokes. Colonel Maune then, with a twinkle of mischief in his eye, handed MAJ(P) DeSanzo a "book of jokes."

Colonel Clark then addressed the assembled DMA senior staff, invited guests and School employees. Colonel Clark said he was proud to accept the leadership of the DMS and would continue to promote the recognition and growth of the School within the MC&G community. He further said that his assignment to Fort Belvoir and the School was one that he requested. After an absence of 7 years, it really felt great to be back in the MC&G field.

The ceremony ended with the "Retirement of Colors" and the departure of the official party.

Following the ceremony, refreshments were served and employees and invited guests welcomed Colonel Clark as the new Director and bade Colonel Maune a fond "auf Wiedersehen."

**CLARK from page 1**

ous responsible command and staff assignments in the United States and overseas. These have included Operations Officer, 84th Engineer Battalion in Vietnam (1970); Chief of Facilities Engineering, HQ Allied Forces, Central Europe (1971-1974); Deputy District Engineer, U.S. Army Engineer District, Nashville (1975); Army Research and Development Officer, HQ Defense Mapping Agency, Washington, D. C. (1977-1978); Commander, 649th Engineer Battalion, West Germany (1979-1981); Deputy Commander, 18th Engineer Brigade, West Germany (1981-1983); 1st Army Engineer, HQ 1st Army, Fort Meade; and Commander, Buffalo District, U.S. Army Corps of Engineers (1985-1988).

His awards include the Bronze Star Medal with two Oak Leaf Clusters, Defense Meritorious Service Medal, Meritorious Service Medal with Oak Leaf Cluster, the Air Medal, and the Army Commendation Medal.

Colonel Clark and his wife, Kathy, have five children: Michael, who is married and a 1st Lieutenant in the Corps of Engineers, now attending the Engineer Officer Advanced Course at Fort Belvoir; Mary who is a teacher in Philadelphia, Pa.; and James (17), Robert (15), and Ellen (14) who are high school students and reside at home.



**Good natured MAJ(P) Louis DeSanzo exhibiting Colonel Maune's disciplinary action -- "a book of jokes!"**

# The Direct Line



by

**Maj Gen Robert F. Durkin, USAF**  
**Director**  
**Defense Mapping Agency**

In recent years, the philosophies, objectives, and image of Inspector Generals have been steadily changing and improving. Articles have been written about the impact of change on the IG process and the benefits of assistance and openness, as opposed to white glove appraisals and "...tell 'em only what they ask for."

Inspectors representing the Department of Defense Inspector General have just concluded their general inspection of DMA. In their draft inspection report they stated that they "...were impressed with the enthusiasm, dedication, and professionalism displayed by DMA personnel throughout the inspection," and that "...customers were very satisfied with the support provided by DMA."

However, the DoD IG also pointed out that we may have weaknesses in several mission essential functions. Many of the deficiencies identified by the DoD IG have previously been included in DMA IG inspection reports. Too many deficiencies already pointed out by our own inspection system have not been corrected. In this regard, we must do better.

To improve our IG program, the DMA IG initiated several policy and procedural changes. These changes will enable the consoli-

dation and classification of findings into systemic categories, encourage the use of objective checklists, reestablish multi-tiered rating criteria, encourage Component self-inspection programs, and simplify reports and reduce paperwork.

While I realize the importance and need for policy and procedural changes, I also recognize that it takes people to make changes happen and programs work. Policy and procedural changes only give direction. If our IG program is perceived as negative, issues and problems may be concealed rather than highlighted. Such reactions would impede the overall effectiveness and efficiency of DMA.

With your cooperation, this will not happen. Confidence in the IG program is important. My interest is in solving problems, not pointing a finger. I expect all DMA employees to discuss problems and issues openly and honestly without fear of reprisal.

I have asked the DMA IG to also conduct assistance visits to elements of DMA Components. These visits will consist of per-

sonnel conference periods and discussions with host officials, supervisors and employees to identify personnel and systemic problems. Inspections of DMA elements will be conducted by DMA Components under a new IG self-inspection policy. Major DMA Components continue to be inspected by the DMA IG as they have in the past. However, inspections may be special or general and will focus on mission accomplishment and functional management.

In conclusion, I want to recognize that the DMA IG is part of the DMA family, a partner that provides an important service. How well the IG is able to accomplish this service depends on your cooperation. I urge each of you to support and actively participate in this effort by helping to identify our problems and work on their resolution. I want everyone at DMA to realize that the old IG cliché "we're here to help" is not just an empty phrase, but a promise we intend to keep. Let's start now as we work to close the issues raised by the DoD Inspector General.

---

## ***First Annual DMA Inspector General Conference Held***

DMA recently held its first annual Inspector General Conference, bringing together all Component IGs, several potential IG augmentee inspectors and IG representatives from other Defense agencies. The conference was convened to promote the IG program, establish an informal IG network with DMA, discuss problems and concerns, develop potential solutions and train IGs and a cadre of augmentee inspectors.

The first day was devoted to a program overview by each DMA Component IG and a briefing by Colonel Stephen F. Burrell, the Aerospace Center (AC) IG, on the self-inspection program at AC. The second, third and fourth days were devoted to inspection training offered by personnel of the Air Force Inspection and Safety

Center, Norton Air Force Base, Calif.

On the fifth day, the DMA IGs participated in workshops chaired by Lieutenant Colonel William E. Whitworth, the Hydrographic/Topographic Center IG; and Colonel Charles M. Rose, the Reston Center IG. From these workshops, participants identified common problems and concerns, and recommended solutions. The DMA IG will use information from the workshops to make the inspection program within DMA more efficient and effective. "The training sessions helped us gain a better understanding of our mission and the methods we use to identify problem areas," said Colonel Ernest F. Boyer, DMA IG. "Man-

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**SEE DMA IG page 4**

## Military Leave Should Be Used as It Accrues

Military accrued leave in excess of 60 days at the end of each FY is lost unless special leave accrual is authorized (AR 630-5, par. 303). Special leave accrual is authorized under very limited circumstances involving receipt of hostile fire or imminent danger pay or certain deployment situations.

A review of legislative history concerning leave policy clearly shows that members of congress intended that personnel use their leave as it accrues. It is specifically intended to provide military members with rest away from the arduous duties of military service. The authorization for the accumulation of 60 days of leave was enacted by members of congress to protect service members from losing leave when a bona fide military requirement prevented leave use.

Leave policy (AR630-5, par 1-11 and chapter 2), requires the establishment of an annual leave program which supports the congressional intent. Such a program is designed to:

- a. ensure the maximum use of earned leave.
- b. minimize the loss of leave. (Approx 20,000 enlisted and 19,000 officers and warrant offices forfeited an average of 7 days leave at the end of FY 86 and FY 87.
- c. reduce to a minimum the cost of payments for unused accrued leave.

## IG Investigates Coca-Cola Bottling Company

May 1988 ---- An investigation by the Inspector General, DoD resulted in an indictment charging Coca-Cola Bottling Company United, Incorporated, of Birmingham, Ala. The defendant was charged with participating in a conspiracy to fix wholesale, and discount prices of soft-drink products in the Savannah area, including military commissaries. If convicted, the corporation faces a maximum fine of \$1M.



First Annual DMA IG Conference attendees were: (standing) Micky Hostetler, Audrey Parks, Joe Gott, Ronald Fitzgerald, Colonel Charles Rose, Barry Forry, John Dezan, Russell Reidell, LTC Chester Smith, Felton Mitchell, Farr Arrington, Virginia Sunderland, Tom Williams, LTC Richard Boerckel, and LTC William Whitworth; (seated, second row) Alice Mathis, Linda Skelly, Shelley Davis, Mae Bissett, Theresa Clark, and Lenore Hall; (kneeling, first row) Maj Will Schlegel, CMSgt Julian Morton, Lt Col Ronald Pregmon, Maj Earl Phippen, Maj William McIntyre, Eugene da Costa, LtCol Charles Sakowicz, Ed Allen, and Lawrence Dulong. Other attendees not shown were: James Connally, Pamela Salas, Colonel Stephen Burrell, Melinda Brown, Richard Tanzillo, and Colonel Ernest F. Boyer.

### DMA IG from page 3

agers and inspection augmentees will benefit when conducting assessments and inspections, or in following up on corrections required in policy, procedures and programs," he added.

The training will also assist in the early detection of fraud, waste, abuse and mismanagement. Close IG ties, more effective use of resources and improved relationship between the DMA IG inspectors will result. "A good inspection program will, in the long run, benefit DMA, DoD and the U.S. Government," concluded Colonel Boyer.

**"We can lick gravity, but sometimes the paperwork is overwhelming."**  
**— Wernher Von Braun,**  
**rocket scientist**



## From the DMS Schoolhouse

by  
Colonel Daniel R. Clark  
Director  
Defense Mapping School

Hello everybody! As incoming Director, I'm proud that my first official duty is to contribute to our fine School newspaper. I read my first Contour more than 10 years ago when COL Ed Wintz was Director. He was a superb writer and I learned to look forward to his monthly column.

This July, our nation celebrates 150 years of topographical engineering. Nobody can be sure how many times during the past century and a half mappers told their customers "You'd be lost without us." But, those who know the business are sure that the mapping, charting and geodesy (MC&G) contribution to the national defense is more significant than ever.

DMS is an exciting place to be right now. We've got a great mix of civilians and military on our team with an enormous amount of expertise. With a strength of just under 200, we're a small outfit as DoD agencies go. That means we can be very responsive. In an outfit of our size, everyone is important so every member of our team has an opportunity to make an important contribution every day.

It's certain that all of us want to use our individual and collective talent as effectively as we can. To be effective means to do the right thing. I observe that our mission statement, as currently written, identifies 17 distinct functions. They all appear to be useful and important tasks. It strikes me, however, that the key to our effectiveness is the MC&G student.

We are effective when every student in every DMS classroom experiences outstanding training. We're effective when our students feel good about themselves. We're effective when we encourage our students to achieve success through positive reinforcement of their good efforts. We're effective when we dig out and present current material. We're effective when we graduate disciplined, mentally sharp students highly motivated to contribute to the MC&G mission. So let's focus on our students as the key customers.

As a closing thought, I want to extend the notions of concentrating on the positive, and making people feel good about themselves, to all of us on the staff as well. Several weeks ago I came across

a creed for supervisors that goes like this:

### Supervisor's Creed

"I am a great supervisor. I believe all employees will succeed.

I smile and greet employees. I never gossip about others to anyone. I praise good efforts more often than I correct mistakes. I set specific important goals for each employee. I freely share what I know and help others as often as needed. My employees are the best."<sup>1</sup>

\* \* \* \* \*

I'd like to see all of us put that into practice.

<sup>1</sup>From *Practical Motivation Handbook* by Kenneth E. Carlisle and Sheila E. Murphy, John Wiley and Sons, Inc., 1986.

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## It Happened Ten Years Ago

Reprint from the  
July 21, 1978 Contour

by

Colonel Edward K. Wintz  
Defense Mapping School  
June 23, 1975 to April 10, 1979



A tale lies in the publication of the last Contour. As the constant reader knows, the paper is at the temporary mercies of Mr. Jim Harnden while we and the Civilian Personnel mechanism seek a new permanent editor. This hiring process seems to have been slowed somewhat because our supply of eligible bachelor Lieutenant Colonels has been reduced, thereby limiting one of the fringe benefits of the editor position. Harnden is so anxious to terminate his extra duty that he has offered to wink at all applicants, but that has had an understandably minimal effect.

At any rate, the first hint of trouble came when I encountered two very surly plateinakers in the Stripping room. Messrs. Morey and O'Brien are normally a cheerful lot, much given to harmless pranks, platform enthusiasm and gentle jiving. On this occasion, however, tension rent the room like an impending storm. It seems that the Contour was due the next day and they had been provided a photo of our new Deputy (Commander Kelson E. Slayman), complete with a casual but sincere pose, white uniform, and a large blotch covering nose and upper lip. Eliminating phrases seldom seen in military publications, our photolithographers pointed out that most news cameramen knew that Polaroid film responded to two things: 1) A narrow part of the electromagnetic spectrum known as visible, or actinic, light, and 2) thumbs. I jollied these chaps as best I could ("Ho, ho, guess we better Stop the Presses," and such. Not much reaction.), and scurried into the Acting Editor's shop.

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See WINTZ page 6



SSgt Tommy Williams starting to dismantle one of the six Harris LXG-FR offset printing presses that were removed from the press room in June to make room for Heidelberg SORD presses.

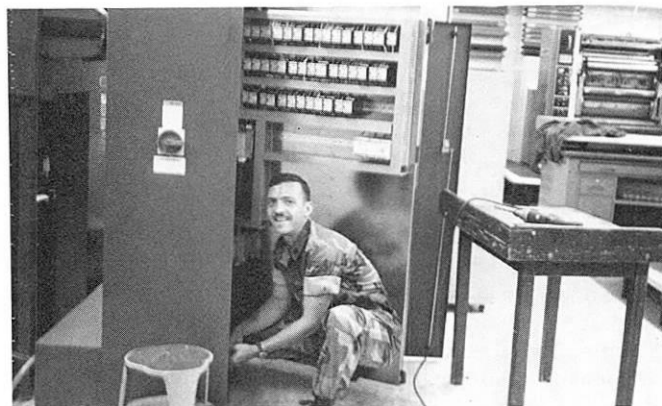
## The End of an Era Has Come

by CW4 Andy Yacenda

Many of the Department of Graphic Arts (GA) personnel watched as a contractor removed the six old Harris LXG-FR offset printing presses from the press room during the last week in June. These presses served the School faithfully for 21 years. They were rebuilt by the Harris Corporation and sold to the School in 1967 and are now being replaced with Heidelberg SORD offset presses.

One of the many onlookers, during the removal of the Harris presses, was Mr. Carl Markwell. Carl had been at the Defense Mapping School as long as the Harris presses and he, too, left GA the last of June. After a total of 43 years and 9 1/2 months of federal service, he said he was ready to retire and take a rest.

During his 21 years at DMS, Carl took a personal interest in the maintenance of these presses. While doing my first tour of duty at DMS, as a young buck sergeant back in 1969, Carl taught me how to



A pleased SSgt Williams inspecting one of the new Heidelberg SORD offset presses delivered to the Department of Graphic Arts the first part of July.

operate the LXG, like he did with many other instructors. I never forgot how he stressed the importance of good preventative maintenance. These early teachings by Carl have been very useful throughout my career as both a pressman and a reproduction technician.

Carl, a big man in stature, was generally very quiet by nature and easy to get along with. Throughout my entire association with him, the only time I ever saw Carl get riled was when an instructor or student neglected to take proper care of the presses or when they carelessly damaged one of "Carl's babies." During these rare occasions, Carl used words to describe his displeasure that even I, with my New York City background, had never heard before -- well, maybe a few times!

I felt much sadness in seeing Carl retire and leave the School. He had shared his knowledge and ability with many of us over the years. He will, undoubtedly, be missed by all who knew him and worked with him. His students will probably remember him as the gray-haired, old guy who knew a lot about the presses at DMS.

Best wishes to you Carl, as you enter the well-deserved retirement phase of your life. And goodbye LXGs.

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### WINTZ from page 5

The Harnden-Locke editorial axis was also alive with tension. Attempts at retouching the blotch reduced the photo to something one would expect to see at the Walter Reed Pathological Exhibit. "Naw, it don't look like him," said SGM Locke, with uncharacteristic feeling for officer sensibilities. What was worse, the Deputy could not be found. I explained gently that he was off on a trivial personal errand (buying a house), but would be present in the morning. Much headshaking, eye-rolling, and tut-tutting followed, but a quick review of Service policy terminated this tangent.

At any rate, the house was bought, the picture retaken, the page replated, and the paper published on time. Our serious thanks to PRT (Dial-an-Editor?), Mr. O'Brien, Long Island Morey, Gunny Williams and Top Wise for getting the job done. You're all great, and fun to be around.

But keep winking, Jim.

\* \* \* \* \*

(Note: In 1978 the *Contour* was edited, typed, designed, copyfitted, and printed at the School. The Editor, Lynn Manov-Sprinsky resigned to be with her newly-wed husband, LTC William Sprinsky, who was reassigned to Potsdam, N.Y.

Today, in 1988, *Contour* publication is still hectic and is governed by the principles of "Murphy's Law". It is edited, typed on a wordprocessor, designed and copyfitted in the Public Affairs Office. Printing is done commercially.)

# Director's Call

## Awards

### PROMOTIONS

MAJ(P) Louis R. DeSanzo (USA)  
Department of Management and Technology  
Promoted to Lieutenant Colonel

### AWARDS

#### JOINT SERVICE COMMENDATION MEDAL

Capt Nelson J. Mora (USAF)  
Department of Management and Technology

SSG Enrique Pastor (USA)  
Department of Graphic Arts

SGT(P) Brenda D. Hill (USA)  
Department of Geographic Sciences

#### MILITARY CERTIFICATES

SSG Timmy K. Marcum (USA)  
Department of Construction Engineering  
Master Instructor Certificate

SSgt Mitchell Glover (USMC)  
Department of Graphic Arts  
Certificate of Good Conduct

SSgt Werner V. Hofer (USMC)  
Department of Geographic Sciences  
Certificate of Good Conduct

#### LETTERS/MEMOS OF APPRECIATION

Ms. Janel L. Thomas  
Department of Geographic Sciences  
DMA Certificate of Appreciation

SSG Carl D. Cummings (USA)  
Department of Construction Engineering  
Memorandum of Appreciation

#### DIPLOMAS

SSgt Tommy Williams (USMC)  
Department of Graphic Arts  
Formal School Instructor Course

SGT(P) Theodore W. Mohn (USA)  
Department of Geographic Sciences  
Formal School Instructor Course

## New Arrivals

### MILITARY

Capt James Reed (USAF)  
Department of Management and Technology

ILT David A. Lagasse (USA)  
Department of Management and Technology

SMSgt Gerald A. Smith (USAF)  
Department of Geographic Sciences

SFC Kenneth J. Klopp (USA)  
Department of Management and Technology

SSG Lawrence P. Tydingco (USA)  
Department of Geographic Sciences

SFC Paul Swartz (USA)  
Department of Geographic Sciences

### CIVILIAN

Ms. Barbara Henderson  
Department of Geographic Sciences

Mr. Richard Hammerstone  
Office of Plans, Programs, and Operations

## Departures

### MILITARY

SSG Timothy M. Brennan (USA)  
Department of Graphic Arts  
Reassignment

SSG Patrick E. Downs  
Department of Graphic Arts  
Reassignment

SFC(P) Donald R. Foss  
Department of Geographic Sciences  
Reassignment

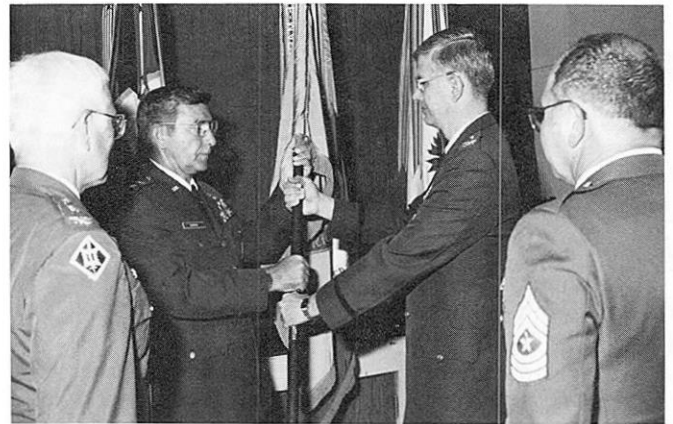
### CIVILIAN

Dr. Linda J. Schultz  
Educational Advisor  
Office of the Director  
Transfer to Defense Intelligence Agency

Mr. Charles Locke  
Department of Construction Engineering  
Retirement



SGM John S. Dodge, the School's Chief Instructor, hands the Defense Mapping Agency Flag to Colonel David F. Maune, the DMS outgoing Director.



Colonel Maune hands the DMA Flag to Major General Robert E. Durkin, DMA Director, relinquishing his command at the Defense Mapping School.



Major General Durkin hands the DMA Flag to Colonel Daniel R. Clark, appointing him as the new Director of the Defense Mapping School.



Colonel Clark returns the flag to SGM Dodge, thus concluding the symbolic Change of Command Ceremony, a military tradition that establishes unity of command.



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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 Public Affairs Officer  
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DMS - TD/EA (2)



# CONTOUR

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Defense Mapping School, Fort Belvoir, Virginia

August 1988

## ASD for Command, Control, Communications and Intelligence Visits DMA



Mr. Chris Jarvis (left), HTC Scientific Data Department, briefs Dr. Gordon A. Smith, Assistant Secretary of Defense for Command, Control, Communications and Intelligence, on the Source Acquisition Segment of the MARK 85 system. The Secretary visited the Defense Mapping Agency as guest of Major General Robert F. Durkin, DMA Director, and toured the production facilities at the Hydrographic/Topographic Center.

The Assistant Secretary of Defense for Command, Control, Communications and Intelligence (ASD(C<sup>3</sup>I)) recently visited the Defense Mapping Agency.

Dr. Gordon A. Smith, ASD(C<sup>3</sup>I), was the guest of Major General Robert F. Durkin, DMA Director, for a tour of the production facilities at the Hydrographic/Topographic Center (HTC). DMA is under the direction and control of the ASD(C<sup>3</sup>I).

During his 4.5-hour tour, the Assistant Secretary received briefings on various segments of the MARK 85 and MARK 90 systems including the SA/S, DC/S and

FE/S. All segment briefers for the tour were HTC employees.

Escorts for the tour were Penman "Red" Gilliam, deputy director for Management and Technology, HQ DMA, and Lon M. Smith, technical director, HTC.

Prior to his appointment as ASD(C<sup>3</sup>I), Dr. Smith served as the deputy director, Strategic Defense Initiative Organization, Office of the Secretary of Defense. He received his appointment as ASD(C<sup>3</sup>I) on May 24, 1988.

Dr. Smith graduated from Swinndon College, United Kingdom, in 1957 and is a Chartered Engineer of the United Kingdom as well as

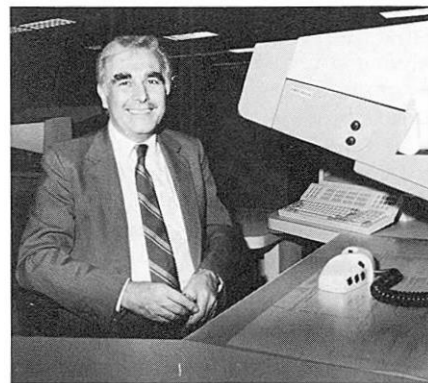
a registered professional engineer of the State of Maryland.

He holds a master of science and a doctorate in the Management of Science, Technology and Innovation from George Washington University, Washington, D.C.

Dr. Smith was president of Fairchild Space Operations Company, Germantown, Md., prior to entering the government service.

He has served as a staff member of the House Subcommittee on Space Science and Applications, U.S. House of Representatives and was a congressional fellow sponsored by the American Institute of Aeronautics and Astronautics.

Dr. Smith has published numerous papers in the fields of space mechanisms, deployable structures and management. As an adjunct professor at George Washington University, he taught program management and international science and technology.



Dr. Gordon A. Smith, ASD(C<sup>3</sup>I), sits at the Feature Extraction Segment during his visit to DMA's production facility at HTC.

# The Direct Line



by  
**Maj Gen Robert F. Durkin, USAF**  
**Director**  
**Defense Mapping Agency**

## *Changing Times*

If I were to say that the Agency is undergoing a period of adjustment, I'm sure the seasoned employee would counter with "It's not adjustment; it's radical change!" And that employee would be right. We are, without doubt, undergoing great change throughout the Agency as we move toward our ultimate goal of a digital production system.

How did we get to this changing role? Actually, it started shortly after the creation of DMA in 1972. You'll remember the Agency was established, in part, from three military service-owned MC&G organizations -- the Army Topographic Command, the Air Force Aeronautical Chart and Information Center and the hydrographic charting portion of the Naval Oceanographic Office. In the early days each Center was designed to function independently, maintaining service-oriented relationships with operational users and the research and development community. Support from each Center was oriented toward the Service of its origin.

This traditional operating approach began to change in 1978 when the hydrographic and topographic functions consolidated and the Hydrographic/Topographic Center was formed. Change continued with the sharing of digital data production (both terrain and

feature) between the Aerospace Center and HTC. The advent of the MARK 85 initiative continued our changing role as common hardware and software were implemented across the Agency under common configuration control.

MARK 90 and the digital production system will dictate unprecedented inter-center dependency because the Centers will be sharing production responsibilities for many individual products. We will be increasing the production of multi-service maps, charts and digital data at each Center.

As our way of doing business changes, we must look carefully at our operation to ensure maximum results from minimum expenditures of monies and resources. Equipment utilization must be carefully examined and training requirements carefully evaluated so that our people are ready for new equipment and methods.

Change.. Transition.. Conversion.. Progress.. -- whatever word you prefer -- historically, doesn't come easy. We all realize that the development and now the implementation of the MARK 90 program is not without its "challenges."

To insure an effective transition of DMA to MARK 90 environment, I have established a

MARK 90 Transition Management Office (TMO). Mr. John Mendez, DMA Systems Center, will head the office. While this is a staff element, responsible to me, I do not envision the TMO to be a large group. Instead, it will draw on the other Agency elements to conduct analyses and recommend changes in specific functional areas.

The TMO will review all areas potentially impacted by MARK 90, such as organization roles and structure, production planning and management, facilities, contracting and training requirements, and non-MARK 90 production activities.

As issues are studied and recommendations are developed, results will be distributed to members of my advisory board. I will be presented recommended actions, including analysis of non-concurrences. Decisions will be published and appropriate DMA documents will be altered to reflect my decisions.

Change is inevitable, but it does not have to be overwhelming. My goal is to make our changing times as smooth as possible. The establishment of the Transition Management Office, I believe, will help us recognize and correct situations before they become problems.



**Dr. Gordon A. Smith, ASD(C<sup>3</sup>I),** receives "hands-on training" in the operation of the Digital Comparator Segment of the MARK 85 system. Escorts for the visit were Penman "Red" Gilliam (left), deputy director, HQ DMA, and Lon M. Smith, technical director, HTC (not shown).

# From the DMS Schoolhouse



by  
Colonel Daniel R. Clark  
Director  
Defense Mapping School

I am writing this on July 28, 1988, which happens to be the 28th anniversary of my entry onto active duty as an officer in the U.S. Army, Corps of Engineers. I feel like a very fortunate fellow because I have enjoyed some wonderful assignments over the span of my service career and also because I am especially enjoying my current assignment as the Director of this fine School. I thank the many personnel of all grades, both military and civilian, from all departments who have taught me so much during my first month on board. Your briefings and guided tours were excellent. They served to reinforce my initial impression of the Defense Mapping School as a high performing organization staffed with great people doing an outstanding job.

There is clearly a broad appreciation among all our personnel, that we have a tremendously important mission to perform as the leaders in Mapping, Charting, and Geodesy training. Our traditional support to the military departments is more responsive and effective than ever. Our support to our own Agency and its Components is growing and becoming an increasingly important and vital part of what we are doing together. My vision for the Defense Mapping School is to be the Agency's training center of excellence. We can serve our Agency well by providing expert and ef-



Colonel Daniel R. Clark

fective instruction in emerging technologies as well as instruction on equipment currently in place. We can do that for all the Agency's customers, both internal and external. We are the MC&G training providers.

I have been most impressed with the sense of community that prevails here at the School. We can really celebrate our diverse individual talents which come together to make such a strong combined teaching and support staff. I have enjoyed observing several examples of supportive interaction between our teaching departments and our support departments. We need to nurture that relationship. I especially encourage all team members from the Office of Mission Support and from the Office of Plans, Programs and Operations to leave their offices once in a while and deliberately wander through the teaching departments. Make contact with members of the teaching staff to make sure, based on firsthand feedback, that they are getting the support you want to provide them.

In closing, I want to recognize with praise those who have fought the battle of the July heat while the main air conditioning system for Wheeler Hall was out of commission. Because of the great example set by our instructors, our students were able to retain their normal, positive, and enthusiastic attitudes. Nobody let discomfort get in the way of mission accomplishment. Your performance under trying circumstances reflects great credit upon you and the School.

## Helpful Hints for Meeting Suspenses

Most of us have two techniques for meeting suspenses. We either try to work faster or we work longer (overtime) when we begin to feel we're behind. Both techniques have drawbacks.

### Working Faster

- More mistakes are usually made when working under pressure.

- More time is needed to correct errors. (There is never enough time to do it right the first time, but there is always enough time to do it over.)

- Quality of work drops and errors occur.

- Tension and stress levels increase and production decreases.

### Working Longer

- Personal time to regenerate is sacrificed for work time.

- As fatigue and stress increase, there is a corresponding decrease in attention span and accurate judgment. Hours may be spent trying to solve a problem which fresh minds could solve in minutes.

- Health problems may occur and an employee may be faced with what is commonly known as "burnout."

### What is the solution?

Management may find a solution in:

- Realistically assessing the time required for completing a task.

- Avoiding vague instructions for job completion to subordinates and expecting them to devise a way to do the job. Hours may be lost while the employee searches for background material to aid in job completion.

- Ensuring employees are given the appropriate training for tasks assigned.

- Setting priorities so that the most critical tasks are accomplished first.

- Scheduling time to ensure suspense deadlines are met.

- Recognizing an employee's positive qualities and abilities.

—  
See **SUSPENSES** page 6

# Mission Support Highlights



## MS People Work Together

by C. F. Cummins

The Office of Mission Support (MS) has been literally flying through 1988 with hardly enough time to do everything that is required. However, all MS people have really pulled together to get the job done and ensure that all Mission Support requirements are completed in a correct and timely manner. Following are a series of articles that MS personnel have put together to better inform and acquaint you about new policies and/or procedures that will enhance and better serve the needs of DMS people.

Two lingering problems that will be worked out in the near future are (1) solving our telephone problems for the next 2 years and (2) finding enough money to finance Capital Equipment needs to: offset equipment being moved to Fort Leonard Wood, Mo.; standardization of equipment in selected classrooms; and other new office furniture and equipment requirements.



## Use of Government Telephones

by Paulette E. Kommes

DoD prescribes overall general policy on the use of government telephones. It is stated in DoD Directive 5500.7, "Standards of Conduct":

*"All DoD personnel are responsible for using office telecommunications services for official use only. The term 'official use' means service directly in support of government business or as otherwise approved by DoD component authority, as defined by the DoD component, who is in the supervisory or managerial chain of*

*command, as being in the best interest of the government."*

The bottom line continues to be that government telephones in DoD, like those in all of the federal government, are to be used for official business only.

When is a call authorized? There is no specific answer, but it can be best explained as mission essential. Employees should refer to local regulations when making calls from government phones. The regulation regarding policy and procedures for the Defense Mapping School is DMS Regulation 4640.2

Using the Wide Area Telephone Service (WATS), Automated Voice Network (AUTOVON), or commercial networks when the government pays the call, or when you make unauthorized calls with the intention of reimbursement to the government is prohibited for other than official business.

In order to place overseas AUTOVON or commercial calls for official business, you need to contact the Office of Mission Support (MS) for a Telephone Control Number. The following information is required when placing these calls:

- justification
- telephone number from where call will be made.
- name of person making the call.
- telephone number and location where call is being made.

If your Telephone Control Number was not used, please notify MS so that the control number can be reissued.

The Telephone Control Officer (TCO) for the Defense Mapping School is Chesley F. Cummins and the alternate is Paulette E. Kommes. If you have any questions concerning telephones at DMS, contact the TCOs.

## Government Employees Complain About Non-Disclosure Agreements

In late 1987, some government employees complained about having to sign the "Classified Information Nondisclosure Agreement," Standard Form 189 (SF 189). Their claim is based on the fact that the form is ambiguous about what information is classified or "classifiable." Without a proper definition of classified material, employees are not sure of their obligations under the agreement and could be unjustly reprimanded or punished. The employees' rights to communicate freely are restricted by the fear of admonishment, thereby squelching their First Amendment rights to free speech.

Public Law 100-202 which requires use of the SF 189 was sent to Congress, who would not act on it. They referred the law to the Department of Justice, which rendered a legal opinion without particular guidance on what to do because of pending litigation on the matter. Consultation is ongoing with other Justice Department and National Security Council officials to try to determine a proper course of action within the Department of Defense.

Since the status is in limbo, no new DoD employees will be asked to sign the SF 189. Other employees who have signed the SF 189 cannot be punished under the law because of the agreement. Records of personnel being briefed on security responsibilities will be kept, but the SF 189 is not to be signed until the matter is settled. When a new form is approved, all DoD employees will probably be required to have a signed form in their personnel security file.

—  
See MISSION SUPPORT, page 5

## Air Force Officer Evaluation (OES) Revised

by SFC Pat Marx

In keeping up with the changing times, effective in August the U.S. Air Force will be changing their evaluation system. It will be used to assess periodic duty performance and to recommend advancement selection for promotion boards. As stated in the "AIRMAN" magazine, "All along the goals - if not the practice - of professional development have been logical enough:

- o Equip officers to do their present and near-term jobs better.
- o Promote them for future responsibilities.
- o Promote the best qualified officers in grade and responsibility.

For most officers, pursuit of these goals has followed an equally logical sequence: **depth** of experience while company-grade officers in local units, the **breadth** of experience while field-grade in staff billets, and, along the way, **appropriate levels** of professional military education and advanced academic degrees."

In short, the revised OES will provide reliable feedback on expectations for professional growth for each officer, provide documented performance, and determine the best qualified officers for promotion.

## DMS Has Daily Courier Service

by Pat Hausafus

The Office of Mission Support has recently completed negotiations with HTC setting up a daily courier pick-up and delivery mail service. The service is an efficient and dependable method to speed written communications to DMA Components along its route.

DMS mail is scheduled for delivery to MS on Monday, Wednesday and Thursday at 2:00 p.m. and on Tuesday and Friday at 1:00 p.m. Mail sent on the courier

today will reach its destination the following day.

Be sure you put your mail in the right mailbox. There are two -- the one marked "OUT" is only routed through the Fort Belvoir Post Office and the other marked, "DMAHQ/HTC/CPSO Courier" is for mail going to our local Components. Mail placed in the wrong box will take days longer to reach its destination.

By providing this method of mail service to other local Components, DMS personnel should be able to complete their jobs more efficiently.

## Fort Belvoir Eliminates Self-Service for Forms and FB Publications

by Paulette E. Kommes

Effective July 5, 1988, self-service for blank forms and Fort Belvoir publications was discontinued. Individuals are no longer allowed to pick up or order blank forms or FB publications. The Office of Mission Support (MS) operates a self-service system for all blank forms used at the Defense Mapping School. If MS does not have a form in stock that you need, it may be ordered by requesting it through Paulette Kommes, Management Assistant. Alternates in her absence are SFC Patricia Marx and Lisa Roberts. No more than two requests a month can be submitted to Fort Belvoir with a maximum amount of any one form being limited to a 60-day supply. Please reorder when you are down to approximately a 15-day supply. Do not wait until you run out of forms to do your ordering.



Security Awareness  
**DON'T LEAVE HOME WITHOUT IT!**

## It May be a THREATCON!

by SFC Rich Corum

Don't get upset when the Fort Belvoir Military Police suddenly start checking automobiles and identification for no apparent reason. They are only doing their job.

It may be that a Threat Condition (THREATCON) has been implemented. Under the Joint Chiefs of Staff Terrorist Alert System, there are four THREATCONS -- Alpha, Bravo, Charlie and Delta. Each THREATCON prescribes a certain level of security measures to be taken in relation to the determined potential threat. The intent of the system is to standardize procedures throughout the Department of Defense.

Alpha is the THREATCON for the lowest threat level and Delta for the highest. Security measures may range from limiting access points in THREATCON Alpha to searching all vehicles entering an installation or closing public roads in THREATCON Delta.

So the next time you are stopped by the MPs at a check point, consider what has been happening in the news lately. Have there been any incidents which might have prodded terrorists into action? Those MPs are concerned about your safety and security - you should be too.

## Travel Tips

by SFC Rich Corum

The word is out! The budget freeze has been continued through Sept. 30, 1988. DMS must conserve the funds they have been allocated and consider only mission essential spending.

With that in mind, all supervisors and travelers must make every effort to minimize the cost of travel. The DMA Comptroller has recommended the following cost saving measures:

- Eliminate unnecessary travel.
- Send only the essential number of personnel on any trip.
- Consider travel costs when deciding on the location of meetings.
- Use public transportation instead of rental cars when possible.
- Minimize the number of rental cars used for group travel.
- Rent the least expensive car available.
- Follow-up analysis by supervisors and approval authorities to eliminate excesses.

## On the Road Again?

On the road? Let temporary military lodging be your home away from home when traveling and save yourself some money. Over 400 military installations of all Services offer low-cost lodging on a space-available basis to military ID card holders. Since 1971, "Military Living Publications" has published a popular guidebook detailing what military installations have in the way of temporary lodging.

A new edition of "Temporary Military Lodging Around the World" has recently been published. This unique in-depth military lodging book provides 411 listings of low-cost places to stay on military installations worldwide. Information is given on rates, reservations, type of lodging, available facilities, support telephone numbers, driving instructions, and much more. The 336-page book is written in



easy-to-read, semi-chart format.

"Military Living Publications" has sent each military lodging facility worldwide a reference copy of the new book so that military families can see what is available. If you wish a hard copy for yourself, you can purchase this book at a discount from many military exchanges. Just look for its purple color!

## Safety Tip

by Irene Peine

If you are caught outside as a thunderstorm approaches, remember that lightning always takes the easiest path to the ground. Make sure you are not it! Following is a choice of shelters in a descending order of safety:

- A building protected by a lightning rod system.
- A closed automobile providing a protective metal shell.
- A large unprotected building provides a degree of safety if you stay away from plumbing, wiring, and appliances.
- A ditch or depression if you stay low.

If caught in the woods, take shelter under a small tree among several large ones, however, stay at least six feet away from the tree trunk so you won't be hit by a side strike. Don't stand under an isolated tree.

## SUSPENSES from page 3

- Tactfully helping an employee to formulate new working techniques for effective job accomplishment and thus decrease their negative work habits.

- Taking time to listen when an employee is having a problem completing a task assignment.

- Avoiding talking down to an employee and making him/her feel stupid. Take time to think about how you would feel if you had yourself for a boss.

### Continuing

#### Constant Pressures

If all efforts fail to stop constant pressures of meeting deadlines in a particular position, a job evaluation may be necessary. Question workload requirements and time needed for job completion. Study outside uncontrollable pressures and stresses placed on the incumbent, such as; others not meeting deadlines, inadequate or outdated equipment used for job completion, poor working environment or inadequate working space. Then question the employee's attitude toward the job, fatigue caused by constant pressure in meeting deadlines, mental stresses, noise levels, personal problems, and work habits.

#### Many Changes to be Made at Fort Belvoir

The movement of the Army Engineer School to Fort Leonard Wood, Mo. will officially be completed Oct. 1, 1988. As a result of this move, the United States Army Engineer Center and Fort Belvoir will be known as the the United States Army Fort Belvoir. Effective this date, Brigadier General Evelyn P. Foote will assume command of Fort Belvoir as the Commanding General.

The move of the Engineer School promises to bring many changes to the 8,656 acre southern Fairfax County post by 1993. The Army plans to move other commands to Fort Belvoir to occupy the vacated buildings and the three new buildings to be constructed. It is anticipated this will raise post population from about 15,200 to 18,800, a net increase of 3600 workers.

# DMS Soldiers Participate in Hands-on Common Task Testing

by  
SGM John S. Dodge III  
and Irene Peine

Ref: *Soldiers Manual of Common Tasks*

Not everyone in DMA is aware that all active duty soldiers are required by the Department of the Army to take and pass a Physical Training (PT) test twice a year. Nor are they aware that in addition to PT testing there is also a requirement for soldiers to pass a General Knowledge test for survival in combat. In the event of war, regardless of job or location, each soldier may be exposed to hostile actions by the enemy.

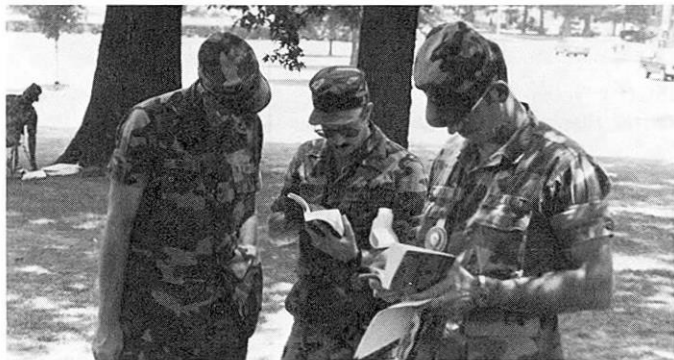
On June 15, 1988, the Army instructors assigned to the Defense Mapping School participated in this required training and testing during the hands-on Common Task Testing (CTT) held by "A" Company, 554th Engineer Battalion, Fort Belvoir, Va.

The CTT is one of the methods the Army uses in the Individual Training Evaluation Program (ITEP) and is designed to standardize training objectives which help soldiers fight, survive and win in combat. These tests are given annually to all active duty soldiers in skill levels one through four regardless of Military Occupational Specialty (MOS) and duty assignment.

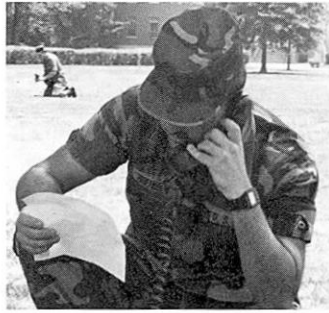
Although training is everyone's business, the NCO, or in the case of the Defense Mapping School, the School's chief instructor, SGM John S. Dodge, has the responsibility of assuring that all soldiers assigned to DMS meet these requirements.



**SGM John S. Dodge, the culprit who ordered the Common Task Testing**



SFC Paul Barker, Department of Management and Technology (MT); SFC Douglas F. Briggs, Department of Geographic Sciences (GS); and SSG Patrick E. Downs, Department of Graphic Arts (GA); "double check" the procedures before beginning their assigned tasks.



**SSG Timothy Brennan (GA) calling "Headquarters" to send a message using the phonetic alphabet and numbers.**



**"Headquarters" (a training instructor) answering "Zoo Loo Nin er Fow er Dell Tah — this is Dell Tah Ait Wun Dell Tah."**

Common task testing involves many different areas of expertise. Some of the CTT tasks in which DMS soldiers were participants are:

- o Sending radio messages using correct procedures, correct prowords, and correct phonetic alphabet and numbers. For example, the message -- "D81D--This is Z94D. Priority Time--010205Z Jan 88. From Z94 to D81. (Break) Unclassified. At 1800Z proceed to Hong Kong arrive 16 May load 1000 troops for return to Ningpo. (Break) Over." -- would be said like this:

*"Dell Tah Ait Wun Dell Tah -- this is Zoo Loo Nin er Fow er Dell Tah. Priority Time Ze ro Wun Ze ro Too Ze ro Fife Zoo Loo January Ait Ait. From Zoo Loo Nin er Fow er to Dell Tah Ait Wun. BREAK. UNCLASSIFIED. At Wun Ait Ze ro Ze ro Zoo Loo proceed to Hong Kong arrive Wun Six May load Wun Tou sand troops for return to Ningpo. I Spell No vem ber In Dee Ah No vem ber Golf Pah Pah Oss Cah Ning Po. BREAK. OVER."*

- o Determining the grid coordinates of a point on a military map using the military grid reference system

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See CTT page 8



**SSG(P) Michael A. Johnston (GA), uses vertical and horizontal lines and grid blocks to identify coordinates to determine a specified location. Each grid block represents a number of meters as determined by the map scale. A standard military map has a scale of 1:50,000.**

tem. To keep from getting lost, soldiers must know how to find out where they are. After all, there are no street addresses in a combat area but a military map can spot locations accurately. The map has vertical lines (top to bottom) and horizontal lines (left to right). These lines form small squares called grid squares. From these grid squares, which are numbered along the outside edge of the map, a soldier can determine his location. No two grids have the same number. The accuracy of a point location is shown by the number of digits in the coordinates.



**SFC Douglas Briggs (GS), shows how to correctly position protractor on map in order to get the proper coordinates.**

o Employing and disarming an M18A1 Claymore mine. A soldier is given a Claymore mine and the necessary installation equipment and told to install it at a given site. He is also instructed to test the circuits and fire it. For training purposes only, inert blasting caps and mines are used. The soldier must also know the correct procedures for disarming and recovering the Claymore.



**SSG Phillip Herr unpacks a Claymore mine and necessary equipment to install it facing the center of a kill zone.**

o Testing a soldier's techniques in the art of camouflage. Soldiers are told to camouflage all exposed skin areas and individual equipment to avoid detection. In addition, soldiers must know how to camouflage a defensive position in a combat zone.



**SFC Richard E. Rivera seriously demonstrates camouflage techniques. . .**



**. . .while SSG(P) Michael A. Johnston treats the task as Halloween fun.**

o Identifying the levels of mission-oriented protective posture (MOPP) gear. MOPP gear includes chemical protective overgarments, a mask and hood, overboots, protective gloves, individual decontamination kits, and antidotes. To pass this test, soldiers must put on all MOPP gear following each step as prescribed by MOPP levels one through four. All MOPP levels must be completed within 8 minutes. Since soldiers at Fort Belvoir are not issued MOPP gear, they only had to identify MOPP levels from illustrations to pass this task.



**SSG(P) John Bradley (GA), identifies mission-oriented protective posture (MOPP) gear levels.**

o Evaluating a soldier's skill in giving first aid. Soldiers must know how to evaluate a casualty; bandage an open wound to the leg or arm with a field or pressure dressing; know when and how to use a tourniquet; apply a dressing to an open abdominal wound, chest wound, and head wound; prevent shock without causing further injury to casualty; know the procedures for treating thermal, electrical, chemical and laser burns; recognize and treat heat and frostbite injuries; splint a suspected fracture; perform mouth to mouth resuscitation; transport the injured; etc.

See CTT page 9





**SSG Marvin Frith (GS), demonstrates procedures for bandaging an open wound to the leg or arm with a field or pressure dressing — Field and pressure dressings should not have a tourniquet effect. The dressing must be loosened if the skin beyond the injury becomes cool, blue, or numb.**



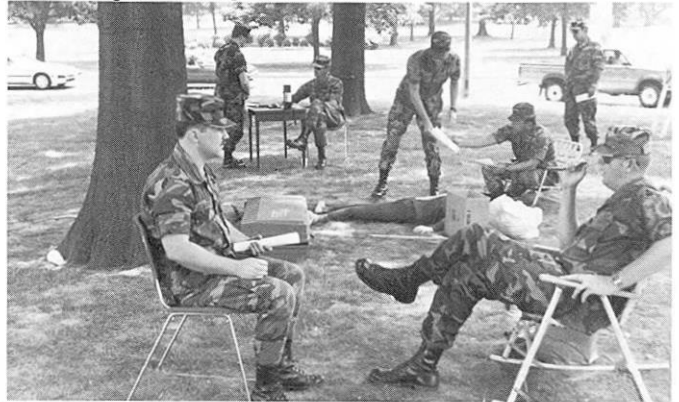
**SSG Virgil Tarry (GA), prepares to put a tourniquet on a practice dummy — The only time a tourniquet should be used is when an arm or leg has been cut off or when heavy bleeding cannot be stopped by a pressure dressing.**



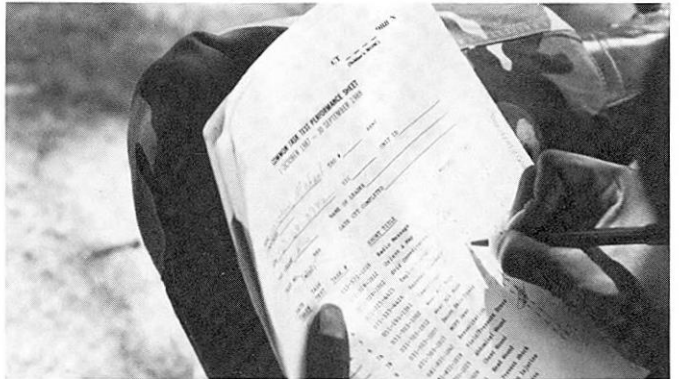
**SSG Patrick Downs (GA), explains how to apply a dressing to an open abdominal wound being careful not to apply pressure of any type to an exposed internal organ.**



**SFC Stuart Lobel (GA), follows the procedures for dressing a head wound. In dressing a head wound, one must insure that the victim has not suffered a neck or spine injury as well.**



**SSG Timothy Brennan (GA), gets the verbal drill from the training instructor about: shock treatment, hot/cold weather procedures and other first aid requirements.**



**This is what everyone was seeking, a "go" (passing score) in every block!!**

In the busy life of our instructors and in times of peace, testing of this type seems to be of low priority. However, realizing the significance of combat readiness, they readily entered into the spirit of the tasking events, striving hard to make perfect scores on their individual evaluation sheets and creating their own brand of humor as they proceeded through their various tasking assignments.

# Summer Heat No Match for the DMS Annual Picnic

by Irene Peine

Although the summer heat wave of '88 threatened to put a damper on the DMS Picnic, DMSers brought their families and friends to this annual get together. While the temperature climbed near to 100 degrees, everyone spent a delightful day just playing and relaxing under the shade trees at the Coast Guard Station.

The catered picnic menu of barbecued ribs and chicken, hot dogs and hamburgers, potato salad, baked beans, cole slaw, potato chips, hot rolls, watermelon, etc. was really yummy. All this writer can say is, "If anyone went away hungry it was their own fault."

After eating, many just sat around chatting and reminiscing, while others played volleyball, horseshoes, softball and a variety of other games. The officers won the softball game this year -- the first time they beat the NCOs in 4 years or so. The NCOs are saying, "No way are we going to let that happen again!"

## Your Vote Does Count

Submitted by  
CW3 Ralph L. Henry  
DMS Voting Counselor

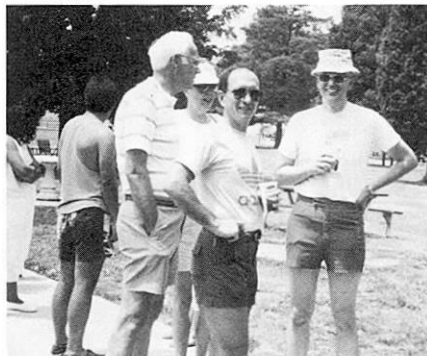
How many times have we heard someone say, "I'm not voting because my vote won't count anyway." Isn't this the same as saying, "I'm not going to ask Sally for a date to the dance; she probably already has one" or "I'm not going to the party, because a lot of other people are going I won't make any difference."

It's all just an excuse. You may mean that you do not want to take the time to fill out the Federal Post Card Application (FPCA) and mail it. Maybe you do not feel like getting involved?

Have you ever thought about what it means not to vote? Think for a moment. Not voting is like having no opinion about events that affect your life, like not caring what happens to you,



"Caught you cheating!" Tommy Williams munching out on a barbecued rib before chow time.



Casual DMSers and guests waiting their turn for their picnic meal.

Hey! I've got to register to vote!



like passing the buck -- let someone else do it.

**Voting is a right!** It is a right which all military members help protect. It is a right that makes us free. It is a right to help make decisions that affect you and your family. Your elected officials represent your voice on such issues as pay and allowances, taxes, housing, retirement, hospitalization and schools for your children.

**There's only one excuse for not voting -- not being eligible!**

*The Week of  
August 29, 1988  
is Armed Forces  
Voting Week*



MSgt Platt supervising the kids at the Space Walk.



Colonel Clark and LtCol Sakowicz refereeing the volley ball game.



Hap and Marge Kelley, Charlotte Faehn, and Bill and Ann Revell chatting around the picnic table. Charlotte's father, Benny Crytes, enjoys himself under the tree.

## ??? Spooky ???

Most everyone knows that the eighth of August this year was a particularly unique day since it produced a quartet of eights. Many sales were offered using these digits including some automobiles for \$8888.

If that wasn't enough, Jim Harnden, Office of Plans, Programs and Operations, processed his 888th work order of the year, making the DMS work order number, 88-888 on the 8th day of the 8th month of the year '88.

Too bad he didn't process it at eight minutes after 8!

# Director's Call

## *Promotions*

MSgt Paul C. Mason (USMC)  
Department of Geographic Sciences  
Promoted to Master Gunnery Sergeant

SFC James A. Mayer (USA)  
Department of Management and Technology  
Promoted to Master Sergeant

GySgt John D. Platt (USMC)  
Department of Geographic Sciences  
Promoted to Master Sergeant

SSG Paul M. Carter (USA)  
Department of Construction Engineering  
Promoted to Sergeant First Class

SSG James H. Brown (USA)  
Department of Geographic Sciences  
Promoted to Sergeant First Class

SGT Gavin A. Ralston, IV (USA)  
Department of Construction Engineering  
Promoted to Staff Sergeant

## *Awards*

CW4 Andrew B. Yacenda (USA)  
Department of Graphic Arts  
Defense Meritorious Service Medal

CW2 William L. Michaels (USA)  
Department of Graphic Arts  
Defense Meritorious Service Medal

SFC Glen E. Blanton, (USA)  
Department of Geographic Sciences  
Defense Meritorious Service Medal

Capt James D. Reed (USAF)  
Department of Management and Technology  
Meritorious Service Medal

SSG Gavin A. Ralston IV (USA)  
Department of Construction Engineering  
Joint Service Commendation Medal

SGT(P) Brenda D. Hill (USA)  
Department of Geographic Sciences  
Joint Service Achievement Medal

SGT(P) Steven G. Puciato (USA)  
Department of Construction Engineering  
Joint Service Achievement Medal

## *Diplomas*

SFC Paul Swartz (USA)  
Department of Geographic Sciences  
Formal School Instructor Course

Ms. Maria C. Becerra  
Office of Plans, Programs and Operations  
Hispanic Employment Program Course

## *Selected for Promotion to Chief*

LII Warner L. Mayden (USN)  
Department of Graphic Arts

LII Robert E. Sowards (USN)  
Department of Graphic Arts

## *Letters Of Appreciation*

SMSgt Gerald A. Smith (USAF)  
Department of Management and Technology  
from the  
11th Engineer Battalion, Fort Belvoir, Va.  
for Bridge Construction Survey

Ms. Penelope Greer  
Office of Plans, Programs and Operations  
from Mr. Frederick E. Soto  
Equal Employment Opportunity Officer  
Fort Belvoir, Va.  
for Outstanding EEO Support in the  
Federal Women's Program

## Arrivals

Mr. Peter W. Dunbar  
Instructor  
Department of Graphic Arts

Mr. Wesley R. Bohannon  
Instructor  
Department of Graphic Arts

## Departures

### Reassignments

#### MILITARY

SSG Mark N. Hjuler (USA)  
Department of Construction Engineering  
Reassigned to Fort Leonard Wood, Mo.  
Effective Aug. 29, 1988

SSG Timmy K. Marcum (USA)  
Department of Construction Engineering  
Reassigned to Fort Leonard Wood, Mo.  
Effective Aug. 8, 1988

SSG William J. Miles (USA)  
Department of Construction Engineering  
Reassigned to Fort Leonard Wood, Mo.  
Effective Aug. 22, 1988

SSG Jorge Ramos-Berrios (USA)  
Department of Construction Engineering  
Reassigned to Fort Leonard Wood, Mo.  
Effective August 10, 1988

#### CIVILIAN

Mr. Ronald E. Wenrich  
Department of Construction Engineering  
Transfer to Fort Leonard Wood, Mo.  
Effective Aug. 8, 1988

### Retirements

#### MILITARY

CW4 Andrew B. Yacenda (USA)  
Department of Graphic Arts  
Retirement effective Sept. 1, 1988

SFC Glen E. Blanton (USA)  
Department of Geographic Sciences  
Terminal Leave - Aug. 2, 1988  
Retirement effective Oct. 1, 1988

CW2 William L. Michaels (USA)  
Department of Graphic Arts  
Terminal Leave - Aug. 22, 1988  
Retirement effective Oct. 1, 1988

#### CIVILIAN

Mr. Edwin E. Burton  
Office of Mission Support - Logistics  
Retirement effective July 29, 1988



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Colonel Daniel R. Clark  
Public Affairs Officer  
and Editor:  
Irene L. Bellefeuille-Peine

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Volume 16, Number 1

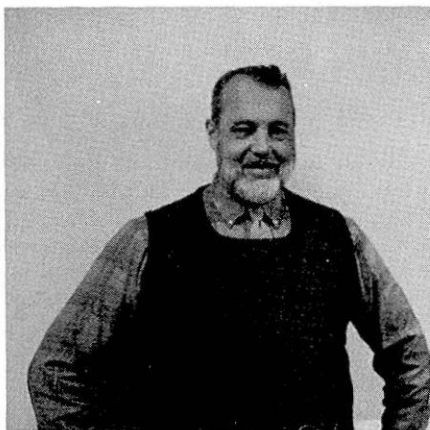
Defense Mapping School, Fort Belvoir, Virginia

September/October 1988

## Construction Engineering Moves to Fort Leonard Wood

### *A Modern Day Fairy Tale*

by Wil Freeze



**Mr. Wilson G. Freeze**  
Chief, Survey Division  
Department of  
Construction Engineering

Once upon a time there was a department in the U.S. Army Engineer School called the Department of Topography. It had been a department for a very long time and taught all manner of courses related to producing maps or that were related to mapping, such as Land Navigation and Map Reading. There were four divisions in that department: A Survey Division, Cartographic Division, Reproduction Division, and a Topographic Engineering Division.

o The Survey Division taught skills that were associated with establishing control for mapping surveys, including some related skills often used for other practical purposes, such as construction work and engineer project layout.

o The Cartographic Division taught skills used in map compil-

ing, such as scribing and drafting. Construction drafting, a related course was also taught in this division.

o The Reproduction Division taught printing, camera, and lithographic skills required to produce maps and any other type of printed material the Army might have a need to produce.

o The Topographic Engineering Division taught managerial skills related to planning and conducting mapping projects and produced skilled Topographic officers who successfully carried out the Army's mapping missions around the world.

Then one day in the merry month of June (1972) the Department of Topography was taken away from the U.S. Army Engineer School and was given a new name. It was called the Defense Mapping School. At the time this took place, it really didn't seem like a significant event because the same courses were taught in the same buildings by the same people. But, little by little, a strange thing happened. It was almost like magic the way the changes began. The Department of Topography was now a full fledged Department of Defense School controlled by the Defense Mapping Agency which supported all the Military Services, not just the Army. Divisions became departments and were the proponents for teaching all DoD personnel both military and civilian. Instructors began to think "purple" be-

cause the School was no longer just an Army green school.

As this transition took place, it seemed as though less and less thought was placed on Engineering and more emphasis was devoted to the country's mapping mission. Programs of Instruction became Course Content Documents and were identified as Mapping, Charting, and Geodesy (MC&G) courses or MC&G related courses (sometimes in name only).

Two courses, said to be related, were the Construction Survey Course and the Construction Drafting Course. A large number of students were instructed in these courses each year and this number counted well in the student production figures for the School. These student production figures were a major factor in the Defense Mapping School's acceptance as an accredited institution.

However, the Course Content Documents for these two courses began to drift farther and farther away from the original concept of the Army Engineers' Programs of Instruction. This became frustrating to the instructors who tried desperately to remain in the mainstream. It was like trying to serve two masters.

Construction Survey was assigned to the Department of Geodesy while Construction Drafting was a part of the Department of Cartography. It was like separat-

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# The Direct Line



**Maj Gen Robert F. Durkin, USAF**  
**Director**  
**Defense Mapping Agency**

## *It Takes All of Us*

This Agency is composed of nearly 9000 people throughout the world who are working to assure that the best possible MC&G product or service is available to our users in the right place and at the right time. Of that number almost 500 are military people, and nearly 250 of those are enlisted. Out of a work force of 9000, 500 may seem to be a small number, and 250 may seem unimportant, but, they are not. In fact, that perception is the reason for this column.

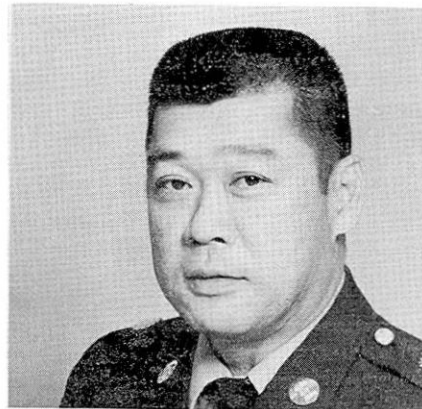
There is **No** segment of our work force that is unimportant! It takes each of us -- from the first term, or new hire, to the generals and the senior executive service members -- to make this Agency operate efficiently and effectively. Because of our highly technical mission and our global activities, our mission is not always easy, in fact, teamwork is required.

To assist our military/civilian team in its daily endeavors, we have in place certain employee assistance programs -- welfare councils, Junior Officer Councils, etc. While all these programs are good, they are not geared directly toward some of the needs of our enlisted members. Many of our 250 enlisted members are assigned to singular billets in predominately

civilian staffed organizations or are stationed in small overseas units. Regardless of their assignment, they have little contact with their parent services, and they don't have an easy way of making their concerns known up the chain of command.

Last month I took steps to help with the communication gap, both up and down, by naming Army Sergeant Major Clifford Y. Kameda as DMA's first Senior Enlisted Advisor. His role will be to maintain liaison between the DMA enlisted force and me. He will be my principal advisor on matters dealing with the Agency's enlisted people, and will help evaluate quality of life, both on and off base, job satisfaction and use of our people.

Sergeant Major Kameda's military experience qualifies him well for the position. He has come up the ranks, step-by-step, since his enlistment in March 1967 at Honolulu, Hawaii. Most recently he has been the Senior Enlisted Cartographer in the Hydrographic/Topographic Center. Prior assignments include key noncommission-



**SGM Clifford Y. Kameda**  
**U.S. Army**  
**Senior Enlisted Advisor**  
**to the Director,**  
**Defense Mapping Agency**

ed officer positions as sergeant major of G-5 at the Army's III Corps in Fort Hood, Texas, and also first sergeant of an engineering company at Fort Hood. He has seen overseas duty in Germany and Vietnam, allowing him to better understand the problems of our young men and women

overseas in Combat Support Elements.

During my conversations with Sergeant Major Kameda, he has shown a good understanding of the Agency's operation and has excellent ideas to assist our multi-service enlisted force; ideas which will allow our enlisted people to more effectively employ their talents to the benefit of our Agency's mission.

The new Senior Enlisted Advisor, Sergeant Major Kameda, has my full support as he develops a program, sets standards and travels to all our units to meet with our enlisted people and their commanders. I expect you to give him yours.

## **MARK 90 — A Challenge To The Future**

The onset of the MARK 90 program presents DMA with one of the most exciting and challenging times in its history. Exciting because of the tremendous opportunities offered by new technologies. Challenging because of the unknowns and uncertainties inherent with the development of any revolutionary, state-of-the-art, production system.

Communication is the key ingredient toward the success of MARK 90. If Component directors and key personnel, together with Public Affairs officials, do not execute an effective communications program, the implementation of the MARK 90 program will be even more difficult. Information must be provided to the work force so they can make intelligent decisions based on knowledge and understanding of program requirements. Only through appropriate communications can management lessen the concerns of the individual employee.

An effective communications plan should address the basic communications items of audience analysis, identity of issues, evaluation of media effectiveness, identity of sensitive policies, and development of strategy. In short, to properly communicate the MARK 90, management and public affairs officers must be able to present the facts, plan communications methods and evaluate actions.

# From the DMS



## Schoolhouse

by  
Colonel Daniel R. Clark  
Director  
Defense Mapping School

Over the past several weeks I've had the opportunity to participate in selection panels formed to interview and select applicants for senior civilian positions on the staff of the Defense Mapping School. Most of the candidates conducted themselves superbly during the interviews. I was left with the strong impression that the Defense Mapping Agency is staffed by a significant number of experienced and effective people all of whom I am proud to be serving with. The credentials and demonstrated competence of the applicants made competition for selection especially keen - equivalent to being selected as the most valuable player on an all-star team.

Another result of the interviewing experience was the formation of a different impression not nearly as pleasant. Collectively, the candidates made it clear to me that there are a significant number of valuable team players throughout the Defense Mapping Agency, at the GM-13 and GM-14 levels, who have no practical knowledge of the missions or functions of the Defense Mapping School. This is very disturbing as some of these competent people are destined to become the Agency's most senior civilian decision makers.

My first thought about this issue was that we of the Defense Mapping School have been seriously remiss in our responsibility to inform the people of our Agency about our resources and capabilities. Upon reflection, I still feel we have much to do in that direction. That is tempered,



Colonel Daniel R. Clark

however, by the realization that we have only been focusing on the components of our Agency as important DMS customers for a relatively short time. Perhaps that is why not many of our colleagues know who we are and what we can do for them.

For example, I sensed that only a relatively small percentage of the Defense Mapping Agency work force knows that we have a Component Training Division. Even fewer know that the accomplishments of our Component Training Division, since implementation in January of this year, include the following: implementation of the Defense Mapping Agency Initial Orientation Program; the delivery of four on-site Instructor Training Courses; the development of an Effective Briefing Techniques Course first delivered to the Aerospace Center last month; the development of the Agency instruction on an Executive Leadership Program; the provision of inter-component coordination for MARK 85 segment training; participation in training and staffing document reviews for seven other EMP segments; and the provision of full time support to ensure Agency commonality of the Data Integration Segment (DI/S) full production training. Good news like that doesn't always make the headlines or even the front page. We need to do something from time-to-time to help it along, and I hope this article serves that purpose.

All of us at the Defense Mapping School need to celebrate our membership in the Defense Mapping Agency family. In terms

of organizational placement, we are exactly where we belong. Where would you look for the world's premiere provider of MC&G training other than in the world's premiere MC&G Agency? Our Agency makes great use of our skills in reaching out to the MC&G communities in our Military Departments. Lately, our Agency has also been making use of our skills to support our sister components on a variety of issues related to training. It is clear that our Production Centers are facing an enormous training challenge. Responsibility for meeting that challenge clearly rests with the respective component directors. Nobody can do the component's training mission for them, but we can provide a lot of helpful support.



### NATIONAL POW/MIA RECOGNITION DAY OBSERVED AT DMS

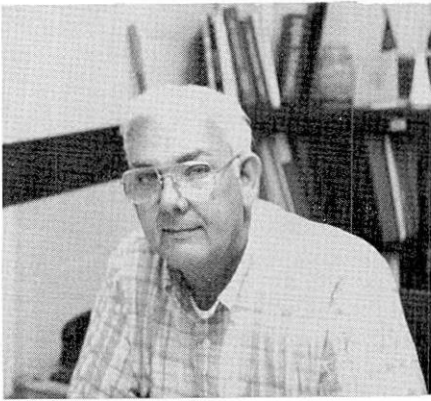
The Defense Mapping School presented an informative program, as part of nationwide observance of National POW/MIA Recognition Day, honoring American prisoners of war and personnel missing in action.

The program featured LTC Jim Cole, Chief, Prisoner of War/Missing in Action Affairs Division, Casualty and Memorial Affairs Operations Center, U.S. Total Army Personnel Agency, as the guest speaker and Mrs. Sally Kennedy, a member of the National League of Families. LTC Jim Cole is a Vietnam War veteran. Mrs. Kennedy has a son missing in action.

The ceremony was made possible through the initiative of Ms. Penny Greer, Office of Plans, Programs and Operations. Ms. Greer's involvement with the VFW Auxiliary 7916, Woodbridge, Va. enabled her to obtain information on POW/MIAs from the Virginia State Americanism Chairman, Mary Lou McClellan who directed her to the appropriate sources to set up the program.

Thanks, Penny, for a presentation that has brought us all close to the concerns of families whose loved ones are missing in action.

## Did You Know ....????



by Howard R. Shaw  
Chief, Drafting Division  
Department of  
Construction Engineering

Did you know that Technical Drafting has been taught at Fort Belvoir for 58 years and that this instruction is being transferred with the Drafting Division, Department of Construction Engineering, to Fort Leonard Wood, Mo.? That's right!

Way back in 1930, the Enlisted Specialists School at Fort Humphreys, Va. had as one of its courses a Drafting and Survey Course. The 9-month course offered subjects in mathematics,

military sketching, surveying, drafting and tracing, and geodesy. During the course of time, Fort Humphreys became known as Fort Belvoir, the U.S. Army Engineer School was established, and the teaching of drafting and survey courses within the Army became the responsibility of the Department of Topography at the Engineer School. In 1972, when the Defense Mapping Agency was formed, the Department of Topography, together with all courses taught by that department, was transferred to DMA and became the Defense Mapping School.

While the DMS drafting course of today is far from being 9 months long, and I have not seen all of the advancement in technology during those 58 years, I can say that during my tenure, I have been in a position to witness the constant evolution of drafting training/equipment at the Department of Topography, U.S. Army Engineer School, and at the Defense Mapping School. I have seen T-squares replaced by parallel bars and parallel bars replaced by drafting machines. I have seen templates supplement compasses, vellum replace manila drafting paper, and millimeter leads and pocket calculators are now an everyday part of our modern

drafting training. Over the years, we at DMS have spent a great deal of time and effort to systems engineer our courses. As a result, our instructional programs are recognized as some of the best that DoD has to offer.

The moving force behind all of these innovations has been the Defense Mapping School's constant desire to provide the military services with technicians that are trained with state-of-the-art equipment and techniques. We have been very successful. So successful, in fact, that as we move to Fort Leonard Wood I truly feel proud to be the one to take the course back to the Army. Our course is fully documented. Our instructional materials and equipment are the best. (We are even taking a state-of-the-art CAD system.) The instructors are the best to be found in the services. This did not just happen. It was a result of DMS directors and their staff who gave us their support and I would like to openly thank them for making it possible. We in the Drafting Division will miss the other members of the DMS family. Throughout the years, we have made many friends in the D/Topo and DMS. Hopefully, you will not forget us.

### CE MOVES from page 1

ing twins and trying to raise them in two different environments. These two divisions never got to work together. No one understood the engineering requirements that the term "construction" inferred. The two courses and personnel involved with them began to feel like "ugly ducklings" because they did not fit in as well as the other courses.

Finally, a prince in shining armor came along and realized what was needed to make the people in this story happy once again. The decision was made for the two Construction oriented divisions to be combined in a new department called the Construction Engineering Department. They were to work together and pre-

pare for a long trip back to the U.S. Army Engineer School being relocated at Fort Leonard Wood, Mo.

The divisions got together and worked very hard for the day of transition which was to be Oct. 1, 1988. Right from the start the Construction Engineering Department staff no longer felt like "ugly ducklings." They had been identified and accepted as Engineers, happy to perform their skills for those who needed and would appreciate them the most.

So, as all fairy tales should end, this tale ends with Construction Survey and Construction Drafting reunited and living happily ever after with their related Construction Specialists -- the carpenters, plumbers, electricians, and masons at Fort Leonard Wood, Mo.

### *In Memoriam*

Friends and coworkers at Defense Mapping School were saddened to hear of the death of SFC William M. Troutt (Retired). Troutt served as an instructor in the Terrain Evaluation Division, Department of Management and Technology, from June 1984 until he retired Sept. 30, 1987.

He was killed in an auto accident Aug. 13, 1988 in South Dakota where he had been working in a KOA camp. Reports said he appeared to have swerved to miss a small animal or some object in the road causing his van to roll. There were no other passengers. Trout was 39.





Colonel Daniel R. Clark, Director of the Defense Mapping School, extends his congratulations to Lithographers First Class Warner L. Mayden and Robert E. Sowards, U.S. Navy instructors in the Department of Graphic Arts, on their selection for promotion to Chief Lithographers. Colonel Clark said, "Your selection for this promotion attests to your outstanding record of professional service and dedication to duty. I am pleased to have you as a U.S. Navy member of the Defense Mapping School and extend my best wishes to you for continued success in the future."

## Following Well

*(The following article is contributed by the Department of Graphic Arts' Photolithography Division and is reprinted with permission from the Soldier's Magazine, Jan. 88. The message of this article applies to not only Army personnel but to all working personnel as well.)*

by SFC Leon C. Jackson, Jr.

Leadership is a popular subject. Whole courses and schools are devoted to it. Military training includes leadership theory and methods. But nobody ever says much about how to be a good follower. That's a shame, because good followers are vital to the Army - there are so many more of them than leaders.

I decided to investigate the art of being a good follower. I couldn't find much written on the topic so I went to the experts-followers. Based on conversations with soldiers and on my personal philosophy, I've come up with a "guide" for successful followership.

First of all, understand your values and those of your leaders.

Answer these questions: "What are my values?" "What is important enough for me to work, fight and perhaps die for?" and "Do my values coincide with my leaders'?" Values are the guiding lights that show you which way to go.

**Be flexible.** Change occurs so rapidly today that followers must be willing to take on a variety of tasks at a moment's notice. Learn to anticipate problems, but don't be destroyed by an occasional foul-up. Understand Murphy's Law: "If something can go wrong, it will, and at the worst possible time." Learn to achieve your objectives by adapting to unfavorable conditions.

Learn patience. Wait for the right moment to shine.

**Don't lie.** The worst thing that can happen to a follower is to be caught in a lie. Liars lose credibility, and maybe their jobs. Nothing is so serious that a lie won't make it worse. It's not worth it.

**Loyalty is another mark of a good follower.** This entails supporting a leader's decisions whether you agree or not. We in the Army should understand how important this is. You can disagree with a leader - you're free to have opinions - but in the end you must act according to your leader's decisions.

**Wise followers do not criticize their bosses.** Criticism is a negative act; it solves no problems and can be destructive to an organization. It's unwise to criticize a boss directly: The ranks of the unpromoted are full of people who thought their bosses were sincere when they said, "I really would like your negative feedback. I can take it." It's just as unwise to criticize superiors indirectly before others in the unit or office. Your critical remarks will get back to the boss with your name attached.

**Successful followers are positive thinkers.** They don't gripe about problems, they solve them. If they aren't in a position to make decisions, they go to their leaders with suggestions for resolving the problem.

**"Be-all-you-can-be" followers.** Don't alienate the boss or team by trying to hog the limelight. They let others win sometimes, even when they believe they're right on target.

Get along with your fellow soldiers (workers). Internal battles mean less productivity. No leader cares who is "right" in a squabble - everyone involved is automatically wrong.

**Don't discuss office business with outsiders.** Protect your organization's reputation and privacy as you would your family's.

**Choose your battles with care.** Be realistic about your chances of winning. If you decide to fight, make certain the issue is worth making enemies over.

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FOLLOWING from page 5

Know when to approach your boss on critical issues. Understanding how the boss thinks, feels and perceives an issue will help you make your point. If your boss doesn't see an issue favorably, you may be wiser to tie it to another, more favorable issue. Learn good timing.

Know more than people expect you to know. Stay on top of important and changing situations in your organization. Develop your staff skills, as well as basic soldiering skills. Get to know your peers in the organization. Try to learn what other organizations are doing.

Be active in the community, if possible. The contacts you make can assist you in a number of ways, and you can grow personally by volunteering your expertise.

Carry more than your share. Don't be satisfied with just being "one of the masses" who does just what is assigned.

Ask for difficult assignments in order to show off your skills and your understanding of the workings of the organization. Grab for excellence in what you do!

Above all, learn to communicate well. Listening often takes a back seat to talking. Good listening skills are vital to the successful follower. Listen for content and watch body language to get the full, correct meaning. Learn not to be confused by conflicting "signals." Misinterpretation of a message can sometimes be fatal.

By now, you may have concluded that the rules for being a good follower parallel those for being a good leader. That shouldn't be a big surprise.

After all, you've probably heard the old adage: Those who would lead must first learn to follow.

#### JUST A THOUGHT

*The dog has been called man's best friend because it wags its tail instead of its tongue.*



Graduates of the first Basic Supervisory Development Course, produced by the Consolidated Personnel Services Office (CPSO), are shown above. The course is one of several developed for all new supervisors and those with less than 2 years supervisory experience. Upcoming classes are scheduled for 26-30 September and 14-18 November. Components are not charged for their employees' participation.

Front row (left to right): Barbara Kearse, Chief, Training and Development, CPSO; Reba Dickinson, Combat Support Center (CSC); Elna Waters, Reston Center (RC); Hattie Hart, CSC; and Sandra Lawson, Systems Center (SC). Back row (left to right): Angelo Meoli, Personnel Director, CPSO; Edward Barnes, Course Director, CPSO; John Reiter, RC; Peter Rossi, Defense Mapping School (DMS); Thomas Barsh, CPSO; Terrence Devlin, SC; Ralph Henry, DMS; Michael Kanis, CSC; Eugene da Costa, CSC; Edwin Huth, DMS; Donald Goodman, RC; and Anthony Metro, RC.

## Air Conditioning Arrives A Bit Late in the Season

by Irene Peine

Employees at Wheeler Hall feel that they have reason to celebrate. Since the first part of June, Wheeler Hall had to depend solely on fans for cooling the building.

Needless to say, during that high humidity and those scorching 100 degree temperatures in July and the first part of August, employees and students found working and studying a bit uncomfortable. However, at approximately 11:45 a.m on Thursday, Aug. 11, 1988, air conditioning was at last restored to the staff offices and classrooms. With the projected continuance of record setting high temperatures through September and perhaps

into October, occupants of the building were especially grateful.

The staff, faculty and employees at the Defense Mapping School send a "warm" expression of gratitude for the excellent support received from LTC Mike Rowe, the staff of the Directorate of Engineering and Housing, Fort Belvoir, and the personnel of Dynacorp for making the complex cooling system in Wheeler Hall workable again. It was not an easy task, but all those involved in repairing the system were courteous and kept the DMS staff well informed of the progress and problems they encountered.

Again, thanks for a job well done! Hopefully, next summer will not be a repeat of the "Summer of 88."

# When People Vote, People Listen

Vote! It's Your Right

by CW3 Ralph L. Henry

Every 4 years, we as U.S. citizens, have an opportunity to elect a President and other national leaders. Men and women in the military service should have a special interest in our electoral process since this is one of the basic freedoms they have pledged to defend.

More than half of our citizens in uniform did not vote in 1984. Many thought their vote wouldn't make a difference or they thought none of the candidates deserved their vote.

If you do not vote, somebody will make decisions for you. It is important that each of you participate in the election process. Our President, members of Congress, and state and local officials, all make decisions that affect each of you. Don't let somebody else select these leaders for you.

Many states have changed their procedures to make it easier for you to vote. DMS has a voting assistance officer and five voting counselors who will insure that each of you have the opportunity to vote by absentee. They will assist you in all aspects of the voting process. Please feel free to contact any of the representatives listed below.

## Voting Assistance Officer

CW3 Ralph L. Henry

## Voting Counselors

SGM John S. Dodge  
Staff Offices

MGySgt Paul C. Mason  
Department of  
Geographic Sciences

MSG James M. Cowan  
Department of  
Graphic Arts

MSG Victor N. Antezana  
Department of  
Construction Engineering

Capt. James D. Reed  
Department of  
Management and Technology

You must act to vote. No one can make you vote. A number of elections are decided by a few votes. Your vote does count. It can make a difference. Be sure you participate and vote.

**"Don't let the few decide  
for you — Vote!"**

**Hey! I've got to  
register to vote!**



## DoD Executive Leadership Demonstration Program Graduates Two from DMA

Two DMA employees were among 45 graduates of the DoD Executive Leadership Demonstration Program. Ms. Gretchen Hawk, IAGS Mexico Project Chief, and Ms. Shelley Davis, DMA Historian, participated in the second annual program, which concluded in July.

The program was established to develop human talents to the fullest by increasing knowledge, skills and capabilities of civilian personnel. Initially it emphasized the managerial development of women to increase their potential for promotion to executive positions, but now includes all eligible personnel in the DoD civilian work force.

The year-long program included visits to Army, Navy, Air Force and Marine installations and a week-long orientation in the Pentagon and on Capitol Hill.

Participants in the program are now better able to prepare and present complex briefing materials under realistic conditions, speak clearly and effectively, analyze complex materials and write concise reports, meet and deal with senior decision makers in DoD and perform current and future duties with a thorough understanding of DoD missions, organization and decision-making processes.



This year marks the 68th anniversary of the ratification of the 19th Amendment to the U.S. Constitution, which granted women the right to vote. HQ DMA held a special program to commemorate the event. DMA Deputy Director, RADM William J. M. O'Connor, delivered opening remarks and welcomed Amelia Fry, biographer of Alice Paul, a leader of the Women's Suffrage Movement.

## A Sound You Can Live With . . . Test Your Detector!

by Dave Black  
HQ DMA Public Affairs Officer

National Fire Prevention Week will be observed 9-15 October 1988. This year's theme is "A Sound You Can Live With. . . Test Your Detector!" We see television and news accounts every day where people die in home fires. Yet, estimates indicate the chance of being killed in a fire are cut in half if detectors are properly installed and maintained.

Although in just over a decade, three fourths of U.S. homes have obtained smoke detectors, the latest statistics indicate that more than one third of these are not operational. We've done a good job to heighten public awareness, but there are still some goals to be achieved. Installing detectors. . . putting in the right number of detectors in the right locations. . . and keeping them operational are vitally important.

Most home fire deaths occur at night when the occupants are asleep. That is the most likely time for a smoldering, slow growing fire to occur. Smoke and toxic gases spread throughout the house killing people long before flames actually reach them. The proper type, location, and maintenance of smoke detectors are critical to detect that developing fire and warn the occupants to escape. Most of us walk past our smoke detectors every night, and never stop to test them. Smoke detectors are probably the most important "life saving" appliances we have in our homes. Yet, we don't make sure they work because they "make noise" or "scare the dog" or "wake the baby!" They're supposed to do that and more. . . they're supposed to **Save Your Life!**

Go home tonight and test all your smoke detectors. But don't stop there. If your detectors are battery operated, stock up on some spare batteries. Use the hose attachment on your vacuum cleaner to clean your smoke de-



Dr. Annette J. Krygiel, Director of the DMA Telecommunications Services Center (TSC), was presented the Department of Defense Distinguished Civilian Service Award by Deputy Secretary of Defense William H. Taft, IV. She was one of six individuals in DoD selected to receive this prestigious award. Dr. Krygiel was cited for "leadership and dedication in defining the organizational structure of the DMA Office of Telecommunications Services," predecessor of TSC, and for "establishing its mission and functions." Her achievements significantly enhanced DMA's combat support capabilities.

tor. Mark a date on your home calendar every quarter or every month to spend just 5 minutes testing all your detectors. Make certain you have detectors in the right locations. . . one on every level of the home. . . one outside all sleeping areas. Don't install smoke detectors in locations where they are likely to cause false alarms such as near showers, near the kitchen, in the garage. Poor locations often cause people to disconnect detectors to avoid annoying false alarms.

Get the whole family involved in fire prevention. How many of us can actually say we practice home exit drills? Families with small children or elderly relatives should practice exit drills. The time spent, just one or two evenings per year, learning how to escape a fire in a dark, smoke-filled house could save the lives of the people you love. Stop by your safety office at work and pick up more information on home fire prevention, smoke detectors,

exit drills in the home, fireplaces and wood burning stoves.

Make National Fire Prevention Week beneficial for you and your family this year. And remember, "A Sound You Can Live With. . . Test Your Detector!."



# Director's Call

## AWARDS

SFC Kenneth J. Klopp (USA)  
Department of Management and Technology  
Meritorious Service Medal

SSG(P) Lawrence P. Tydingco (USA)  
Department of Geographic Sciences  
Army Commendation Medal

## OUTSTANDING PERFORMANCE CERTIFICATES

Mr. William H. Revell  
Technical Director

Mr. Chesley F. Cummins  
Office of Mission Support

Mr. James H. Harnden  
Office of Plans, Programs and Operations

Mr. Robert T. Murphy  
Department of Geographic Sciences

Ms. Maria C. Becerra  
Office of Plans, Programs and Operations

Mr. Jeffery L. Hamn  
Office of Mission Support

Ms. Gayle L. Shelnett  
Department of Management and Technology

## CERTIFICATES OF APPRECIATION AND ACHIEVEMENT

Sgt Douglas B. Lewis (USMC)  
Department of Construction Engineering  
Master Instructor Certificate

SGT(P) Theodore W. Mohn (USA)  
Department of Geographic Sciences  
554th Engr Bn Certificate of Achievement

Sgt Douglas B. Lewis (USMC)  
Department of Construction Engineering  
DMA Certificate of Achievement

Ms. Janel L. Thomas  
Department of Geographic Sciences  
DMA Certificate of Appreciation

Ms. Gayle L. Shelnett  
Department of Management and Technology  
Certificate of Completion of the  
Seminar for Executive Secretaries

## LETTERS OF APPRECIATION

LT Robert L. Bassett (USN)  
Department of Management and Technology

CPT Bruce B. Burleson (USA)  
Department of Management and Technology

LICS Robert D. Carr (USN)  
Department of Graphic Arts

## DIPLOMAS

SMSgt Gerald Smith (USAF)  
Department of Geographic Sciences  
Instructor Course

SSG(P) Lawrence P. Tydingco (USA)  
Department of Geographic Sciences  
Instructor Course

*Someone is waiting...  
for you  
to make a difference.*



1989 COMBINED FEDERAL CAMPAIGN

# Combined Federal Campaign Time is Here Again

by Irene L. Peine

In this busy world of ours, time seems to rush by so swiftly. It seems like only yesterday DMSers were striving to come up with new ideas to meet their goal for the 1988 campaign. However, in reality, a whole year has sped by and, on October 3, the 1989 DMA Combined Federal Campaign begins and will end about the middle of November.

Many of us look upon this time of giving as a time to stretch that already extended budget of ours. Then we start struggling with "How much can I afford to give?" Cost of living this past year has increased -- food bills seem to be going out of sight, my rent has increased, new taxes shot my house payment up, insurance rates are so high it is difficult to carry insurance at all, hospitalization has gone up -- I can't even afford to catch cold any more -- my doctor charges \$40.00 just for a routine office call -- and if that isn't bad enough our CFC goal here at the office has also increased. What's a fella gonna do??

Well, for one thing, we can start counting our blessings. It really does not take much effort to think of someone in a worse mess than we are. We should all feel that it is a unique blessing to be able to exercise our ability to make life richer for someone today. For who knows? The gift you give today may help someone tomorrow -- and it may be you. Most of us never dream that we might stumble upon times when we can't pull ourselves through. We like to think of misfortunes happening to the other guy.

I recently attended a CFC rally in downtown Washington for Public Affairs Officers. The purpose of the rally was to inform us about the purpose of CFC and for what purpose the funds are used. There are over 800 listed charities in the Washington area dependent in part on help received from CFC. As part of the rally,



Adults, Inc.

The majority of the services and programs at the Center are for children from birth to 3 years of age and their families. Services include an Infant Stimulation program for children requiring intensive therapy and stimulation activities to facilitate normal development; therapeutic and education day care for infants and toddlers with handicapping conditions whose parents are studying or are employed full time; and parental education workshops on nutrition, feeding techniques, sensory-motor stimulation, positioning and handling, hygiene, and use of adaptive equipment for the handicapped.



Support groups for families whose children have severe handicaps are also sponsored.



As I watched the individual instruction given these children, my thoughts turned to my own little grandson who was helped by such an organization. Little did I realize that the jubilation my son felt that early April morning, when he called to announce the birth of his first son, would be turned to devastation and sorrow within a few days. It was then that we learned that little Robert had a heart murmur. Further tests told us that his heart valves were not normal and he had a chromosomal imbalance as well. Little Robert's development would be slow, he would be retarded and

probably would not live beyond the age of 35. Why? Why? Doctors could give us no answer other than "it happens every so often" and "no, it was not caused by heredity."

While my son's income was good for a young couple buying a home and starting a new business, it was in no way sufficient to pay for the special training and catastrophic medical bills that were to follow. Help was received from organizations such as those sponsored by CFC.

Robert was a sweet, lovable baby -- he was special! Through the skills of therapists he learned to roll over and was learning to crawl, however, his complexion was always rather blue. Doctors told us that the blueness was caused from his heart valves not allowing him to breathe enough air. So arrangements were made with Children's Hospital in Washington for an operation to enlarge these valves. The operation itself was a success, but God had other plans for Robert. His little heart would not stabilize and Robert died at the hospital early one April morning, just a week before his first birthday.

This happened to my family! It was real! And CFC was there to help!



# Reestablish Operations With Vital Records

by Paulette Kommes

How does the Defense Mapping School reestablish operations in another location without a total disruption of its overall mission? With "Vital Records"!

Vital Records are those records that are essential to reestablish or continue government activities during or after an emergency. Vital Records Monitors are responsible for selecting and safeguarding information that is needed for recovery operations.

There are two types of vital records: emergency operating records and rights and interest records.

o Emergency operating records are those records vital to the es-

sential functions of government for the duration of a manmade or natural emergency. This includes organization, manning and procedural records needed to maintain readiness that must be immediately available.

o Rights and interest records are those records required for the preservation of rights and interests of individuals and the government. These records are not needed immediately and would not be kept at alternate site locations in hard copy or paper form.

There are two approaches for identifying vital records:

o A complete inventory of all records relative to emergency

functions is made and records to be safeguarded are selected, or...

o The records to be safeguarded are selected based on a study of how necessary functions are to be accomplished under emergency conditions.

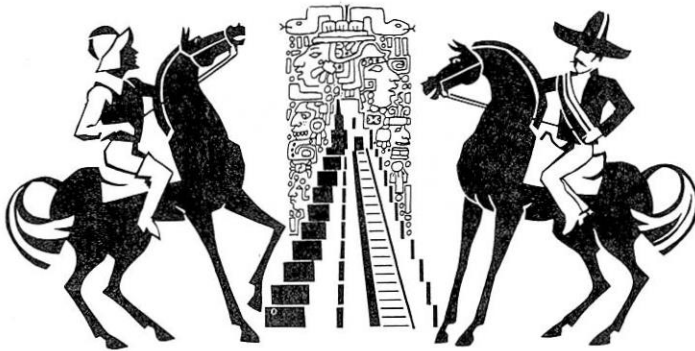
This information is maintained in hard copy at alternate-site locations so that DMS has immediate access in an emergency.

Vital Records must be reviewed annually to ensure that all information is current and essential. This review is conducted during September and the DMS Vital Records Monitors need your assistance in the effort. Your office/department's Vital Records Monitors must be aware of the importance of this program and should contact the DMS records custodians to assist in completing the annual review.

## Cultural Awareness Day

October 3, 1988

\$3.00 per person



.... Speakers 1100 - 1200

Heitmann Auditorium

.... Feast of Many Cultures 1200 - 1300

Bagley Park

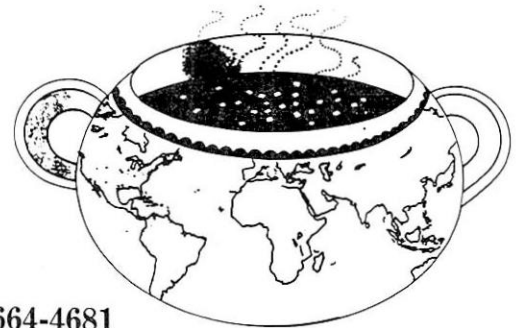
.... Entertainment 1300 - 1400

Back of Bagley Hall

**If you bring a dish, you attend free!**

Further announcements will be forthcoming

POC: Chris Becerra, Hispanic Employment Manager 664-4681



NEW ARRIVALS

SMSgt Raymond Poole (USAF)  
 Instructor  
 Department of Graphic Arts

MSgt David L. Miller (USAF)  
 Instructor  
 Department of Graphic Arts

MSgt Michael S. Sepinski (USAF)  
 Instructor  
 Department of Geographic Sciences

SSgt James A. Chism (USMC)  
 Instructor  
 Department of Geographic Sciences

SSgt Brian K. Henderson (USMC)  
 Instructor  
 Department of Geographic Sciences

DEPARTURES

MILITARY

TSgt Curtiss E. Poormon (USAF)  
 Department of Geographic Sciences  
 Reassigned

SSG Thomas K. Wallenius (USA)  
 Department of Geographic Sciences  
 Reassigned

SGT(P) Brenda D. Hill (USA)  
 Department of Geographic Sciences  
 Reassigned

Sgt James P. Cast (USMC)  
 Department of Construction Engineering  
 Reassigned

Sgt Douglas B. Lewis (USMC)  
 Department of Construction Engineering  
 Reassigned

SGT(P) Tim K. Valentine (USA)  
 Department of Geographic Sciences  
 Resigned

CIVILIAN

Ms. Elizabeth L. Norton  
 Office of Plans, Programs and Operations  
 Return to College

Mr. Karl Abt  
 Department of Graphic Arts  
 Transferred

Mr. Louis A. Lash  
 Department of Graphic Arts  
 Transferred

Mr. William E. Portt  
 Department of Graphic Arts  
 Transferred

Mr. Eric Dean  
 Department of Management and Technology  
 Summer Hire

Mr. Richard Hammerstone  
 Office of Plans, Programs and Operations  
 Summer Hire



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DEFENSE MAPPING SCHOOL

FORT BELVOIR  
 VIRGINIA 22060-5828

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# CONTOUR

Volume 16, Number 2

Defense Mapping School, Fort Belvoir, Virginia

November 1988

## Department of Graphic Arts Makes Many Changes

by David E. Miller

The Department of Graphic Arts (GA) is an ever evolving entity and plays a key role in MC&G instruction at the Defense Mapping School as well as the Department of Defense. To the outsider, it may appear that there are no changes taking place in the department, but this is a false observation. The department is forever implementing changes, purchasing new equipment, and struggling to stay abreast of a rapidly changing "state of the art" technology.

Visitors to GA, located in Bagley Hall at Fort Belvoir, will notice that drastic changes have taken place in the Military Graphic Arts field in the last 20 years. The department installed six new Heidelberg Model SORD printing presses this July. Although the installation was a vast undertaking, it was miniscule when compared to the documentation effort required before installation was complete. Task analysis data bases, exams, procedure sheets and all other documentation, normally required to teach a course, had to be completed so that course instruction could continue without any delay. While one may think "Big Deal," consider the fact that the task analysis data base alone consists of over 145 pages of detailed instructions of how to set up, operate and maintain this intricate piece of equipment.

Almost concurrently with the installation of the Heidelberg presses, Mr. Carl Bien from the Heidelberg Training Facility in



**SSG(P) Michael Johnston and SSG Philip Herr making adjustments to a Heidelberg press during training given by a Heidelberg training specialist.**

Michigan, was training GA repair instructors in the Photolithography Division on procedures and methods to be used to repair the new Heidelbergs. As this training proceeded, GA instructors prepared course documentation so that the instruction, when implemented, would be the best DMS could offer.

Another recent addition to the GA curriculum is the Advanced Lithography course. The first students graduated from this course Sept. 23. This course has been in the development stage for a long time and it is projected that this instruction will provide the 83 series MOS soldiers with the knowledge required for them to excel in their careers. The course parallels other advanced

Noncommissioned Officer (NCO) courses taught at DMS and is geared toward the middle grade Army NCO. It is an extension of the Engineer Basic NCO Course now being taught at Fort Leonard Wood, Mo.

The future of the Department of Graphic Arts appears as though it is going to be just as challenging as in the past. Currently, the department is developing two new courses and a major revision of an old course. Being developed are separate courses of instruction for both the Navy and the Air Force. This will result in the demise of the current Navy/Air Force Basic Lithographers Course.

The Navy course will remain

See GRAPHIC ARTS page 4

# The Direct Line



by  
Maj Gen Robert F. Durkin, USAF  
Director  
Defense Mapping Agency

## *Haunting Tales*

"They're back!" That line was popularized by the movie, *Poltergeist*. In the movie, the poltergeist (ghost) haunted a house and taunted the family that lived there. As I scan the daily newspapers and listen to the radio news, I find another ghost has resurfaced. . . **espionage**. Once again the national defense is haunted and taunted by traitorous acts committed by people who put their own comfort and welfare ahead of our Nation's.

While the ghostly traces of recent cases such as Pollard, Walker, Boyce, Lee, Harper and Pelton linger, a new case is materializing before us. A long-standing spy ring has been broken in West Germany. The alleged ringleader was a retired Army sergeant who had a TOP SECRET clearance, and for 5 years was the vault administrator for the U.S. 8th Infantry Division. In that capacity he had routine access to a vault containing NATO battle plans for Central Europe, details of Western supplies and reserves, and nuclear missiles.

As in any case where classified information has been compromised, one of the immediate steps was for the originators of the possible compromised information to conduct an exhaustive damage

assessment. This involves a detailed study to determine the facts about the information that has been lost, a determination of all possible consequences of its loss and examination of the information to determine how best to offset or compensate for that loss. In previous assignments, I was personally involved in assessing the damage to national interests in three separate instances. Working that close to the problem, I became acutely aware of the far-reaching consequences that the loss of classified information inevitably brings. I am, therefore, "hard over" when it comes to keeping the lid on the sensitive business of DMA. Three damage assessments is enough for any lifetime.

The first line of defense is effective screening of job applicants to be sure that they meet the standards set for the level of security clearance they will require in the job. Selecting officials, personnel specialists, component security specialists and the DMA Personnel Security Office all play a part in that process. Once the security clearance is granted and the employee comes in contact with classified materials, responsibility shifts. We are all part of the system that continuously monitors and assesses the trustworthiness of ourselves, our subordinates, our coworkers and even our supervisors. Any concerns or doubts must be reported quickly to security officials. Indications of alcoholism, arrests, and bankruptcy should obviously be reported; but, other subtle indicators may be tipoffs to espionage activity and should also be reported.

Do you know someone who is excessively curious and who seeks sensitive information without an obvious need-to-know? Are you aware of anyone asking for classified information through nonofficial channels? Do you know someone who works overtime or unusual hours not required by the job? Has someone in your office shown signs of unexplained affluence? Do you know someone who doesn't report unofficial foreign travel? Or, have you seen some-

one bring cameras or recorders into sensitive work areas or remove classified materials from the area?

Each and everyone of us must play an active role in the security of our Agency. A review of recent spy cases shows a frustrating common thread. Friends and coworkers of the culprit usually were aware of security-relevant facts but failed to report them. Don't let it happen here. Contact your Security Office and report your suspicions. Your report will be held in confidence. Let's work together to create a "spirited" security environment in DMA where espionage activity doesn't stand a "ghost of a chance."

## *Two From DMA Receive Presidential Rank Award*

The second highest cash award the President of the United States can award a civilian employee was presented to two DMA people September 20, 1988, in special ceremonies held at the HQ DMA.

Air Force Maj Gen Robert F. Durkin, Director DMA, presented the Presidential Rank Award to Charles Hall and John Vaughn. Hall is the DMA deputy director for Programs, Production and Operations. Vaughn is the DMA comptroller.

The individuals were presented a special award certificate, pin and a check in the amount of \$10,000. Hall has been with the Agency, or its predecessor organization, since 1963. Vaughn came to DMA in 1974. Both individuals are members of the Senior Executive Service.

Hall was cited for his devoted efforts to ensuring that the Agency satisfies its commitments with judicious expenditure of scarce resources. "His initiatives in the international MC&G arena have resulted in substantial savings to DoD", read the nomination.

As comptroller, Vaughn demonstrated the highest levels of integrity, skill, leadership and achievement. "His technical and management skills have established him as one of the true leaders of DMA and all DoD."

# From the DMS Schoolhouse



by Colonel Daniel R. Clark

We, at the Defense Mapping School, have a reason to celebrate. Almost a year ago we re-established the important position of Technical Director for the Defense Mapping School. By doing so, we aligned our organization more harmoniously with that of our Agency Headquarters as well as with our sister Components to whom we are now providing increasing support. I am very proud to announce to the community that Mr. Bill Revell has been selected and approved as the new Technical Director of the Defense Mapping School.

I want to communicate my understanding and expectations related to the key responsibilities of the technical director's job. The primary function of our technical director is to provide continuous and intense focus on our effectiveness in training the MC&G operators throughout the Department of Defense. Based on his extensive experience, he will provide us with the advice necessary to maintain the right balance between instruction in emergent technology and traditional instruction necessary to do today's MC&G work with today's MC&G equipment. It follows that our technical director is our expert authority on the MC&G missions, functions, doctrine and the capability of each of the several Military Departments. He will know with great specificity all of the education and training requirements of the Services and of the U&S Commands now and tomorrow. It also follows that our technical director must be an authority on all technology relevant to the mapping, charting and geodesy field. He will provide advice about the near term choices our customers are making from among



Colonel Daniel R. Clark  
Director  
Defense Mapping School

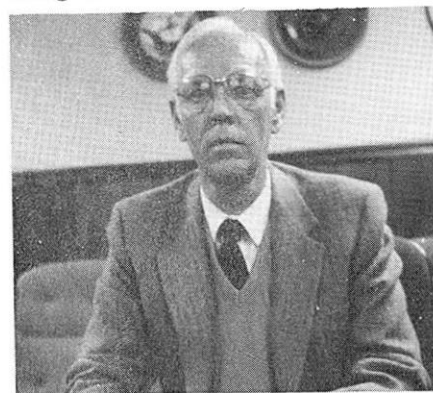
the systems currently available. He will also have a detailed knowledge about the MC&G systems in the research and development phase, both in government laboratories and in the private sector. In that way, he can provide valuable advice on the proactive introduction of advanced technology training within the Defense Mapping School curriculum.

I have a high expectation that our technical director will communicate often and coordinate frequently with his principle counterparts, the technical directors of our sister Components within the Defense Mapping Agency. It is my sincere hope that he will be widely recognized and warmly welcomed by them as an important partner and colleague. He will work hard to ensure that our Agency and each of its Components receives the full benefit of Defense Mapping School support for delivery of effective Agency-wide standardized training.

I will rely heavily on our technical director, as our senior civilian advisor, on the full spectrum of external and internal issues in which the Defense Mapping School has an interest. He will help me manage scarce resources wisely in accordance with the principles of good stewardship. I will seek his advice on the development of performance standards and other personnel matters. He will play a major role in the development of the Defense Mapping School long range plan. I will maximize his

effectiveness by seeking his input on every important decision that I make.

Most members of our Defense Mapping School family, who know Bill Revell, have already stopped by to congratulate him. That's entirely appropriate because his selection was the direct result of his remarkably strong performance in a highly competitive selection process conducted over a period of several months. Having personally participated in the process, I feel very fortunate on behalf of the entire Defense Mapping School that Bill Revell was among the applicants. I am absolutely convinced that Bill is the right person to fill this pivotal position in these dynamic times. That's why we have something to celebrate.



After serving 20 years in the U.S. Army, Mr. William H. Revell (above) began his career at DMS as a Supervisory Cartographer in September 1974, promoted to Physical Scientist, August 1976, appointed as Acting DMS Technical Director, December 1987, and promoted to the position in September 1988.

Educational pursuits include a Bachelor of Civil Engineering in 1953, a Master of Science in Civil Engineering in 1967 and numerous military courses.

Among the awards he has received were the Meritorious Service Medal, Army and Air Force Commendation Medals and the DMA Benjamin B. Lane Award for Technological Achievement for 1987. He is also one of the recognized authorities on the Analytical Photogrammetric Positioning System.

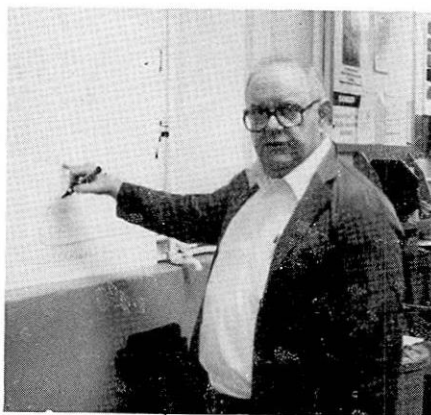
## GRAPHIC ARTS from page 1

basically unchanged, except in the areas of typesetting and offset press operation. The Navy has adopted a new desktop publishing system which uses the Ventura software package and will provide Navy personnel with a versatile, user friendly system for all of their typesetting and publishing needs. The Defense Mapping School will serve as the test bed for this new item of equipment. The first system should be operational by the time this article reaches publication. Additionally, the Navy plans to retire all of the old Harris L-125 offset presses and replace them with new A.B. Dick model 9880D offset presses. Procurement of the new model equipment for the purpose of developing instructional material is currently being processed.

While the Navy appears to be intensifying its training for lithographers, the Air Force is redirecting its emphasis on the reprographics career field. Therefore, Air Force students will be attending a dedicated Air Force Reprographics course instead of receiving the same instruction as Navy students. In the Air Force course, there will be less instruction in the prepress phase and a significant increase in the operation of automated duplicators and related bindery equipment. The Air Force has also requested GA to reduce the level of instruction in micrographics from a "hands on" practical exercise to a knowledge.

Both the Navy and the Air Force courses are scheduled to be ready for presentation in the first quarter of fiscal year 1990. The complete implementation depends greatly upon the availability of funds for the purchase of Total Copy Systems to support the Air Force instruction and new printing presses for the Navy course.

When there is a significant change in the equipment being used to teach basic courses, changes must also occur in the Reproduction Equipment Repair Course. A major revision of this course must be made to include



**Mr. Carl Bien from the Heidelberg Training Facility in Michigan explains a Heidelberg repair procedure to GA repair instructors.**

the repair of the new Heidelbergs, A.B. Dicks, paper cutter and various other new items of equipment.

These changes and revisions must be made in a timely fashion by GA instructors while maintaining their current level of instruction for their primary courses --the Basic Photolithographic Processes, Basic Offset Printing, Navy/Air Force Lithographer, Reproduction Equipment Repair Course, and the Advanced Lithography. GA also supports the Department of Management and Technology with instruction during the reproduction phase of the Mapping Charting and Geodesy Officers Course and the Cartographic/Geodetic Officers Course.

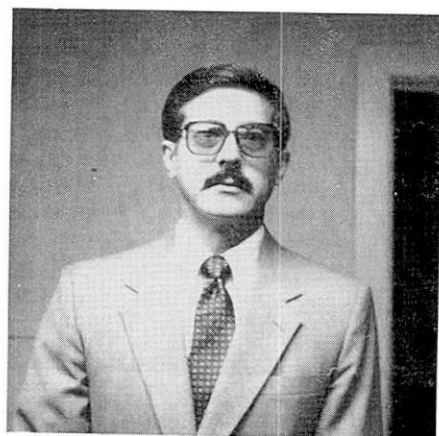
It is anticipated that GA instructors soon will be working in excess of their normal 40-hour week to meet additional requirements. The School has been asked to increase the class quota for the Basic Offset Printing Course to ten classes per year versus the present six. The Army needs DMS to teach four Advanced Lithographer classes instead of the current one now scheduled. Only two additional instructors have been authorized to accomplish all of these changes and additions.

The department is presently suffering from a temporary shortage of personnel. It is hoped that through an aggressive recruiting program this shortage will be a temporary situation.

The transition from military to civilian supervisors will be complete as soon as a new chief of the Reproduction Division is selected.

Since the Department of Graphic Arts is the only department in Bagley Hall, it is geographically separated from the other academic departments "on the hill." Next time you're in Bagley Hall, stop in, introduce yourself, and find out the truth behind our motto, "Reproduction is Fun."

## *Miller Appointed the New Graphic Arts Chief*



Mr. David E. Miller has been appointed the new Chief of the Department of Graphic Arts (GA). However, Miller is not new to the Defense Mapping School. Miller retired from the Army in April, 1988 and has been employed as Production/General Manager, Copy Data Systems, Tysons Corner, Va.

Prior to his retirement, Miller was chief of GA's Photolithography Division (April 1984 to March 1988) and an instructor in the Department of Topographic Sciences (May 1980 to April 1984).

Welcome back Dave -- just like old times, except for the civilian suit in lieu of the Army green.

## **Worth Repeating**

**"A compromise is the art of dividing a cake in such a way that every one believes he has the biggest piece."**

**—Dr. Ludwig Erhard,  
West German politician**

# Why Contribute to CFC?

Every fall, men and women in uniform, along with their civilian counterparts, are approached by keyworkers in their offices and asked to donate to the Combined Federal Campaign. Some toss their campaign brochures aside. Others tuck them away to fill out later, only to have their good intentions go forgotten, lost in the everyday hustle-bustle. Have you returned yours to your keyworker?

The Combined Federal Campaign - National Capital Area isn't just another fund-raiser. It is a diverse collection of human health and welfare organizations that bands together each year to raise money for people in need. CFC, the federal government's annual charitable fund-raising drive, has been helping people through difficult times since 1956.

By grouping together, these agencies are able to collect funds through a single solicitation, relieving contributors from being deluged with an avalanche of individual requests.

All of the 750 participating organizations in the National Capital Area listed in the CFC brochure, distributed by DMS key workers, are legitimate, reputable organizations dedicated to helping people who can't help themselves. This campaign brochure includes a contributor's information leaflet, a list of the eligible organizations and a short description of each, along with a telephone number contributors can call for more information.

Contributors can choose the groups they wish to support from this list, or they can specify that their contributions go to all participating organizations.

Write-in organizations are not permitted this year, mainly because they dramatically increase the cost of administering the campaign. Keeping these costs down ensures that the most dollars go where they are intended: to the people who need them. This year, the campaign brochure offers a new feature: Each agency description specifies the percentage of its funds devoted to administration and fund-raising.

The names and addresses of contributors who specify one or more agencies are forwarded to those organizations. Campaign rules ban all agencies from releasing this information outside the organization. If they wish not have their names forwarded to the agencies, contributors can so specify by checking the appropriate box on their pledge forms.

One of the easiest and most popular forms of contribution to the Combined Federal Campaign is payroll deduction. When giving through this method, the amount specified by the donor is deducted from each paycheck.

Service members agree that the campaign is an important, worthwhile effort. "CFC is a fantastic way of contributing to people who actually need our help," said one airman.

"I've seen CFC do a lot of good for a lot of



**DMA Director, Maj Gen Robert F. Durkin (USAF), endorses the Combined Federal Campaign by filling out his payroll deduction pledge card. "The CFC presents an excellent opportunity," commented the general, "for all of us in DMA to help our community and nation service organizations in their worthwhile efforts. I encourage every DMA employee to take part in the campaign which helps those less fortunate than ourselves." DMA CFC Campaign Chairman, John Vaughn awaits the General's pledge card as the first DMA contribution.**

people, noted a sailor. A marine added, "The CFC is a fine organization. It offers you the opportunity to give to many needy organizations. . . I urge you to give generously."

A sailor summed it up, "CFC is another way the military responds to people in need all over the world. In a sense, it is part of our country's total defense package.

**"Someone is waiting. . . for you to make a difference."**



1989 COMBINED FEDERAL CAMPAIGN

## CFC Agency Goal Set

The Combined Federal Campaign for the Department of Defense in the National Capital Area began on Sept. 21.

The DMA campaign began Oct. 3. The DMA goal for this year is \$233,865, an increase of 6 percent over last year. The DMS goal is \$10,000.

Mr. John R. Vaughn, Comptroller, HQ DMA, is DMA's CFC Vice Chairman and the campaign administrator is Mr. William C. Bartel, Jr. For technical questions, contact Mr. Bartel on (202) 653-1441.

# Dealing With Difficult People

by Penny Greer

The Fort Belvoir Equal Employment Opportunity Office (EEO) sponsored a career development training session at the SOSA Recreation Center on Sept. 20, 1988. The instructor was Mr. Frederick E. Soto, Fort Belvoir EEO Officer, and the subject was "Dealing With Difficult People."

Mr. Soto began the session by reminding us that friction is unavoidable and we should know how to distinguish difficult situations. "Conflict", he said, "can only affect us to the extent that we are prepared to deal with the situation. Most people in a difficult situation will either fight, run away, or pretend the situation doesn't exist."

When the assembled group was asked to define a difficult person, they noted the following characteristics: moody, stubborn, selfish, disrespectful, contrary, always right, short tempered, too apologetic, arrogant, argumentative, narrow-minded, confused, refuses to listen and insecure. We were then asked if any of these characteristics reminded us of ourselves and we had to admit we have all had these feelings at different times. Mr. Soto's next question was "If you were feeling any of the above, how would you like to be treated?" Before we answered, he reminded us that we all like to be treated with sympathy, understanding, consideration, respect and patience.

Mr. Soto then described three characteristics of difficult people. They are:

- o **Tunnel vision** -- people wearing blinders, and only see straight ahead.
- o **Prejudice** -- people who prejudge a situation without knowing the facts.
- o **Turf fighter** -- people who can be aggressive or lazy in protecting their turf. A lazy person often wants others to do their job. Turf fighters are usually very egotistical, have to win, and have to be right.

Mr. Soto then described six types of difficult people and how to deal with them. They are:

## Hostile Aggressives

This type can be described as follows:

o **Sherman Tank:** These people are usually bullies who need to be right all the time and expect people to run away from them.

**Solution:** Quietly stand your ground, ask if they are done and calmly ask if they are ready to discuss the problem.

o **Sniper:** Uses innuendo and calculated digs in order to say I told you so.

**Solution:** Confront them by saying that sounds like a dig, what are you trying to say to me?

o **Exploder:** People who are tantrum specialists.

**Solution:** Patiently wait them out and then ask if they are through and then tell them you realize their problem is very important to them and let's see if we can't work together to solve it.

## Complainers

People who complain all the time but do nothing to solve the problem and constantly tell you "that will never work" and "things have always been done this way", thus resisting change.

**Solution:** Never agree, at most say maybe, then ac-



"Well, you can just go back and tell Capt. Finster to send another message. But this time, make sure it's clean, neat and legible, with proper grammar and correct spelling."

knowledge the complaint and ask them for their solution to the problem.

## Clams

People who are unresponsive.

**Solution:** Try to open them up by asking questions and letting them know you value their opinion. When they do speak, express your appreciation.

## Super Agreeables

People who agree with everyone and have no opinion of their own.

**Solution:** Try to open them up by asking direct questions and letting them know their opinion is important. When they agree, ask for specifics on why they agree. Strengths, weaknesses, etc.

## Negativists

People who always tell you it can't be done.

**Solution:** Don't shut them down but question them on why it won't work and how they think it could be made to work. You might learn from them.

## Know-It-Alls

This type can be described as follows:

o **Bulldozer:** These are people who roll over you but step on other people to do

See DEALING page 7

**"BUT MY ONE VOTE  
DOESN'T MAKE A BIT OF DIFFERENCE . . ."**

Or so millions of Americans think. Thus, an incredible **68 percent** of eligible Americans do not vote or even **register** to vote! But they're wrong. Here's why.

Because so few Americans vote, those who **do** vote are very powerful. For example, in the 1986 elections for Congress:

Eligible Citizens  
Who Voted  
36%  
x  
Those Voting for the  
Winners  
About 60%  
=  
Those Electing the  
Entire Congress  
ONLY 21%

What does this mean? When people do not vote, then the **minority, not the majority**, runs the country!

**THE CRITICAL IMPORTANCE OF JUST ONE VOTE**

You vote in your precinct, your neighborhood area. Many elections have been won by **just one vote per precinct!** John Kennedy won the presidency by **just one-half vote** per precinct. . . and Woodrow Wilson won by **just one vote** per precinct in the state of California. If you don't vote--and **just one** like-minded citizen in each precinct does the same--it could cause a good candidate to lose!

**Remember:** "When the righteous are in authority, the people rejoice: but when the wicked beareth rule, the people mourn." (Prov.29:2)

**Rejoicing or mourning.** Keeping the freedom so priceless to you. . .or losing it. In America, **that choice is in the hands of voters.** Pledge today to vote on November 8. Urge your friends to vote, too.



**VOTING: IT'S THE PRICE YOU PAY TO KEEP AMERICA FREE**

DEALING from page 6

it. They also believe they are smarter than you and go overboard to prove it.

**Solution:** Remember to acknowledge that their opinion is important but express the need to work together to solve the problem.

When dealing with difficult people, remember to leave your ego at home and maintain your composure. Next, listen, ask questions, learn to compromise and don't forget the power of a compliment. Remember also that body language can play a very important role in determining how you are responding to the problem and on how you are perceived by the difficult person. Display an interest in people by giving them your total attention, smiling more, saying less, and above all, concentrating on what that person is saying and don't forget that we all like to feel that someone cares about our problems.

**Did You Know  
....????**

The Defense Mapping Agency has an inventory of more than 70,000 mapping products. Many are of the same areas, but are adapted to the needs of different users.

\* \* \* \* \*

Computerized maps are programmed on cassette tapes not unlike those sold in record stores. The cassettes are sealed in small metal boxes with grooved sides and notches that enable them to be plugged into modern cruise and ballistic missiles.

\* \* \* \* \*

The highest Presidential award is the Distinguished Presidential Rank Award in the amount of \$20,000. This award is normally presented in White House ceremonies.

\* \* \* \* \*

Many legitimate complaints go unheard because the listener is too busy thinking in his/her own mind of an excuse not to listen.

# POW/MIA Issue Addressed at DMS

Ref: Castle articles  
by Rob Staggenborg

When American servicemen were lifted out of the Vietnamese conflict, the country breathed a sigh of relief. The unpopular war was over at last. But for more than 2,400 servicemen who are listed as missing from the Vietnam War, the war is far from being over. There are prisoners of war who are still being held captive and those soldiers who are unaccounted for.

These servicemen served their country honorably; their only "mistake" was falling into enemy hands and disappearing. Now their families and loved ones must carry the pain and anguish in their every day lives and we should share their suffering.

We do care and so does our government, although progress in this area has been slow due to Indochinese government's unwillingness to cooperate. However, high national priority, increased public awareness, and continued efforts for the release of POW/MIA are key factors to resolving the ongoing disputes between the American and Indochinese governments. The Army is the Department of Defense's executive agent on the issue and has opened an office in the Hoffman Building in Alexandria, Va. to find those who did not come back.

LTC Jim Cole, the chief of the Total Army Personnel Agency's POW/MIA policies recently addressed the employees of the Defense Mapping School on DoD's official POW/MIA policies. According to reports made by the Defense Intelligence Agency, there are 2,393 American servicemen and civilians unaccounted for in Indochina.

Part of the emphasis on the issue stems from a decree made by President Ronald Reagan which has made the issue a high national priority. Speaking before the National League of Families of American Prisoners and Missing in Southeast Asia's 19th annual meeting he declared, "the only way we can give peace a chance is to give the loved ones of those missing the

truth -- the fullest possible accounting of the fate of their loved ones. I implore the governments concerned to respond to our previous proposals. . . The governments of Indochina know that resolution



of this issue is critical to any future relationship. . ."

Cole said, "The bottom line is that the U.S. is and will remain committed to this cause. We have a duty to those who served and are listed as missing; a debt to their family members and a down payment to the soldiers of the future that their country will not abandon them if they are missing in action. We know we won't be able to account for them all, but we'll try as hard as we can to achieve that goal."

Before the appointment of General John W. Vessey Jr as emissary to Hanoi in February 1987, the Indochinese governments were less than cooperative in resolving the issue. However, now both Vietnam and Laos have agreed that it is a humanitarian issue and have been offering their cooperation.

Recovery and identification of MIA remains is difficult. When a remote site where aircraft has been

shot down is reported, a team of anthropologists and forensic dentists is sent to the site. The team grids off the area in three by three-foot squares and excavates the site. Remains may be anything from a bone, an identification tag or even something as small as a tooth. They are brought back to be analyzed further and identified. Cole said, "Many Vietnamese think that the government will give them preferential treatment in exchange for information. For this reason, they send remains of their own people and in one known case, the remains of a pig, in hopes of receiving help from the U.S. -- We don't pay for information or remains. We treat it as a humanitarian issue."

Cole further said, "We have no substantial proof that there are still Americans being held captive in Southeast Asia," but quickly added, "that doesn't mean there aren't people still there. If there are, the oldest POW would be around 76 years old and the youngest would be in his/her early 40's. We are always investigating live sighting reports."

Also addressing the gathering was Sally Kennedy, a member of the National League of Families, whose son, Jack was reported missing when his aircraft was gunned down. She is still actively searching for his remains and is using her experiences to help families who are searching for loved ones missing in action. She is hopeful that someday he will be coming home, but the information she has been receiving is scarce so she hangs in limbo, expecting to hear the worst.

Kennedy said, "The issue at hand is accounting for those who haven't come back. I try to keep my emotions under control to strengthen the cause. We still remember them, and we want others to think about them too."

In conclusion, Cole said, "Increased public awareness of the issue is the key. The Vietnamese clip newspapers and study public opinion on the subject. We need to show the Vietnamese government that we have a united American front and that the POW/MIA issue will not go away until it has been fully resolved."



# We Remember Veterans Day

Seventy years ago, a significant event occurred in world history. On the 11th hour of the 11th day of the 11th month of 1918, all became quiet on the Western Front. This time it was for good. The guns would remain silent. In a railroad car in France, an armistice was signed and the First World War came to an end after more than 4 years of fighting.

Nearly five million Americans put on a military uniform to serve their country during the "war to end all wars," and 116,000 of them lost their lives. The cost to our nation was great, but in the words of that day and time, they had "made the world safe for democracy."

One year later, President Wilson proclaimed that November 11 should be a time for remembering and honoring those in uniform during the Great War. In his pro-



clamation, Wilson said:

"To us in America, the reflections of Armistice Day will be filled with solemn pride in the heroism of those who died in the country's service and

with gratitude for the victory, both because of the thing from which it has freed us and because of the opportunity it has given America to show her sympathy with peace and justice in the councils of the nations."

For many years, Armistice Day remained simply a day to honor the veterans of World War I. However, in 1954, after millions of Americans served in two more wars, the concept changed. In that year, Congress passed Public Law 380 and redesignated November 11th as Veterans Day, a time to remember American veterans of all wars.

And it is certainly proper that we remember all veterans, for they are a vital part of our heritage. Because of the many sacrifices of our veterans throughout the history of our country, we can be grateful for the freedoms we have, the democracy we still possess, and the human dignity we recognize in all Americans.

## Executive Leadership Selectees Announced

DMA employees selected to participate in the Fiscal Year 1989 DMA Executive Leadership Program were announced recently by DMA deputy director, Management and Technology, Penman R. Gilliam.

Selected from the Aerospace Center were: Jo Ann Cronin, Jefferey S. Goebel, Heidi A. Hovorka, Karen Jenkins, Anne P. Kennedy, Dawn Y. McMartin, Kimberly D. Norgaard, Patricia J. Nowicki and M. A. Moses Toenjes.

Selectees from the Hydrographic/Topographic Center were: Peter A. Alvestad, Dennis R. Doherty, Robert B. Hoffman, Rebecca D. Kingsolver, Kathy J. Parker, Tina J. Pinkard, Steven R. Scheu, Jeffrey L. Tippen, Sandra L. Weber and Marcia K. Weinland.

Angel R. Santiago was selected from the Inter-American Geodetic Survey along with Gina H. Jagim from the Telecommunications Service Center and Zygmund Lenchert from the Combat Sup-

port Center.

The two individuals selected from the Reston Center were Gregory A. Barker and Kimberly J. Owen.

From the Systems Center, the DMA Executive Resources Board selected Richard A. Becherer, Diane E. DeBaets, Elizabeth A. Krebs and Henry V. Taber.

"The Board was most impressed," commented Gilliam to Component Directors, "with the personal initiative and considerable achievements reflected in all of your candidates" nomination packages."

In a statement to the selectees the DMA deputy director, Management and Technology, said "I want to challenge all of the selectees to fully immerse themselves in the demanding schedule of program activities they face during the next year. The energy and dedication demonstrated by program participants in the accomplishment of training activities will stand each of them in good stead as they progress in their careers within DMA."



## Security Quiz

Are the following statements true or false?

o The marking "For Official Use Only," may be used to identify classified information.

a. True                      b. False

o Information or material that requires protection against unauthorized disclosure in the interest of national security shall be classified in one of three designations, namely: "Top Secret," "Secret," or "Confidential."

a. True                      b. False

o A transmittal document will carry on its face a notation of the highest classification of the information transmitted by it.

a. True                      b. False

Answers: b., a., a.

## DMS Is Runner Up in Over 30 Softball

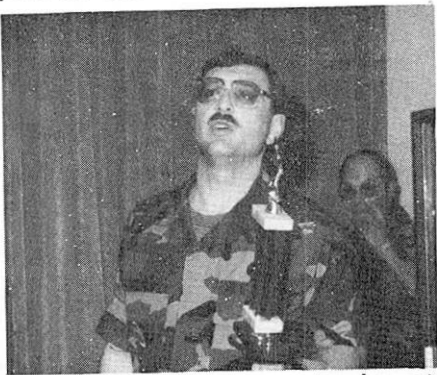
A team composed of members from DMS and the 30th Engr Bn recently completed a successful softball season by taking the runner-up spot in the final tournament.

Although the regular season record was only 6 wins against 8 losses, their bats and gloves came alive when it counted. After beating the almost invincible MEDDAC team, the Thumpers (team name) emerged from the winners bracket as the only undefeated team.

The MEDDAC team came out of the losers bracket having to play and win 3 games on the final night-which they did. They knew they were in a fight, however, as the two victories over the Thumpers were by the scores of 10-9 and 8-7. Both were courageous efforts by our players and our few but loyal fans were proud even in defeat. Trophies were presented to both teams at the end of play.

Looking ahead to next year, it is very possible that the 30th Bn will no longer be at Fort Belvoir, meaning that we will lose some very valuable players. If you think you might be interested, keep it in mind for next year. The season is about 6 weeks long beginning the middle of August, games are in the evenings twice a week, they last about 75 minutes, and we have fun in the process. The only prerequisite is to be over 30 years old.

Congratulations to the Thumpers of '88!



"Whoppee, we won a trophy at last!" exclaimed SSG Bill Belek.



Pictured with Colonel Clark are the DMS members of the Thumpers Over 30 softball team. They are (left to right): SFC Pete Rossi, COL Clark, SSG Bill Belokon, LtCol Charles Sakowicz, CW2 Ed Huth, SFC Stu Lobel, and SFC Juan Buentello. Jim Harnden and Capt Nelson Mora, also members of the team, are not shown.

## Fall Back in October

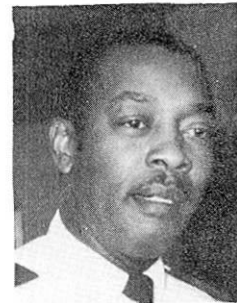
"Fall-back" time this year is Sunday, Oct. 30. That's when you set your clocks back one hour and standard time resumes -- officially, at 2 a.m.

You won't have to do this, however, if you live in Arizona, Hawaii, the Eastern time-zone portion of Indiana, American Samoa, Puerto Rico or the Virgin Islands. These places are exempt by law from observing daylight-saving time and, therefore, remain on standard time.

Under standard time, it gets dark one hour earlier in the evening; thus, an "extra" hour of daylight in the morning. This suits some and is opposed by others.

Farmers, for example, like more daylight in the morning to do their chores. Others like more daylight in the evening -- to get home from work and school and to run errands in the evening. The controversy has continued over the years.

Last year, a bill was passed that affects the time daylight-saving time resumes in the spring. It is now the first Sunday in April instead of the last. Standard time, however still resumes the last Sunday in October.



*Chief*

*Jackson*

*is Back*

That's right! Lylton B. Jackson is back at Bagley Hall. It really is great having old friends coming back to work here at DMS after they retire from military service. Chief Jackson, no that is not right, I mean Mr. Jackson retired from the Air Force July 1, 1988. I miss seeing him in Air Force blue but I must admit he looks sharp in civilian attire.

In keeping with our new policy of appointing civilians as staff officers, Jackson replaces CW2 Bill Michaels as Chief Reproduction Printing Division, Department of Graphic Arts.

Jackson, a native of San Bernardino, Calif., now lives in Woodbridge, Va. with his wife Nettie and two sons, Darren (17) and Darryl (16). Jackson says he plans to really retire when he sees them through college.

# Director's Call

## PROMOTIONS

SFC Lyle K. Otineru (USA)  
Department of Geographic Sciences  
Promoted to Master Sergeant

SSG Lawrence P. Tydingco (USA)  
Department of Geographic Sciences  
Promoted to Sergeant First Class

Mr. William H. Revell  
Office of the Director  
Promoted to Technical Director, GM 15

## AWARDS

CW3 David C. Dannelly (USA)  
Department of Geographic Sciences  
Defense Meritorious Service Medal

SMSgt Gerald A. Smith (USAF)  
Department of Geographic Sciences  
Defense Meritorious Service Medal

Capt Harold J. Huslage (USAF)  
Department of Management and Technology  
Air Force Commendation Medal

SMSgt Raymond B. Poole (USAF)  
Department of Graphic Arts  
Meritorious Service Medal

MSgt David L. Miller (USAF)  
Department of Graphic Arts  
Air Force Achievement Medal

## OUTSTANDING PERFORMANCE CERTIFICATE

Mr. Bobby B. Rawlings  
Department of Geographic Sciences

## CERTIFICATES/LETTERS OF APPRECIATION

CPL Robert A. Becker (USA)  
Department of Construction Engineering  
Certificate and Letter of Appreciation

LT Robert L. Bassett (USN)  
Department of Management and Technology  
Letter of Appreciation

LICS Robert D. Carr (USN)  
Department of Graphic Arts  
Letter of Appreciation

## NEW ARRIVALS

Major Robert J. Alcaparras  
Chief, Joint Operations Division  
Department of Management and Technology

CW2 John A. Stokes (USA)  
Instructor  
Department of Management and Technology

CW2 Michael F. Weir (USA)  
Instructor  
Department of Management and Technology

MSgt Richard L. Johnson (USAF)  
Chief, Logistics Division  
Office of Mission Support

Mr. David E. Miller  
Chief  
Department of Graphic Arts

Mr. John L. Batt  
Instructor  
Department of Graphic Arts

Mr. Patrick D. Donovan  
Physical Scientist  
Department of Management and Technology

\* \* \* \* \*

## DEPARTURES

LTC Russell O. Reich (USA)  
Department of Construction Engineering  
Reassigned - Arlington Hall Station

SFC Douglas K. Briggs (USA)  
Department of Geographic Sciences  
Reassigned - Germany

CW3 David C. Dannelly (USA)  
Department of Geographic Sciences  
Reassigned

Mr. Alfred L. Josey  
Department of Graphic Arts  
Retirement

# RETIREMENT

## Can Be a Hassle

by Charles R. Knight

Retirement has really been a hassle for me. I didn't realize just how many daily decisions had been made for me (by the Army), so for 20 years I remained thankful. Now I have to decide what to wear to work, at least Monday thru Friday. I also have to plan activities for weekends because I know there will be no alerts or other calls to work. I even have to look outside every morning to decide if there's enough sun to wear a hat! Thank you, Army, for relieving me of these burdens for so many years.

Those of us who haven't succumbed to forest fires out here in God's country take pity on you Eastern city slickers. It's been so nice to get up every morning with a spectacular view of Pikes Peak and the Front range and to breathe air that is so blue you can almost see it when you inhale (as opposed to watching those D.C. diesel fumes when inhaling). Some of our trees are already

lightly touched by yellow and red and gold. Soon, clean powdery snow will descend from our clear, starlit heavens and transform our paradise into a low tax-rate wonder, and I can meet my neighbors, each of us behind our 4HP snow blowers. What more could a person want (except for cheaper firewood)?

For those who will vote in the presidential election this year, I say that Reaganomics is working. After only a few months I found a barely detestable job just a little below the poverty level. (Actually, I like my job quite well and am somewhat surprised they pay me for being here.)

I always look toward the back of the Contour to see who has hung up their brass belt buckle. The civilian community has gained a lot of good people lately. Next I look at the names of new arrivals. Right now I'm looking at the names of Peter Dunbar and Wesley Bohannon and wondering how they'll like DMS. Chuckle! Chuckle!

Just one more comment about civilian life. You'd all be amazed at how easy it is to stay away from computers. We just toss some hot dogs and Pepsis into the trailer and head into the mountains for the weekend. There are

no computers, telephones or kids. Only the sound of our 15kw generator supplying electricity to the air conditioner.

Congratulations, Cris, on your recent honors. Yes, Penny, I read all your articles. No Lynn, I haven't called, but it's only because I've lost your phone number.

\*\*\*\*\*

*NOTE: For those of you who did not have the pleasure of knowing Chuck Knight, here's a bit of history. Chuck was the Operations Sergeant in the School's Office of Plans, Programs and Operations from 1985 until he retired in November 1987. He now lives in Colorado Springs, Colo. Chuck will always be remembered here in Bagley Hall for his cooking abilities and those unique decorated birthday cakes he used to just whip up!*



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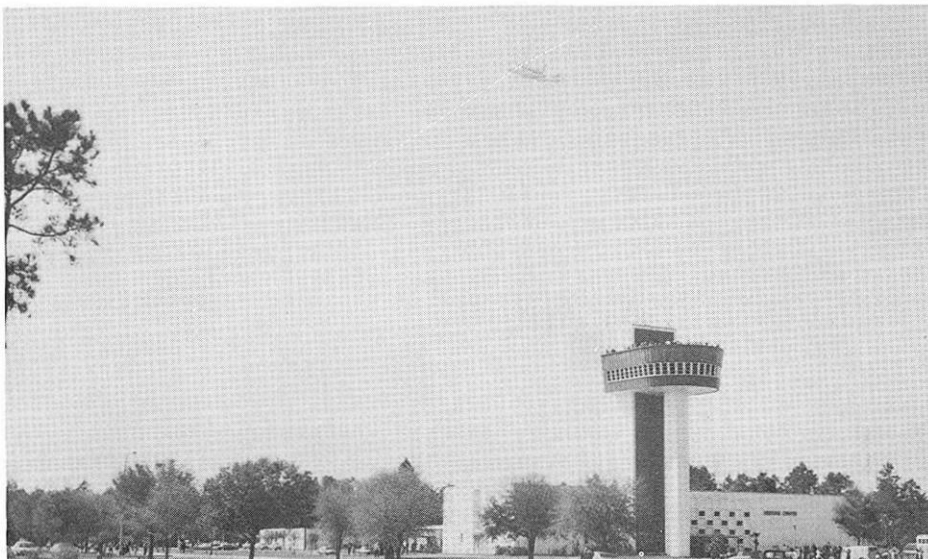


# CONTOUR

Volume 16, Number 3

Defense Mapping School, Fort Belvoir, Virginia

December 1988



John C. Stennis Space Center on the Gulf Coast in Hancock County, Mississippi, NAVOCEANO's site for the birth of the DMS Survey Instrument Maintenance Course.

## DMS Announces the Birth of a New Course

by: John D. Mann

Neither the ghost of DMS past or ferocious hurricane "Gilbert" could keep the Defense Mapping School's birth of a new course from its scheduled delivery. The "new arrival," named Survey Instrument Maintenance Course, 670-602, is nicknamed "SIM." SIM, the brainchild of CW3 Thomas M. Besch, Survey Division, Department of Geographic Sciences (GSS), grew out of many hours of devotion to assessing the needs of the military services for this type of training. The arrival came 60 days early but without incident.

The proud family consists of CW3 Besch, and the writers and instructors, Mr. John Mann, Mr. Dale Cuave, SFC Douglas Briggs, and Sgt John Kilgore who were instrumental in the delivery of a

whopper of a course.

Since the SIM course was "born" in Bay St. Louis, Miss., the equipment needed to support SIM had to be transported by van from Fort Belvoir, Va. to the NAVOCEANO site at the John C. Stennis Space Center.

The new course, "SIM 670-602," was brought to life and introduced by CW3 Besch to a group of nine enthusiastic students on Sept. 12. The students were: Roy J. Carver, Robert E. Kilroy, Jay Berkman, Calvin Martin, J. Scott Bradford, Savage E. Brown, Shirley D. Brown, Danny M. Bryant, and Charles S. Weisner. Present to witness this historical event were MAJ Arthur G. Thompson, Chief, GS and CWO4

See "SIM" page 4

## APPS - It's Time to Grow Up Again

by ISC Scott E. McDonald, USN

One of the challenges that both business and the military face from year to year is the constant development of new, "higher technology." This high technology not only involves new programs and projects but also affects the equipment that has been in the field for many years.

The ever changing world of technology has once again caught up with the Defense Mapping School; and in particular, the Analytical Photogrammetric Positioning System (APPS). Within the next 6 months, APPS will receive its newest update - an MS-DOS computer. This will be the second update for the APPS during the 16 years of its existence. The new computer will enhance and improve the op-

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***New technology — a definite challenge for Military Services and Commercial Business.***

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erations involved in precise coordinate mensuration from DMA produced Point Positioning Data Bases (PPDBs).

APPS received its first technology facelift in 1980. Prior to that time, the system had relied on a desktop programmable calculator from Hewlett-Packard, the HP-9810. The HP-9810 used tape cassettes, used in stereos, and a magnetic strip that was fed through a roller to transfer the programming from the strip to the machine's

See APPS page 6

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## The Direct Line

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by  
**RADM William J. M. O'Connor**  
U.S. Navy  
Deputy Director  
Defense Mapping Agency

### Front Line People

Last month there were three conferences held in the Washington area which were extremely impor-

tant to this Agency, not only from the standpoint of topics discussed, but, in terms of who attended. I speak of the Combat Support Center Commander's Conference, the DMA Liaison Officer Conference, and the DoD MC&G Conference.

I stress the attendees because these are the individuals who are the "front line," so to speak, with the users of DMA products. Some are assigned to DMA, others are members of the various military commands, but all are extremely important as the "eyes and ears" of this Agency. They are in the best positions to see our products in use; to take part in the development of requirements; to take our message to the user and, just as important, to bring the user's message to us.

Different agenda addressed the specific needs of each group but common to all agenda was the DMA Modernization Program and its ramifications.

Modernization of the DMA production and distribution system is by far the major challenge facing

this Agency. Couple that fact with the need for DMA to continue to respond to on-going everyday requirements while carrying out a comprehensive modernization program and one can begin to grasp the magnitude of the dilemma in which DMA finds itself.

As I told the MC&G officers, it is essential, during this period of transition to the digital production system, that we -- DMA personnel and the user -- work together. We must understand the new DMA production process, its ramifications, and where it is leading us. It is only through discussion, deliberation and action during conferences, such as those I wrote of here, that we, as a community, will eventually realize the maximum benefits of the modernization program.

Our "front line" people -- the liaison officers, the CSE commanders, and the MC&G officers -- are important links in the communications process with our product user; just as our managers are the key link with our employees in the internal communications process.

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## *DMACC Handicapped Employee Honored at DoD Ceremonies*

John F. Clark, automotive mechanic helper in the DMA Aerospace Center Vehicle Operations and Maintenance Section, was honored Oct. 5, 1988, in Pentagon ceremonies as one of thirteen Outstanding DoD Handicapped Employees.

The Honorable Frank C. Carlucci, Secretary of Defense personally congratulated Clark and the other award winners after addressing them at the ceremony.

Categorized as a slow learner, Clark distinguished himself as one of the best employees hired in his division in many years, according to the narrative accompanying the award. "His work performance far exceeds the standard for his ability to work alone, even on projects beyond the scope of his job description."

Clark was honored at HQ DMA earlier in the day when DMA Deputy Director, RADM William J. M. O'Connor, USN, presented the DMA Disabled Employee Award.

The awardee was accompanied at both ceremonies by his father, Gerard Clark; uncle, David Clark; and supervisor, Ralph Compton.



**RADM William J.M. O'Connor is presenting John F. Clark, DMA Aerospace Center, the DMA Disabled Employee Award.**

## A Holiday Message From



**Maj Gen Robert F. Durkin**  
**U.S. Air Force**  
**Director**  
**Defense Mapping Agency**

Where did the year go?

I'm probably not the only one who has asked that question in the last few weeks.

It seems the "end-of-year" holiday season always arrives before we're ready. We shouldn't be so surprised. The usual indicators -- fiscal year change over, cooler weather, autumn foliage, etc., -- have all been there. Yet, I suppose, it is human nature to ignore the obvious and hope that the calendar will allow us to cram into the remaining few weeks all those things that we said back in January we were going to do but still haven't.

Actually we, as an Agency, have accomplished quite a bit this past year. Highlight production figures for the end of FY88 indicate that DMA printed 56 million paper maps or charts; digitized 4.5 million square nautical miles of the earth's surface; and created nearly 7,500 precise target points. Those are impressive figures, in which all can take pride as we reflect upon our year's accomplishments.

I emphasize the word "all" in that last sentence. For it is all of us, working together, regardless of position or tasking, that makes this Agency successful year after year.

As you prepare to celebrate the holidays with friends and family you can do so with the satisfaction that your efforts have resulted in a job well done for the Agency and the nation.

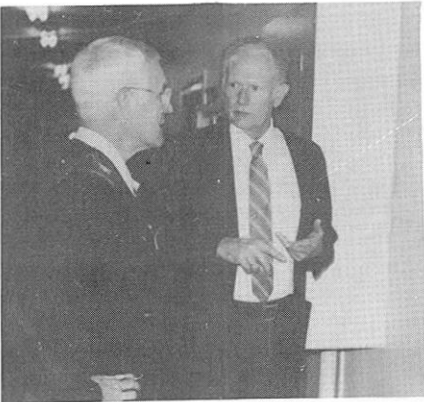
Like you, I know that we have many challenges ahead but those will be met if we apply the same determination and dedication that have been the hallmarks of the DMA work force in the years past.

Please accept Judy's and my best wishes for a safe, sane and sober holiday season.

HAPPY HOLIDAYS!

## Clark and Kameda Visit the Geodetic Survey Squadron

Submitted by: **Capt Richard C. Miller**  
 Public Affairs Officer, GSS



**Colonel Daniel R. Clark, Director, Defense Mapping School, Fort Belvoir, Va., being briefed by Mr. Bob Rowe, Chief of Techniques, Geodetic Survey Squadron, Cheyenne, Wyo.**

With the coming of the new fiscal year, many changes have been taking place within the Defense Mapping Agency (DMA). During the week of 17-21 Oct., 1988, two of DMA's newest personnel came to visit the Geodetic Survey Squadron at Francis E. Warren Air Force Base.

The first to arrive was Army Sergeant Major Clifford Y. Kameda, the first Senior Enlisted Advisor for DMA. As the ranking enlisted member of DMA, he reports directly to Maj Gen Durkin, the Director of DMA, on all issues that affect our enlisted personnel. His 2-day visit to GSS provided him an extensive background of our squadron's mission, with special emphasis on our enlisted work

force. The visit proved to be quite informative for our new Senior Enlisted Advisor.

Our second distinguished visitor, also from the Washington, D.C. area, was Army Colonel Daniel R. Clark, Director of the Defense Mapping School. His organization, fondly known as the "schoolhouse", is the first stop for personnel in the Mapping, Charting, and Geodesy career field. Colonel Clark was given numerous briefings and tours to familiarize him with our unit's mission and how our two organizations work together in training our personnel. Like Sergeant Major Kameda, he left us with a much more thorough knowledge of the Geodetic Survey Squadron.

\* \* \* \* \*

**"It is better to ask some of the questions than to know all the answers."**

—James Thurber

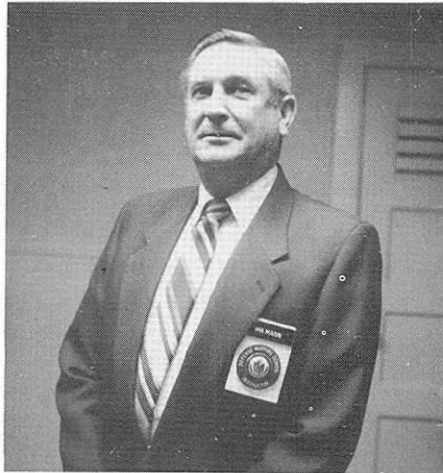
"SIM" from page 1

Steven D. Borgeson, Chief, GSS.

The SIM course was taught in two phases. The first phase was on the maintenance and adjustment of leveling instruments and their accessories. This phase went well with only minor alterations to the work area. This accomplishment is the result of the excellent work performed by SFC Briggs and Sgt Kilgore in setting up the classroom and outside training area.

The second phase focused on the maintenance and adjustment of the directional theodolites and their accessories. In this segment of the course, the interest of the students peaked, as most of them had experience in either maintaining or working with this type of equipment. A few minor inconveniences surfaced, such as locating the right equipment on which to practice and securing small items such as rivets and screws. These difficulties were immediately corrected with the assistance of two of the students, Robert (Bob) Kilroy and Calvin Martin. On behalf of the SIM Staff, a "thank you" is extended to all of the students who attended the course and contributed to the successful completion of our mission.

During the 4-week SIM course, the students provided feedback through the use of critique sheets following the presentation of each



Mr. John D. Mann, Department of Geographic Sciences, was one of the "SIM" instructors from DMS.

phase of the course. Responses expressed praise for the course and reflected the urgent need for more of this SIM training.

Graduation was held Oct. 6, 1988. CW3 Besch, graduation master of ceremonies, introduced guest speakers, Colonel Daniel R. Clark, Director, Defense Mapping School and Captain Charles Martinek, Operations Officer, NAVOCEANO. Both speakers extended congratulations to the students and their instructors for a "job well done." Recognition and a sincere thank you was also extended to NAVOCEANO Capt. William Zuberbuler, Commander; Mr. George Dupont, Director, Hydrographic Department; and DMS MAJ Arthur G. Thompson, Chief, Department of Geographic Sciences for their support.

Colonel Clark, CW3 Besch, the DMS SIM instructors, and other DMS people who contributed to the birth and growth of the 670-602 course, wish to express their deep appreciation to the NAVOCEANO personnel who welcomed them with their special "red carpet" treatment and assistance. Due to this help, the revised course is being readied for delivery via Mobile Training teams to U.S. Army Field Artillery and Engineer units, USMC units, and resident classes



Captain Charles Martinek, Operations Officer, NAVOCEANO; and Colonel Daniel Clark, DMS Director at the John Stennis Space Center.

"The most beautiful thing in the world is, precisely, the conjunction of learning and inspiration."

—Wanda Landowska, musician

## GSA Finds Unused, Unrefunded Airline Tickets a Problem

The General Services Administration, (GSA) is responsible for auditing transportation bills paid by Federal agencies. In a recent audit of 439 government offices, GSA found unused, unrefunded airline tickets and tickets with unused, unrefunded legs in 221 of the offices.

Many of these tickets were filed with paid travel vouchers where there was little likelihood that they would ever have been retrieved and presented to the carriers for refunds. Two major reasons for this problem are:

o Many Government travelers do not realize that unused tickets obtained with Government Transportation Requests have already been paid for by the Government.

o Certifying and paying office employees are not always familiar with ticket refund procedures.

Based on these findings, it is evident that millions of dollars in unused ticket coupons have gone uncollected due to oversight, misinformation, and lack of communication with employees involved. Assumption that travelers and certifying officials know the proper procedures can be costly to the agencies involved and U.S. taxpayers.

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# From the DMS



## Schoolhouse

by Colonel Daniel R. Clark

I'm writing this on Nov. 14, 1988. I've been on the road for a week and it feels especially good to be back at the School. It's a great day at DMS; as always there is a lot going on. A new Mapping, Charting and Geodesy Staff Officers course is in progress. What a pleasure it was to start the day by welcoming those new MCGSOC students. A new class on multi-spectral imagery started today and, in Wheeler Hall, we're also hosting a meeting of a panel of experts of the Digital Geographic Information Working Group. The panel will work from Nov. 14 thru Dec. 2, 198 to complete exchange specifications for standardized Raster-Graphic data. Representatives from France, Germany, Italy, the United Kingdom and the United States are in attendance.

As I place this day in its historical context, I note that it's the 233rd anniversary of the birthday of Robert Fulton. Fulton is credited with the invention of the steamboat, an invention which paved the way for the modernization of navies. It is also a significant date in both naval and aviation history because it's the anniversary of the first airplane flight from the deck of a naval ship which took place on Nov. 14, 1910. That flight was performed in a single engine aircraft with limited speed and limited range -- what a contrast to today's capability.

A few days ago, I was on board the USS Constellation, a U.S. Navy aircraft carrier. The "Connie" has five acres of deck for launching and recovering aircraft and, when deployed, it hosts two squadrons of F14 Tomcats. These Mach II aircraft of Top Gun fame contribute



Colonel Daniel R. Clark  
Director  
Defense Mapping School

to task force power projection capabilities undreamed of in 1910. Just imagine the mapping, charting and geodesy support required to keep pace with such dramatic technological advances.

As I was guided through the air operations control center by the ship's intelligence officer, I gained a new appreciation for the importance of products produced by the Defense Mapping Agency and the skills taught here at our School. During my tour, I met and spoke with a sailor who formerly worked in the control center. He was complimentary of the training he had received on the APPS from Chief Scott McDonald.

The visit to the Constellation was great but it was not the only highlight of the week. I also visited the Marines at Camp Pendleton during their 213th birthday week. The 1st Marine Expeditionary Force is consolidating its MC&G assets to activate a marine topographic platoon on the west coast. For the past 6 weeks, DMS instructors from the Department of Geographic Sciences were at Camp Pendleton to teach a basic terrain analysis course to 18 marines who will make up an important part of that newly activated platoon. It was a pleasure to meet those enthusiastic marine topographers, get their feedback on the course, congratulate them on their efforts, and participate in their graduation ceremony. The Commanding General of the 1st Marine Division and 1st Marine Expeditionary Force,

Major General John P. (Phil) Monahan, was the guest speaker at the class graduation. His presence sent a strong signal about the importance of terrain analysis to senior maneuver unit commanders of the Marine Corps.

By the time these thoughts are published, Thanksgiving 1988 will have come and gone and we'll be looking ahead to the Christmas and Hanukkah Holiday Season. I am deeply thankful for all of you, the staff and faculty, of the Defense Mapping School. I'm thankful for the way you use your talent and your enthusiasm to make our School great. You're a wonderful group of people to know and work with. You are also a good hearted and generous group, as demonstrated by your tremendous response to this year's Combined Federal Campaign. Although it might not occur to you every day, you are making an enormous contribution to the maintenance of peace in the world. For that reason and for all the good you do, you deserve to enjoy the special blessings of peace at this season and all the year round. May you and your families receive and enjoy those blessings in great abundance.



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## APPS from page 1

memory. (This was a forerunner of the same technology used today for reading credit cards and automatic teller machines.) The HP-9810 was replaced, not because of failure or inadequacy, but because Hewlett-Packard stopped production and a newer technology allowed for greater storage capacity on data cartridges instead of cassettes and magnetic strips. Now the same amount of data that was stored on seven cassettes could be stored on one data cartridge. Storage and retrieval time of data was also improved.

Unfortunately, the update and changeover to the new HP-9825 desktop calculator lasted for 7 years. Users held on to the older 9810s because they worked so well and saved the 9825 until the very end, when the life of the 9810 finally expired. During this time

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***Users held on to the older 9810s because they worked so well.***

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frame, the HP-9825 also went out of production and, more importantly, so did the data cartridge duplicators used by the Production Centers.

In anticipation of the loss of spare parts for duplicators and calculators it was once again time to look for a better brain for the APPS. Change does not happen overnight, but the results of 2 years' labor are finally coming to fruition. During the past 2 years, ad hoc committees from the Defense Mapping School, Aerospace Center, Hydrographic/Topographic Center and Systems Center have met and worked on finding a suitable substitute. Mr. Bill Revell, DMS Technical Director, was the driving force in developing the new system and gaining acceptance from HQ DMA and the user. (Mr. Revell was awarded the DMA Benjamin B. Lane Award for his part in this project. The Lane Award is given yearly for technological achievement within the Agency.) The first break in finding a solution came in



**ISC Scott E. McDonald (USN)  
APPS Instructor**

the summer of 1987 here at DMS. An interface device that would allow the APPS to be linked to an MS-DOS computer was produced. The primary concern was whether the processor of an MS-DOS machine could handle the mathematical calculations required for a photogrammetric solution. Of interest was the amount of error that could be introduced through differences in computer systems. That issue was put aside as the first test of the MS-DOS PPDB software performed perfectly.

The initial software was created by a DMS summer-hire programmer, Eric Dean. Eric first acquainted himself with the intricacies of Hewlett-Packard language used in the 9825 and then translated the program to BASIC. Repeated measurements were made and compared with no negative results. This successful testing was vital before the next step could be taken. Knowing that the interface and today's MS-DOS computers would work, it was time to get the approval of the user community. In February of this year, a demonstration was held at DMS to get input and feedback on the proposal. Users from the Services, many major commands, and joint staffs attended. The demonstration included standard MS-DOS desktop computers, laptops, and even a computer capable of both MS-DOS and HP-BASIC. This time the software used was a more sophisticated and expanded version of the original. Created by programmers, Vince Huening and Brent Kelly of DMAAC, the new software showed improvements over the old "linear format" of HPL and magnetic tapes and highlighted the improvements

of random access technology. Once again an increase in the amount of data that could be stored on a smaller package appeared - in the form of a 3.5" floppy disk. User approval at the demonstration was tremendous. Everyone wanted to know when and where they could get the interface.

Certain important steps still remain to ensure a smooth transition to this new hardware. DMA Production Centers must obtain the equipment, and specifications have to be written and approved to ensure standardization and quality control. All of this is expected to be accomplished in less than 4 months. During this time, all of the users will be obtaining their own computers that not only fit their special environment, but also conform to a minimum standard of having 640 KB of memory and be

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***Eric Dean, a summer-hire programmer, created the initial software.***

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ing capable of reading 3.5" floppy disks and MS-DOS. The availability of these off-the-shelf computers is endless and at a price that is one third the original cost of the 9825.

The final step in the process (and one of the most important) is training the users. Once again, DMS takes the lead and will accomplish in 3 months what took almost 7 years the last time. From Jan. 1, 1989 to Mar. 31, 1989, MTTs from DMS must visit with units from every APPS location to help set up and train them in the use of the new hardware and software. With over 75 APPS locations, visiting each one individually becomes impossible during this period, so DMS plans to set up central training sites in many instances. Still, this translates into a very busy schedule for our APPS instructors in the Mapping, Charting and Geodesy Division (MTM), but the benefits will serve our customers for years. MTM is already planning trips to such remote and desolate locations as Italy, England, West Germany, Hawaii, Japan and the Philippines, as well as several Stateside bases. It's a rough job, but someone has to do it.

## President's Holiday Message

**T**his holiday season—Christmas, Hanukkah, and New Year's Day—is a time for celebration and joy. Our country has remained at peace for another year, for which we can be grateful. But it is a sad truth that peace can only be maintained by preparing for war.

You, the members of the Armed Forces, stand at the front edge of the readiness that allows our Nation to pause and reflect during this holiday season.

From the days of Valley Forge, our country has asked great sacrifices of its citizens and citizen-soldiers. These sacrifices are felt more deeply this time of year, as some of you spend the holidays away from your homes and loved ones—in many cases, for the first time. I want you to know that I am deeply grateful to you, as are Americans everywhere.

I feel great pride as I look back over the eight years it has been my privilege to serve as your Commander in Chief. You are the Nation's finest. Your patriotism, dedication, and ability to do your difficult but vitally important jobs have enabled Americans everywhere to stand tall—and free.

Nancy and I wish you and your families a very happy holiday season, and a peaceful and prosperous 1989. God bless you all.

  
**Ronald Reagan**  
*President*



## Defrauding Champus (and Taxpayers)

### Doesn't Pay — It Costs

As the saying goes -- if you can't do the time, don't do the crime.

Several people are taking that admonition a bit more to heart these days, after they discovered that trying to shake down the Civilian Health and Medical Program of the Uniformed Services (CHAMPUS) for a few extra dollars. They found it costs a lot more than it pays.

A CHAMPUS eligible woman recently spent 114 days in jail and had to pay nearly \$4,000 back to CHAMPUS after Defense Department investigators discovered she had hidden the existence of her other health insurance. This concealment caused CHAMPUS to overpay her claims.

After a grand jury in Seattle, Wash., returned a 29-count indictment charging the woman with de-

frauding CHAMPUS, she fled the country. She was later arrested by customs officials in New York City, when she tried to reenter the United States.

The woman was sentenced to 2 years in jail (which was suspended, except for the 114 days she had already served), ordered to repay the money, and placed on 5 years probation.

In another case, a Florida health care provider, his wife and son, were convicted in U.S. District Court of a variety of charges, ranging from racketeering to mail fraud, conspiracy and filing false claims with CHAMPUS, Medicare and private insurance companies.

The family had set up six separate business entities as clinics for the purpose of filing false claims. The widespread fraudulent activities were first uncovered by a CHAM-

PUS claims processor through the various methods of checking and screening claims that are built into the CHAMPUS claims processing system.

CHAMPUS headquarters' Office of Program Integrity assisted the Defense Criminal Investigative Service with the investigation. Other CHAMPUS headquarters staff personnel provided expert testimony on behalf of the U.S. Attorney in Tampa, Fla.

The health care provider received a 10-year prison sentence; his wife and son were sentenced to 6 years each.

## DMS Exceeds CFC Component Goal

Congratulations are extended to all DMS employees for being the first Component to exceed their goal. The goal, set at \$10,000, was exceeded by 20%.

# DMS Cultural Awareness Day -- A Day to Remember

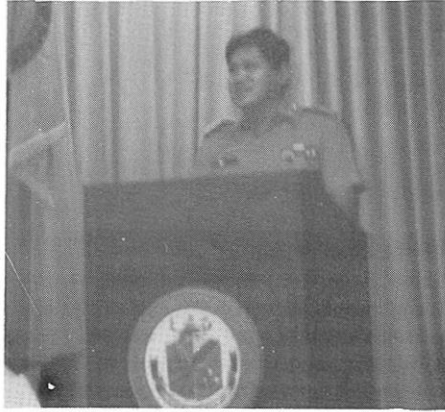
By Irene Peine

The third DMS annual Cultural Awareness Day, celebrated in October, will be a day to remember by DMSers for quite some time. Unlike our previous celebrations when the weather was just perfect, dark clouds and misty rain dampened the atmosphere, but, in no way did the cloudy skies dampen the spirit of DMSers attending the festivities.

The excellent speeches, the mouthwatering foods for the "feast of many cultures", and the day's unique entertainment was a tribute to our talented personnel, both military and civilian. Perhaps, that is why this year's celebration was so special -- we were just family for the day.

Events of day began in Heitmann Auditorium with opening remarks by Colonel Daniel R. Clark, the DMS Director, who said that our Cultural Awareness Day affords us an opportunity to learn more about one another. In this busy society of ours, we do not have the time to learn very much about the people that make up the staff offices, departments and student body at DMS, nor do we fully realize what a composite of nations we have represented here at the School.

Our first speaker was Lt. Dominador M. Tabinas, a U.S. Army stu-



**Lt. Dominador M. Tabinas, U.S. Army student from the Republic of the Philippines, was attending the DMS Basic Geodetic Survey Course taught by the Department of Geographic Sciences on Cultural Awareness Day.**

dent whose native country is the Republic of the Philippines. He said the population of the Philippines is approximately 55.7 million. Religion has a very special place in Philippine life-style. "Social acceptance" is highly important to his people and the basis for this acceptance is getting along with one another, being kind and considerate and trusting each other. This applies not only to family members but casual acquaintances as well. Women in the Philippines hold their equality with men and, in most cases, better than in any other eastern country.

The next speaker was Mr. Robert Murphy, a physical scientist in the Department of Geographic Sciences. He spoke, not of his German-Irish ancestry, but of Italy. Why Italy? Simply because he had spent 7 weeks in Florence, Italy with a Mobile Training Team and felt that Italian culture would be of interest to his coworkers. He said that in Italy the two distinct cultures, military and civilian, seem to have identical life-styles in many ways. Women appear to be in total control and always must have the "last word." The common

military greeting is to grab one's cheek and hit them on the back (ouch!). Italians think Americans are rude and Americans, in turn, think Italians are rude, in fact, rude to one another. He said he did learn, however, never to judge a culture by your standards, but to judge them by their culture.

Murphy enjoys reading historical novels, wild life painting, wood-working, and spending time with his family. He looks forward to challenges and Italian culture is just that. Hopefully, he says, he will be able to go back to Italy someday to learn more about this country.

SSG Ricardo Rodriguez, an instructor in the Drafting Division, Department of Construction Engineering, spoke of his native country, Colombia, in South America. Rodriguez, who was born in Bogota, said that 50% of his country has not been developed. The climate varies from tropical heat on the coast and the eastern plains to cool, springlike weather with frequent rains in the highlands. Colombians are especially proud of their beautiful flowers which bloom the year around and they boast that there is no better coffee in the world than coffee grown in Colombia. Colombia is the second largest coffee producer in the world and coffee is the mainstay of their export economy.

"The real people," Rodriguez said, "are honest and hardworking. They often work 12 hours a day for very little pay." He said they



**Ms. Jaime Keleher, a future DMSer and youngest guest, came to Cultural Awareness Day activities with her mother, Mrs. Lynn Keleher, Office of Plans, Programs and Operations.**



**Ms. Ruthie Garfield and Ms. Susan Farrar keeping dry under a common rain deterrent -- the old fashioned umbrella.**



**SSG Maria Leflore, native of South Carolina, MSG Victor N. Antezana, native of Bolivia, and SSG Ricardo Rodriguez, native of Colombia, chatting and enjoying themselves at the "Feast of Many Cultures."**

should not be judged by what we hear about the drug culture. "Drugs is a sickness in Colombia."

Our last speaker, MSG Victor Antezana, was born in Cochabamba, Bolivia. Antezana, who was our chief instructor in the Department of Construction Engineering until its functions were transferred to Fort Leonard Wood, Mo., retired from the U.S. Army this November after 23 years of service.

Antezana, who now plans to return to Bolivia, spoke with compassion about his native country -- a country that is the least developed country in South America. About two-thirds of its people, many of whom are subsistence farmers, live in poverty or have turned to producing the cocoa leaf, a commodity used in illegal drug production. This problem is one of his chief concerns about his country. In returning to Bolivia, he hopes to use his acquired knowledge and skills learned here in the United States to help his people develop skills to lessen their poverty status. He says, "The United States needs to share her knowledge with Latin America, not her money!" (It is not uncommon for U.S. dollars, sent to Bolivia, to be misused by greedy politicians.)

Following the program in the auditorium, DMSers feasted on foods representing the many cul-

tures of their coworkers. The food was delicious and in a quantity that made it difficult for one to take a sample of the wide variety of food prepared by DMS's talented cooks.

After the feasting, it was time for the entertainment -- entertainment of professional quality provided by DMS people. CPT Bruce Burleson, Department of Management and Technology, and Mr. Nick Mosura, Office of Plans, Programs and Operations, played three guitar duets in the American folk and blues styles. They played a finger styled version of Elizabeth Cotton's "Freight Train," a flat-picking rendition of "Black Mountain Rag," and CPT Burleson showed his expertise by playing John Phillip Sousa's "The Stars and Stripes Forever." This dynamic duo's offerings were appreciated by all.

The climax of the day was a presentation of a traditional "Samoan Fire Knife" dance by SSG Dwayne Strong, an instructor in the Graphic Arts Department. This dance is performed by using one or two very sharp swords with fire on one or both ends depending on the dancer's skill. SSG Strong, a native Samoan, is one of the very few that can perform this dance with two swords with fire on both ends. Traditionally, the "Fire Knife Dance" was performed by Samoan warriors to exhibit bravery and skills before going into combat.



**Colonel Dan Clark, DMS Director, (center) talking to MSG Carlos Sellers just before introducing the day's musical entertainment by CPT Bruce Burleson (left) and Mr. Nick Mosura (right).**



**SSG Dwayne Strong thoughtfully and calmly prepares to do the "Fire Knife Dance" which demands skill, concentration and coordination of every movement. (See the following pictures.)**



**SSG Strong checking the flame on both ends of his sword.**



**SSG Strong receiving the second blazing sword from SSgt Tommy Williams (not shown) who threw the sword from a distance of about 20 feet.**

See CULTURAL page 10



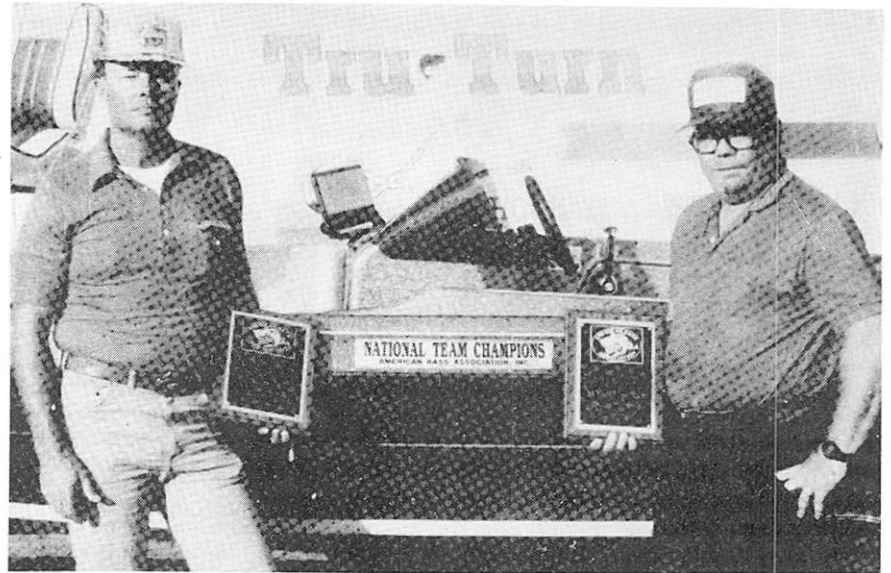
SSG Strong in position to put the flaming swords underneath his body.



The climax, SSG Strong maneuvers the blazing swords underneath his body — and nary a burn!

SSG Strong has been dancing since he was 6 years old. As a member of the American Guild of Variety Artists, he performed numerous shows for the Sheraton Corporation. He has also performed for Don Ho, Kui Lee, and many other Hawaiian artists. Other performances have been presented in Japan and to audiences all over the United States. Dancing, singing, and playing different types of instruments are just a few of SSG Strong's talents.

Colonel Clark, LtCol Sakowicz, and all participating DMSers extend a sincere thanks to Cris Beccera and her committee for the unique Cultural Awareness Program and festivities. Members of her committee were: Charlotte Faehn, Paulette Kommes, Penny Greer, Sherrie Stanfield, SSG Carlos Dizon, TSgt Kevin Hartfield, CPT(P) Patricia Poulson, MSG Victor Antezana, and MSG James Cain.



SGM Carlos Sellers (left), DMS, Fort Belvoir, Va. and COL H. W. "Jack" Hawkes, Fort Myer, Va. pose with their grand prize winnings in the American Bass Association, Inc. fishing tournament held at Kerr Lake, N.C. The two "top prize winners" caught 38.66 pounds of bass in the two-day event.

## Soldiers Take Prize in Fishing Team Event Held at Kerr Lake

Two soldiers from Northern Virginia walked away with the top prize in the American Bass Association's second National Team Championship held this fall at Kerr Lake near Henderson, N.C. -- proving that soldiers work as a team, even when the "task" is fishing.

Colonel H. W. "Jack" Hawkes, a physical therapist at Fort Myer, Va., and Sergeant Major Carlos L. Sellers, Defense Mapping School, Fort Belvoir, Va., won the grand prize that included a Javelin 378 bass boat and custom trailer, a Johnson GT 150 outboard motor and Johnson electric trolling motor, a Bottom Line 310 tournament series depth finder, and three interstate batteries.

The pair, who have a long history of fishing together, topped a field of 59 two-person teams from 13 states, catching a total of 38.66 pounds of bass from Kerr Lake. Prize winners were determined by the total weight caught. Each team was limited to eight fish per day, with the results based on the combined 2-day total. The fish caught were limited

to bass, and had to be alive when brought in to the checkpoint. Live fish were then released back into the lake.

The tournament featured fishing teams that qualified earlier in the year from members of the American Bass Association Inc. (ABA). The ABA, with memberships in 40 states, is a young and growing organization that is unique when compared to other Bass Fishing organizations. The ABA is a non-profit organization whose most notable goal is helping youth programs. These programs promote the preservation and conservation of our environment and natural resources. Major emphasis is devoted toward preserving the Largemouth Bass to insure that future generations can experience the pursuit of this exalted piscatorial prowess.

In September 1988, Sellers placed second in the Eastern United States Divisional Bass Anglers Sportsman Society Classic, held on the Potomac River. A total of 248 state qualifiers were

See FISHING page 12

## ***DMA Participates in the 1988 National Urban League Conference***

by William "Bill" Lewis



**Mr. William Lewis, CPSO Equal Employment Specialist (left) and Mr. John E. Jacobs (right), President and Chief Executive Officer, National Urban League.**

The National Urban League, a 78-year-old civil rights organization, hosted its 1988 conference in Detroit, Mich. at the Cobo Conference/Exhibition Center from 31 July to 3 August. There were more than 20,000 conferees and 214 exhibitors, plus National Leaders and celebrities such as Jesse Jackson, Governor Michael Dukakis, Mr. Ron Brown, Essence Magazine Editor Susan Taylor, actor Danny Glover, and singer Lou Rawls who participated in this year's conference. Vice President George Bush was unable to attend due to a schedule conflict.

The Urban League, founded in 1910, is an inter-racial, non-partisan, non-profit community service organization, whose mission is to enable blacks and other minorities to reach their full potential. This is accomplished by four primary approaches: direct services, research, advocacy, and bridge building.

The theme of the conference was ***Working Together to Make a Difference: Rights, Responsibilities and Results.*** Mr. John Jacobs, President and Chief Executive Officer, National Urban League, emphasized the above theme in his keynote speech to an audience of four thousand. He stressed that the Urban League movement was about working to help frame policies and building coalitions to make -- fulfillment of our rights. . . assumption of our responsibilities. . . and results that erase racial inequality from our land a true reality. He also addressed issues concerning jobs, crime, drugs, health, education, family, housing and politics.

At a business luncheon I attended, Mr. August A. Bush, III, Chief Executive Officer and Chairman, Anheuser-Busch Companies, Inc. was the keynote speaker. He spoke about various reasons why public and private organizations must get involved in on-going Urban League programs.

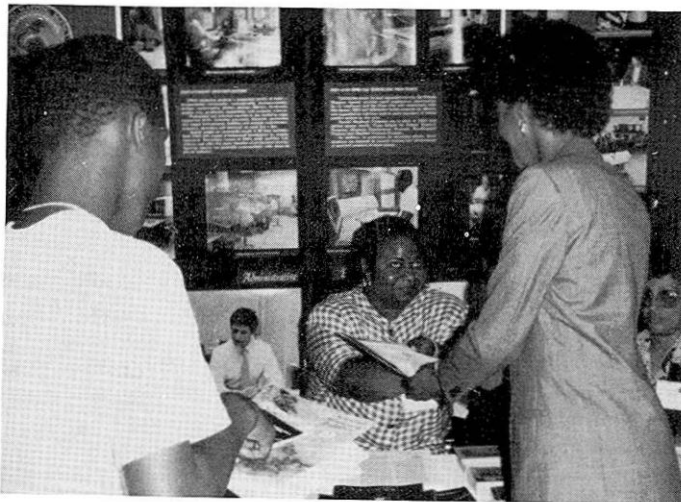
First, all companies will be dealing with minorities and women as customers and workers and will be dealing with more training and educational challenges for employees, regardless of color and gender.

Secondly, by 1990, three-fourths of all jobs will require some training beyond high school and, by the year 2000, minorities, immigrants, and women will account for approximately 83 percent of the workforce. The percentage of native-born white males entering the job market will fall from its current 50 percent to 15 percent and non-white males will account for 29 percent, up from less than 15 percent.

Thirdly, corporations and government officials must be shown that it is in their economic self interest to face such changes. Companies that don't hire, train and promote minorities won't have a competitive work force, will be unable to sell effectively, and will put their survival in jeopardy. He concluded by saying that, "The companies that fail to make the connection between an integrated workforce and the bottom line --the ones that fail to consider minorities. . . that fail to begin working now to ensure that tomorrows' non-homogenous workforce has state-of-the-art skills and is adaptable to even more training and retraining as markets and technology continue to change. . . they will be companies that will lose the competitive race."

I learned that many agencies are making direct financial contributions to help underwrite Urban League educational programs. The Defense Mapping Agency received recognition, in one local newspaper, as a result of our presence as an exhibitor. Carolyn

See CONFERENCE page 12



**Ms. Linda Batts, EEO Officer, HTC provides conferee with DMA employment information.**

# Follow Holiday Safety Precautions

by DMA HQ Safety Office

With the year-end holiday season just around the corner, we are entering one of the busiest and, potentially, most memorable times of the year for all of us. Before we get totally involved in the hustle and bustle of the holidays, we should take the time to reflect upon a few safety tips which, if followed, can make the memories good ones.

As is the custom in most homes, holiday decorations brighten the season for our families and friends. But, these decorations include candles, lights, paper products, trees, and other items that can present fire hazards if not handled properly.

## Your Tree

- o Buy the freshest tree possible -- look for one with strong, green needles and a strong scent.

- o Just before putting the tree into the stand cut an inch or two off the bottom so it will draw water.

- o Place your tree in a sturdy stand which will hold water and then check the water level daily. Trees absorb water quickly.

## Christmas Safety Tip

As a fire prevention measure, after presents are opened, keep wrapping paper from fireplace and tree area. Ignited wrapping paper can cause a flash fire.



- o Place your tree in a well ventilated space. Don't place it near the fireplace or blocking doorways which lead out of the house.

- o As you string the lights on the tree and around the house, closely examine them for frayed wires or loose connections. Never leave your tree lights plugged in while you are asleep or away from home.

## Yuletide Fires

- o Candles brighten the house and add a festive mood, but remember, never leave lit candles unattended and don't place them near draperies or decorations.

- o Before you light that first yuletide fire, have your fireplace and chimney checked and cleaned by a professional. Store the firewood at least three feet from the fireplace or wood burning stove.

## Holidays, Parties and Drinks

- o Last, but no less important, the holiday season is a time for parties and visits to friends and relatives. If you drink alcoholic beverages as part of your celebration, make a responsible decision about what and how much you drink.

- o When you drink, know your limit. Beware of unfamiliar drinks, they can slip up on you. Sip your drink. Eat while you drink to let the food help absorb the alcohol.

- o Above all, **"Don't Drink and Drive!"** If you plan on driving away from home, plan first to have a non-drinker drive you home, take a cab home or make arrangements to stay the night.

- o The best gift you can give your family may be to "let a friend drive you home" or, if you are the non-drinking driver, driving a friend home may be the best gift you can give.

**Safe holidays make happy holidays and pleasant memories. Your family, and your DMA family, want you with us next year and the years to come.**

Think Safety!



**JUST SAY NO!!**



**CONFERENCE from page 11**

Hodge, HQ POE Specialist; Gail Evans, EO Officer, Aerospace Center; and Linda Batts, EO Officer, Hydrographic/Topographic Center did an excellent job of reaching out to the community by providing information about employment and career opportunities with DMA. They also provided interested conferees with current position vacancy announcements from the various Components.

As DMA progresses towards the year 2000, the Agency's commitment to the vision of the future requires the creation of new strategies; an outreach towards new partnerships with the community and a firm commitment to support the communities where Component offices are located. Our investment in the youth of tomorrow will generate the kind of return that produces dividends for all. The National Urban League is one of our links.

**FISHING from page 10**

competing to qualify for eight positions that progress to the national level competition next spring. The top qualifier from each division will participate in the Super Bowl of Bass Fishing, the Bass Masters Classic which will be held on the James River near Richmond, Va. in August 1989.



# Director's Call

## PROMOTIONS

CW2 John A. Stokes (USA)  
Department of Management and Technology  
Promoted to Chief Warrant Officer 3

Mr. William I. McCray  
Department of Graphic Arts  
Promoted to GS-11

## AWARDS

MSgt John D. Platt (USMC)  
Department of Geographic Sciences  
Defense Meritorious Service Medal

SFC Paul M. Carter (USA)  
Department of Construction Engineering  
Joint Service Commendation Medal

MSgt Richard L. Johnson (USAF)  
Office of Mission Support  
Air Force Commendation Medal

## OUTSTANDING PERFORMANCE CERTIFICATE

Mr. Dale A. Cauve  
Department of Geographic Sciences

Mr. Jeffery L. Hamn  
Office of Mission Support

## MASTER INSTRUCTOR CERTIFICATE

SFC Paul M. Carter (USA)  
Department of Construction Engineering

SSG Ricardo Rodriguez (USA)  
Department of Construction Engineering

CW2 Kathleen W. Hawes (USA)  
Department of Geographic Sciences

SSG(P) Michael A. Johnston (USA)  
Department of Graphic Arts

TSgt Franz T. Brutscher (USAF)  
Department of Graphic Arts

## DIPLOMAS

Instructor Training Course

CW3 John A. Stokes (USA)  
Department of Management and Technology

## ITC DIPLOMAS (continued)

CW2 Edwin Huth (USA)  
Department of Geographic Sciences

MSgt David L. Miller (USAF)  
Department of Graphic Arts

MSgt Michael S. Sepinski (USAF)  
Department of Geographic Sciences

SFC Kenneth J. Klopp (USA)  
Department of Management and Technology

SSgt Brian K. Henderson (USMC)  
Department of Geographic Sciences

## NEW ARRIVALS

Mr. Joseph Quigley  
Warehouseman  
Office of Mission Support

Mr. Lylton Jackson  
Chief, Reproduction Division  
Department of Graphic Arts

Mrs. Kelley Lillegard  
Chief, Component Training Division  
Department of Management and Technology

## DEPARTURES

MSG Victor N. Antezana  
Department of Construction Engineering  
Retirement  
Plans to return to Bolivia  
(his native country)

MSgt John L. Platt  
Department of Geographic Sciences  
Reassigned to Camp Pendelton

SFC Paul M. Carter  
Department of Construction Engineering  
Reassigned to Fort Leonard Wood

Ms. Nellie McIver  
Office of Plans, Programs and Operations  
Promotion - Transfer to U.S. Army  
Information Systems Software Command

Ms. Jo Ann Gillis  
Office of Plans, Programs and Operations  
Promotion - Transfer to the  
Army Material Command

## Marines Celebrate 213th Birthday In Heitmann Auditorium



Grouped with Maj John Husar, LtCol William Phelps (Ret.) and LtCol Sakowicz (center) are DMS Marine students and faculty.

In an impressive ceremony, U.S. Marines assigned to the Defense Mapping School as staff or students celebrated the 213th Birthday of the Corps on Nov. 10, 1988, in Heitmann Auditorium.

The narrator, GySgt Henry Garcia, took his place at the podium at 10:00 a.m. and the traditional Marine cake-cutting celebration began. The Marine Corps Honor Guard, comprised of DMS students, took their assigned places. As the "Semper Fidelis" played, Major John P. Husar, DMS Operations Officer, William "Wild Bill" Phelps, LtCol, Ret., guest speaker, and LtCol Charles A. Sakowicz, DMS Deputy Director, took their places on the stage. Those present were welcomed by Major Husar. GySgt Garcia then read the traditional 13th Commandant's message:

*"On November 10, 1775, a Corps of Marines was created by a resolution of the Continental Congress. Since that date many thousands of men have borne the name Marine. In memory of them, it is fitting that we who are Marines should commemorate the birthday of our Corps by calling to mind the glo-*

*ries of its long and illustrious history.*

*The record of our Corps is one which will bear comparison with that of the most famous military organizations in the world's history. During 90 of the 146 years of its existence, the Marine Corps has been in action against the nation's foes. From the battle of Trent to the Argonne, Marines have won foremost honors in war. In the long era of tranquility at home, generation after generation of marines have grown gray in war in both hemispheres and in every corner of the seven seas so that our country and its citizens might enjoy peace and security.*

*In every battle and skirmish since the birth of our Corps, Marines have acquitted themselves with the greatest distinction, winning new honors on each occasion until the term "Marine" has come to signify all that is highest in military efficiency and soldierly virtue.*

*This high name of distinction and soldierly repute, we who are marines today have received from those preceding us in the Corps.*

*With it we also received from them the eternal spirit which has animated our Corps from generation to generation and has been the distinguishing mark of the Marines in every age. So long as that spirit continues to flourish, Marines will be found equal to every emergency in the future as they have in the past, and the men of our nation will regard us as worthy successors to the long line of illustrious men who have served as "Soldiers of the Sea" since the founding of the Corps."*

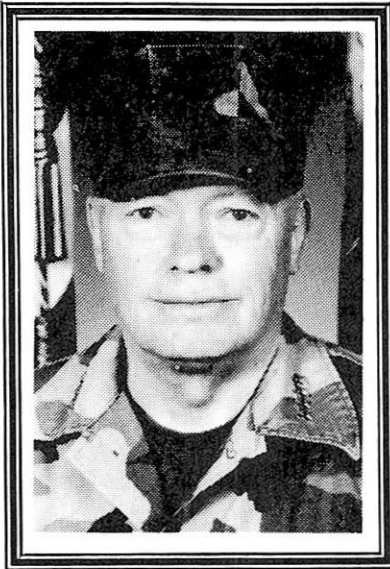
Following the guest speaker, LtCol Phelps, the cake cutting began. The first piece was presented to the guest speaker as a token of appreciation by the Marine Corps for Honoring its celebration by his presence. The second piece went to the "oldest Marine" of the unit, Mr. Howard Shaw, and the third piece went to Pvt. Pamela R. Fulton the youngest marine. The remainder of the cake was cut and served to all others present at the ceremony.



LtCol "Bill" Phelps cutting the first piece of the 213th Marine Birthday Cake.



Mr. Howard R. Shaw, USMC Ret., honored as the oldest Marine (right), and Pvt. Pamela R. Fulton honored as the youngest Marine (left), stand at attention.



10 November 1988

### A MESSAGE FROM THE COMMANDANT OF THE MARINE CORPS

During the past year, you have continued to march throughout the globe asking for so little and doing so much! You are truly an exceptional Corps of Marines. Our Marines and weapons are first rate, as is our supporting establishment. We are, by any worldwide standard of measure, a thoroughly modern fighting force. This reality gives us the unique opportunity to raise, even higher, the level of professionalism throughout our Corps. In my view, it is within our grasp to reach unparalleled heights of peacetime preparedness. We are not going to let this opportunity pass as we strive for total excellence in all that we do. To this end, I intend to continue to emphasize our Corps' traditional values, and to change, where necessary, to reflect those values.

"The Marine Corps has no ambition beyond the performance of its duty to its country. Its sole honor derives from that recognition which cannot be denied to a Corps of Marines who have sought for themselves little more than a life of hardship and the most hazardous assignments in battle." These inspiring thoughts of General Clifton B. Cates, our 19th Commandant, sufficed for generations who fought in Korea, Vietnam, and countless other locations in the succeeding 39 years, and whom we emulate today. The quality of a Marine's performance resides in a state of mind. Only when every Marine understands that he is first a rifleman will we field the combined arms teams capable of deploying to do what the nation demands. We are warriors, first and foremost. Our physical and mental being must be concentrated on enhancing within ourselves what we call the warrior virtues: courage, integrity, intelligence, and concerned leadership. Our predecessors understood and possessed these virtues. If they had not, they would not have triumphed in battle at Belleau Wood, Iwo Jima, the Chosin Reservoir, or throughout the I Corps tactical zone of Vietnam.

As we celebrate the 213th Birthday of your Corps, I would ask that each of us take a moment to reflect on those Marines who have preceded us, and to rededicate ourselves toward achieving and maintaining the higher standard of excellence that the nation expects of her Marines. Happy Birthday to all Marines, to the Sailors who serve with us, to the Civilians who support us, and to our very special Marine Corps Family.

A.M. GRAY  
General, U.S. Marine Corps



**DMA - One of Six Agencies  
Recognized for Outstanding  
Affirmative Action**

The Defense Mapping Agency was one of six defense agencies recognized in October 1988 in Pentagon ceremonies for outstanding Affirmative Action Programs.

Secretary of Defense Frank C. Carlucci honored the Defense Mapping Agency, the Department of the Army, Department of the Navy, Department of the Air Force, Defense Communications Agency, and Defense Logistics Agency for outstanding accomplishments in employment and advancement of handicapped individuals during FY 1987.

Accepting the award for DMA was RADM William J. M. O'Connor, USN, Deputy Director for the Agency.

DMA was cited for increased employment of persons with targeted disabilities during FY87; establishment of an award program to recognize agency components for their affirmative action accomplishments on behalf of persons with disabilities; and, for issuance of and publicizing policy statements reaffirming commitment to support the Decade of Disabled Persons and employment of disabled veterans.



# DMS CHRISTMAS PARTY 1988

Place: Essayons Club (Blue Room)

Date: 10 Dec 1988

Time: 7:00 to 1:00 a.m.

Cost: \$8.00 and a wrapped gift not to exceed \$5.00

Attire: Civilian informal (coat and tie)

Menu: Sit down dinner choice of:

*Roast Prime Rib of Beef  
Chicken Cordon Bleu*

## Schedule of Events

- 7:00 - Cocktails (cash bar)
- 7:45 - Dinner
- 9:00 - "Festivities" Door prizes  
Gift Exchange
- 10:00 - Music and Dancing

## Department Representatives are:

Staff: Maj John Husar  
GA: MSG James Cain  
MT: CPT Larry Shubat  
GS: MGySgt Paul Mason

Submit money and dinner choice to representatives by Dec. 2  
Make check payable to: Social Committee Fund.

Retirees and their families are also welcome at the Christmas Party. For reservations and tickets, contact Major Husar, Office of Plans, Programs and Operations - (703) 664-2383.



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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## DEFENSE MAPPING SCHOOL

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