

# CONTOUR

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Defense Mapping School, Fort Belvoir, Virginia

January 1989



## *DMS Greets the New Year With Expectation*

*1988 - A year of change for the Defense Mapping School - a year that seems to have sped by with the speed of light. It has been a very successful year and good for the School's morale.*

*In this New Year's edition of our Contour, we want to take a little time just to reminisce about our accomplishments this past year and log them in the history of time. Having done that, we'll turn our full attention to the year ahead. The future is bright for DMS and we welcome 1989 with joy and expectation.*

## 1988 Gave Geographic Sciences a New Look

by MAJ Arthur G. Thompson

The year 1988 has been a year of changes for the Department of Geographic Sciences (GS). Personnel rotations, organizational realignments, equipment additions, facility upgrades, and drastically revised proponent requirements have combined to give GS a new look and robust schedule for 1989.

### **Personnel Turnover**

The department has undergone a 40 percent turnover of instructors since January 1988. Rotations have made CW3 Edwin Huth (USA) chief, Terrain Evaluation Division (GST); CWO4 Steven D. Borgeson (USMC) acting chief, Geodetic Survey Division (GSS); and MAJ Arthur G. Thompson (USA) the department chief. Geographic Sciences retains a healthy mix of Army, Air Force, Marines and civilians with varied skills in surveying, cartography, terrain

analysis, weather, geology and geodesy.

### **Three to Two Divisions**

Organizationally, the department moved from three divisions to two as the Cartography Division became a branch under the Terrain Evaluation Division. This major revision was precipitated by the new Army L-TOE which made topographic forces terrain heavy with a corresponding reduction in cartographic and survey training requirements. The expanded training for terrain analysts caused the Terrain Evaluation Division to increase personnel and physically engulf the entire third floor of Wheeler Hall as the Department of Construction Engineering transferred to Fort Leonard Wood, Mo.

### **Wheeler Hall Improvements**

Wheeler Hall itself has undergone a much needed rehabilitation

this year beginning with a new air conditioning system, the timely installation of which was completed only several days after the hottest summer on record. New wiring and a paint job have livened up the building. These will be followed shortly by tile and carpeting in classrooms and offices. New windows for the building are scheduled for installation in FY 89. The "forests" at each end of the building have been replaced by new shrubbery and the grounds dressed up. The end result will be a fully functional structure conducive to instruction and learning.

### **Survey Division**

The Survey Division closed out the Topographic Instrument Repair Course and replaced it with the Survey Instrument Repair Course (SIM) to better support changing technology in survey instrumentation. The first offering of SIM,

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held at the Naval Oceanographic Office (NAVOCEANO) in Bay St. Louis, Miss. this fall, met with great success. Demands for this course are pouring in from the USAF and USMC with the Army to start up in FY 91. The Hydrographic Survey Course is in the process of being moved to NAVOCEANO in order to offer better hands-on instruction.

The major success story for GSS this year was the development of a computer laboratory, supported by the acquisition of 15 Zenith-248 computers. Advanced Geodetic Survey students received their first taste of survey automation in October. GSS has configured the computer laboratory to service terrain analysis and cartographic courses as well as survey instructional needs. The laboratory provides a much needed complement to the laboratory in the Department of Management and Technology for the training of junior soldiers and noncommissioned officers.

#### **Terrain Evaluation Division**

The Terrain Evaluation Division has spent a year of turmoil in revising courses, expanding course offerings, and moving the physical plant around the third floor. The division assimilated the MICRO-FIX, APPS, and MSI courses into terrain analysis and cartographic courses. The Basic Terrain Analysis Course (BTAC) was reconfigured into a phase system in order to handle expanded course allocations from the Army. The Warrant Officer Terrain Analyst Certification Course began in October to train reclassified Army Survey, Reproduction, and Photomapping Technicians.

Mobile Training Teams (MTT) were especially active in 1988 with the Basic Terrain Analysis Course (BTAC) presented to the 649th Engr Bn in Germany; 1st Marine Expeditionary Force in Camp Pendleton, Calif.; and the 1203rd Engr Bn (NG) in Dothan, Ala. The Cooperative Terrain Analysis Course (CTAC) was presented to the Istituto Geografico Militare Italiano in Florence, Italy this summer with a follow-up

visit in December. A packaged version of CTAC was delivered to HTC/Louisville Field Office for presentation by their resident instructors.

#### **Cartographic Division**

Although the Cartographic Division was absorbed into GST, the new branch of GST has been busy with resident instruction and MTT offerings to the 1203rd Engr Bn in Dothan, Ala. and units in Fort Bragg, N.C. and Fort Hood, Texas. Like the rest of the department, change has been the name of the cartographic instructor's game. A new direction for cartographic support is under development as a result of the Army L-TOE which must be passed on through instruction. Simultaneously, the branch is looking at automation as a tool for the military cartographer.

Some of the venerable old equipment in the Cartographic Branch has given way to newer high-tech requirements. The rites of passage were most notable as the famed Balplex Plotter (long vigorously guarded by Colonel David Maune, the previous DMS director) moved into MT as a museum piece.

#### **1988 - A Dynamic Year**

To describe 1988 in GS as dynamic would be an understatement. The changes which have occurred, both internally and externally inspired, have but one purpose -- service to the forces through the students. Fluctuations of highly qualified military personnel have maintained the department's currency with field requirements while equally highly qualified civilians assure the continuity and quality of instruction. The Geographic Sciences Department joins together to wish all of the Topographic Community a "Happy New Year" and to quote an old phrase, "You Ain't Seen Nothin' Yet!"

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**"It is much easier to be  
critical than to be correct."**

**—Benjamin Disraeli,  
English statesman**

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## ***DMS Introduces a New Terrain Analysis Course for Warrant Officers***

by CW2 Kathleen Hawes

Terrain Analysis in the U.S. Army and Marine Corps is undergoing mushrooming growth spurred by changes throughout Topographic Engineering. U.S. Army proponents knew that there would be increased training requirements for enlisted terrain analysts (MOS 81Q) with the implementation of the L-Series Table of Organization and Equipment and due to the elimination of three of the four topographic engineer related warrant officer specialties; the Marine Corps knew eventually they would have increased training requirements for enlisted and warrant officers contingent upon the formation of two additional Topographic Platoons; and HQ DMA recognized requirements to standardize training for terrain analysts working in data base production to ensure reliability for the increased tactical use of the standard terrain products.

All of these "realizations" came together in 1988 to make the Terrain Evaluation Division of the Department of Geographic Sciences a fast growing entity with some unique training challenges. The Basic Terrain Analysis Course (BTAC) has increased to 10 classes per year and has been revised to operate under a phase system. DMS instructors have been working with our civilian counterparts at HQ DMA, HTC, the HTC Louisville Field Office, and the U.S. Army Engineer Topographic Laboratories to develop a standardized civilian terrain analysis training package, and the Warrant Officer Terrain Analysis Course (WOTAC) was resurrected in the form of the Warrant Officer Terrain Analysis Certification Course (WOTACC). This course consists of the Basic Terrain Analysis Course, the Advanced Terrain Analysis Course, and the Terrain Analysis Warrant Officer Certification Course all rolled into

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# From the DMS Schoolhouse



by Colonel Daniel R. Clark

By this time you and your friends have wished each other Happy New Year and, perhaps, kidded one another about your New Year's Resolutions. Some people feel that resolutions which involve decisions about long range behavior changes can be self-defeating. They feel that, by projecting into the future, we use up too much of the energy we need to live our lives effectively a day at a time. Others, of course, feel differently about that. How do you feel about making resolutions and setting goals for yourself?

My vote is split on the issue. My experience to date has taught me that resolutions, as we commonly think about them, have not worked particularly well for me. On the other hand, I have observed that many good results have come my way through goal setting. For that reason, goal setting has become an important part of my life. I feel that setting goals helps me get some positive control over the changes that are invariably so much a part of life.

Goal setting is an acquired skill. Many supervisors, mentors and friends have taught that skill to me over the years and I'm grateful to all of them. When I think explicitly about goal setting, I sometimes get a mental picture of a bicycle rider. The rider needs to maintain some forward motion in order to keep his balance. When the bike stops, it falls to one side. All of us need to be making some kind of forward progress in order to keep our balance. Think about the people you know who seem to be on top of things, full of enthusiasm and getting the most out of life. Chances are those are the folks with a set of balanced goals. To



Colonel Daniel R. Clark  
Director  
Defense Mapping School

me, that means having personal and family oriented goals and also having work-oriented career goals. The personal goals are those related to being fully human and fully alive. The career goals are related to our on-the-job responsibilities. For many of us they appear in the form of performance objectives or performance standards. I like to keep about 10 personal goals and 10 professional goals alive and working at any one time. It feels good to be making modest progress each day on several goals in each category.

Certainly, as a youngster, I just never realized how important it was to set goals. Lately, I've come to believe that the way we set goals has a very good chance of actually determining what our lives and circumstances will be in the years ahead. I am convinced that setting goals activates power



in our lives that would be otherwise dormant. I feel that our subconscious minds help us work toward achievement of the set goals, even when we don't realize that we're actively working on them. Also, by communicating our goals to others, we enlist their support and so increase both the chances of achieving the goals and the speed at which goals are accomplished.

So, as you begin 1989, I encourage you to review your portfolio of goals and perhaps set some new ones. Have some fun with the exercise, knowing you have little to lose and much to gain. If you establish 10 reasonable goals, chances are at least 5 will be achieved. Then, 12 months from now when you are looking back on the year, you'll conclude it was, indeed, the "Happy New Year" you deserved.

## Did You Know ....????

. . .that in 1457 the first dated book was printed from movable type?. . .Psalterium, Mainz, by Fust and Schoeffer. This was also the first book printed in color, first book to have a printer's mark, and first attempt at printing music.

Reprint from:  
Contour dated Sept. 6, 1974.

\* \* \* \* \*

. . .that DMA has a new Digital Product?

DMA shipped the first production prototype of this new digital product Oct. 7, 1988. The new product, the ARC Digitized Raster Graphic (ADRG), consists essentially of color digital images of maps. The first production prototype contains images of four Joint Operations Graphics (1:250,000 scale). The initial use of the ADRG is for the moving map display in the AV-8B, and additional applications have emerged in Air Force and Army systems. ADRG will be distributed on Compact Disk-Read Only Memory (CD-ROM) media. DMA will produce over 400 CD-ROMs holding almost 2,000 maps and

# Mission Support Highlights 1988 Achievements

Contributing to this article were:  
Jill Tompkins, Paulette Kommes, Pat Hausafus,  
MSgt Richard Johnson, SFC Richard Corum.

Office of Mission Support (MS) ended 1988 on the upbeat after a very good year in which a lot was accomplished by a team of very loyal and dedicated civilian and military employees. We also closed the year with the greatest contribution to the Combined Federal Campaign that the office has ever achieved. The office had 100 percent participation with an average contribution of over \$100; a great feeling and a good way to help end the year on a note of caring. Credit must go to Paulette Kommes who did a super job as our key person.

## 1988 Achievements

All in all, MS people did a great job in providing Mission Support services to the Staff and Faculty. Some of the more significant achievements in MS were:

- \* Established Courier Service with the Hydrographic/Topographic Contract Courier whereby DMS is provided daily courier service each afternoon. This service ensures DMS efficient and dependable delivery of correspondence and communication between HQ DMA and our sister Components in the Washington Metropolitan Area.

- \* Activated two updates to the telephone system. One being the Secure Telephone Units - Third Generation (STU-IIIs) for secure communications. The other is the changeover from the Class A lines to the new 355 CENTREX (Central Exchange) lines. These changes will enhance telephone communication for DMS.

- \* Attended the DMA Administrative Managers Conference held May 2-3, 1988, at the Aerospace Center in St. Louis, Mo. This was the third annual conference where administrative personnel have the opportunity to address administrative issues, develop ideas to enhance the administrative system, and have the ability to solve associated problems. Mr. Cummins and Mrs. Kommes attended.

- \* DMS changed to direct accountability postage on Nov. 3,

1988. Fort Belvoir now provides metered postage service to DMS.

- \* The DMS Security Monitors did a major clear out of classified files in January 1988, the biggest in several years, accomplishing a 23 percent reduction in holdings. Also, several more SI/TK billets were requested and subsequently approved in June. Both moves enhanced the ability of DMS to carry out their mission.

- \* The Annual Security Briefing was conducted in July after a rash of bomb threats in May when the briefings are normally conducted. The agent from Fort Belvoir Resident Office, 902d M.I., provided a much improved briefing.

- \* Several new security forms were introduced during the year including a new, simplified DD-398, "Personnel Security Questionnaire", and a new SF-85 and 86, "Data for Sensitive Positions". Even though these forms are not yet being used, they should reduce delays in obtaining clearances when put into effect. Another form, the controversial SF-189, "Nondisclosure Statement", was replaced by the SF-312 which clarifies several issues including the word "classifiable".

- \* The new "Standards of Conduct" film was shown to all DMS personnel.

- \* We are now using new time and attendance procedures that went into effect the latter part of November.

- \* Closed out and shipped the Sudan Foreign Military Sales Case worth almost a million dollars with no problems of accountability or shipping difficulties.

- \* Coordinated the inventory and transfer of \$87,000 worth of supplies and equipment to Fort Leonard Wood, Mo. in support of the Construction Drafting and Survey courses that were transferred back to the U.S. Army.

- \* In an effort to provide better logistical support for our DMS customers, the Logistics

Division of the Office of Mission Support has established a bench stock account to better accommodate all class list requirements. The bench stock account should be in full swing by the end of the first quarter in Calendar Year 1989. This effort is only one of the many programs MSL is implementing to improve customer support and relations. Furthermore, we solicit and welcome suggestions to better help us in serving our customers.

## Personnel Changes

Personnel turbulence was held to a minimum this year; however, we did have some welcome relief in newcomers. MSgt Richard Johnson arrived in September to assume duties as chief, Logistics Division - a great relief for all concerned. We also added Joe Quigley to the Logistics Staff to replace our retired Ed Burton. We will also add a new clerk in Logistics in December; Casey Graybill will replace Karin Aristov who will return to the Department of Geographic Sciences (GS). We also added a new clerk in the Personnel Division; Susan Farrar joined us from GS.

## 1989 Challenges

Mission Support is looking forward to the challenges of 1989 with great anticipation. Some of the things planned are:

- \* Installation of a telecopier by January 1989.

- \* Relocate Logistics Division and upgrade/modernize warehouse and Self-Service Store areas.

- \* Begin ordering our administrative and office supplies direct from the GSA Store located off Loisdale Road in Springfield. GSA will also deliver these supplies within 24 hours of being ordered.

- \* Install an Automated Administrative Security Program System for conducting security business with the Personnel Security Division, HQ DMA and sister Components.

- \* Obtain additional working space for Personnel Division/Security Division.

- \* Preparing for the DMA IG Inspection scheduled in March 1989.

# Plans, Programs, and Operations Reviews 1988

by Maj Roger Devore

The Office of Plans, Programs, and Operations continued its expanding mission in 1988. This office operated in three separate divisions: Operations (PPO), Resource Management (PPM), and Visual Information (PPV). The Operations Division handled the day-to-day running of the School, such as class quotas, student records, facilities upgrades, Mobile Training Teams (MTTs) coordination, and any daily problems that occurred. The Resource Management Division concerned itself with managing our people and our dollars. They handled the budget, the Program Objective Memorandum (POM), the Joint Manpower Program (JMP), the Internal Management Controls, and any other actions involving management of the School's resources. The Visual Information Division's primary mission was producing visual aids for classroom training. In addition to producing these aids, they also interfaced with the teaching departments to ensure the most efficient use of visual materials for classroom instruction. The Office of Plans, Programs, and

Operations has two additional billets, a Computer Programmer Analyst and a Training Specialist. The computer billet served as staff contact for all computer actions to include procurement, programming, and future planning. The training specialist oversees the DMS course content documents (CCDs), the School catalog, and the DMS Training Publications Program.

## The Operations Division

During 1988, PPO served as the focal point for 1510 resident students trained at DMS and 103 programmed students at the DMA Production Centers. Additionally, we coordinated the training of 2255 students through 123 Resident Training Assistance (RTAs) and Mobile Training Teams (MTTs) that visited locations throughout the world for a total of 3868 students trained. Our resident training remained constant compared to 1987, but the 2358 students trained by RTAs and MTTs were an increase of 700 students over the previous year.

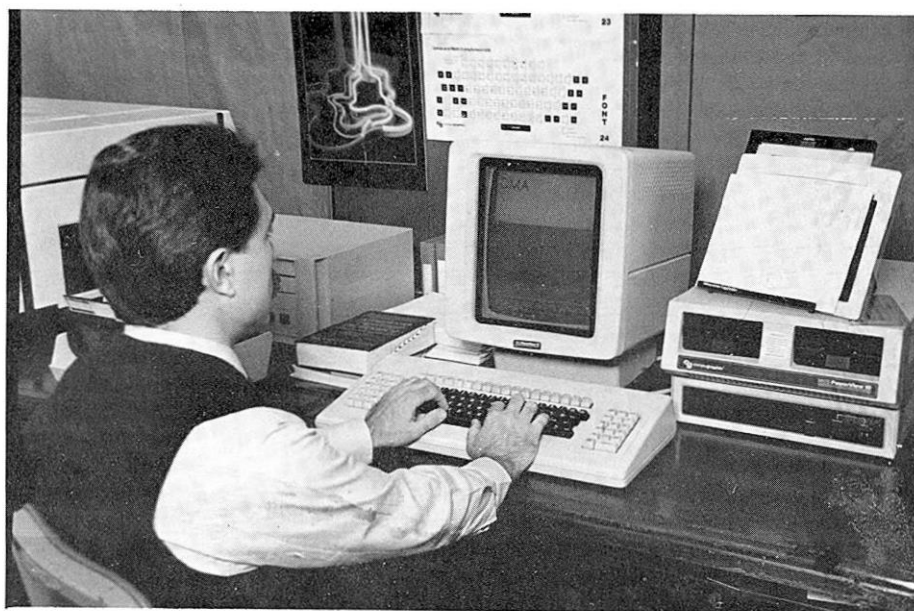
Curriculum changes during 1988 included the loss of the Construc-

tion Drafting and Construction Survey courses as a result of transfer to the U.S. Army Engineer School at Fort Leonard Wood, Mo. New courses added to the DMS curriculum included MC&G Impact on Combat Operations (MICO) and Introduction to Multispectral Imagery (IMSI).

In the area of facilities upgrade, PPO has been involved in several major projects to upgrade Wheeler Hall, Building 220. These included restroom modernization, painting, new lighting, and new security doors. New windows and carpeting are scheduled in 1989 to complete the building modernization. Bagley Hall, Building 214, also received new carpeting, painting, and wall coverings in 1988. From issuing class quotas to overseeing building projects, PPO ensures daily, normal operations at DMS.

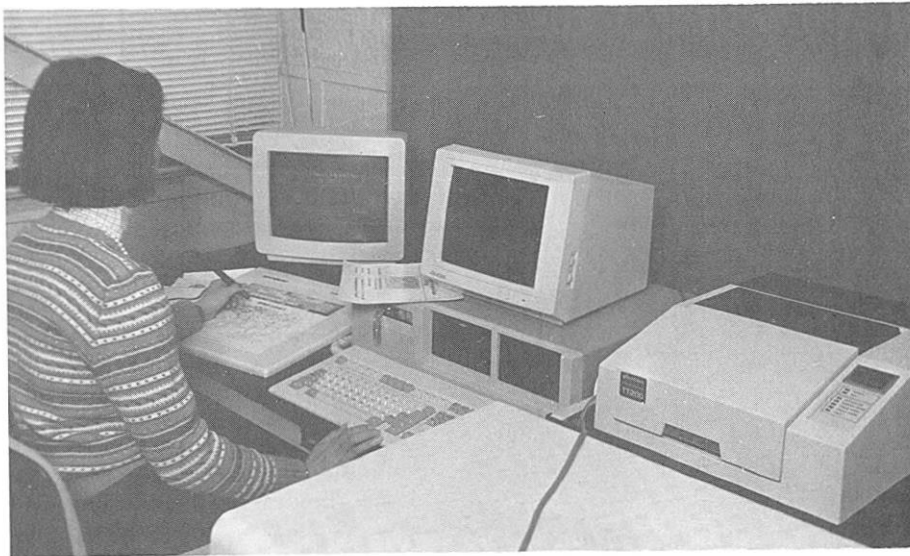
## The Resource Management Division

The Resource Management Division completed all of the normal, yearly submissions - the JMP, the POM, and the budget estimate. They also maintained daily updates of the planned utilization of these documents to ensure compliance with all guidance and existing laws. In this time of constant manpower and dollar reductions, PPM was tasked repeatedly to justify all current programs and to identify areas for the next series of cuts. To aid in the increasing workload, PPM has worked to automate as much of their work as possible. 1988 saw more and more data exchanged with HQ DMA and other DMA Components via computer floppy disks instead of conventional typed reports. This automation appears to be the wave of the future as all of DMA follows the lead of the production centers in digitizing paper products. 1988 also saw an increase in internal management controls as more risk assessments (called vulnerability assessments in prior years) were conducted throughout the School. Whether applying and tracking fund cites or conducting analysis for position management, PPM



Mr. Nick Mosura, Chief, Visual Information Division operating the computerized phototypesetter in his office.

See PP REVIEWS page 6



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**Ms. Mieko "Annie" Wakimoto demonstrating the capabilities of the computer graphic systems which allows a briefer to show graphics without the use of slides or overhead transparencies.**

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**PP REVIEWS from page 5**

was involved in any and all School actions concerning funding or manpower slots.

**The Visual Information Division**

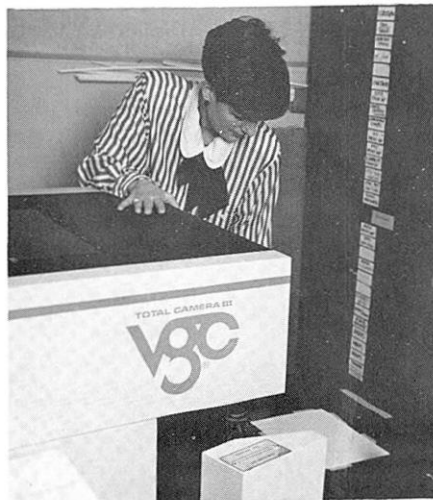
Modernization was the big news in the Visual Information Division. Through the procurement of new equipment to increase production and efficiency, PPV is better able to perform their visual aids production mission. This office has acquired a computerized phototypesetter, a new programmable stat camera, and a computer graphics system to better produce overhead transparencies, 35mm slides, printed materials, posters, film positives, negatives, and paper prints. Additionally, the computer graphics system allows a briefer to show graphics on a color monitor or rear projection screen without the use of slides or overhead transparencies. Because of these new additions, PPV now produces over 2000 overhead transparencies per year and maintains a library of more than 4500 different 35mm slides.

This new capability was increasingly important as PPV assumed visual aids production for DMA wide programs such as the DMA Initial Orientation Program (DIOP), the DMA MC&G Orienta-

tion Program (DMOP) and the Cooperative Terrain Analysis Course (CTAC). PPV's mission expanded greatly in 1988 and we anticipate additional requirements in future years.

**Other Billets**

The two remaining PP billets are the Computer Programmer Analyst and the Training Specialist. In the computer field, DMS finally entered the computer age as Zenith personal computers and laptop computers were delivered and distributed throughout the School. In addition to other du-



**Ms. Jeanne Elmore working with the programmable stat camera in the Visual Information Division.**

ties such as overseeing CCDs and serving as liaison with the individual services, our Training Specialist also identified a need to better distribute our school catalog so that more people throughout our government and others would become aware of DMS and the instruction we offer. Our 1988 DMS catalog distribution was more than doubled over the previous year, from 142 to 310 separate addressees. This is significant because organizations that formerly were unaware of DMS, now realize they have a need for our training.

The Office of Plans, Programs and Operations had a very successful 1988 and is looking forward to an even better 1989.

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**DMA Executive Assignments**

The reassignments of four DMA Senior Executive Service (SES) personnel were recently announced by the DMA Director Maj. Gen. Robert F. Durkin, USAF. All reassignments are subject to OSD approval.

Included in the announcement were:

**Dr. Annette J. Krygiel** from Director, DMA Telecommunications Services Center (DMATSC) to Deputy Director for Modernization Development Group, DMA Systems Center (DMASC).

**Bill E. Robinson** from Assistant Deputy Director for Programming, HQ DMA to Director of DMA Telecommunications Services Center.

**Charles D. Hall** from Deputy Director of Programs Production and Operations, HQ DMA (PP) to Deputy Director for Research and Engineering, HQ DMA (RE).

**William N. Hogan** from Deputy Director for Programs and Operations, DMA Aerospace Center to HQ DMA Deputy Director for Programs, Production and Operations.

Dr. Krygiel and Mr. Robinson have moved into their new positions in an acting capacity pending OSD approval. Effective dates for the remaining reassignments will be announced shortly.

# Many Changes Made in the Department of Graphic Arts in 1988

by David E. Miller

1988 should be titled "The Year of Change" for the Department of Graphic Arts. The complexion of the entire department has changed.

## Personnel Changes

The greatest change was in the personnel comprising the two divisions and the department. There were a total of nine retirements from the department including some long time employees who were charter members of the Defense Mapping School. Charlie Lundmark was the first to go at the end of March. He's enjoying life in central Virginia at his newly acquired homestead. Carl Markwell retired in July and is now enjoying the peacefulness of the Pacific northwest. Al Josey retired in September to do a little traveling and just enjoy life. Additionally, there were six military retirements out of the department. If that isn't enough there were an additional seven departures from the Department of Graphic Arts. Some were the result of PCS orders and some the result of job searches for that niche in life for which everyone is searching. The management of the department and divisions successfully made the transition from a military to civilian structure. The administrative staff in the front office also had a complete turnover which resulted in the department coup of the year. Mrs. Joyce Zieres now is responsible for keeping a bunch of printers straight after many years of practice with surveyors.

## Equipment Changes

Equipment changes in the department also played a significant role in the structure of what we all do for a living. Six new Heidelberg model SORD offset presses in the Reproduction Division was the highlight of the year for the department. The Photo Division, not to be outdone, also added two new A.B. Dick model 9880D offset presses to their in-

ventory which accompanies their new paper cutter, vertical cameras, and other equipment.

## Course Changes

The department taught the first scheduled Advanced Lithography (ALITH) Course. This is to the 83-series MOSs what the Advanced Cartography and the Advanced Survey courses are to their respective MOSs. It's a welcome addition to the Graphic Art's curriculum. Other course changes in the making are: the implementation of a new Air Force Reprographics course which will significantly change the present course;

changes to both the Navy "A" and "C" school courses which, in lay-man terms, means changes to the Navy/Air Force Basic Lithographer and the Reproduction Equipment Repair courses. With changes in mind, expect to see the "midnight oil" burning in Graphic Arts trying to figure a way to satisfy all of our customers.

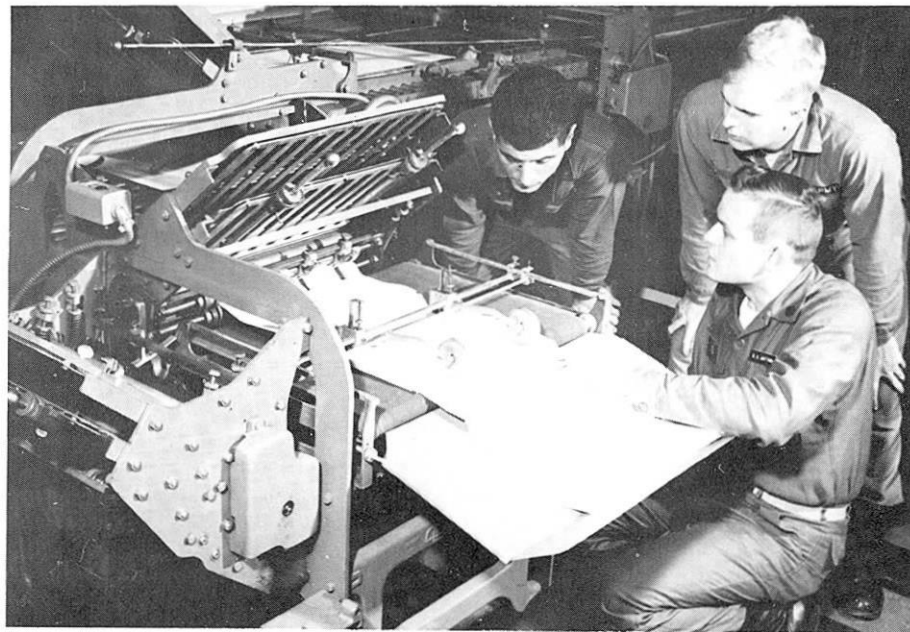
## Mobile Training Teams

Mobile Training Teams have not greatly affected the department; however, we have had the opportunity to visit the 1203d Engineers in Dothan, Ala. qualifying some of their members in MOS 83E. We also provided an MTT to the 4th Psychological Operations Group in Fort Bragg for training in production management.

So, as you can see, 1988 was "The Year of Change" for the Graphic Arts Department.

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## *Remember Twenty-One Years Ago When . . .*



SSgt Bill Sutton (USMC) was teaching the Offset Printing Course for the Department of Topography (predecessor of the Defense Mapping School)? The above picture, taken in 1967 or 1968, shows Bill instructing two young military students how to operate the folder. Bill returned to DMS in 1982 as a civilian instructor. Currently, Bill is the chief of the Photolithography Division of the Department of Graphic Arts.

## TERRAIN from page 2

one 9-month course to train eight reclassified warrant officers as terrain analysis technicians. These officers, who are experts in their respective fields of Cartography, Reproduction, and Surveying will be adding to their skills in the areas of remote sensed imagery, digital data, geology, hydrology, terrain analysis data production, terrain analysis products, and division operations.

Students in this course are familiar faces around DMS. Four of the five students in the first class which started Oct. 26, 1988 and will graduate June 30, 1989 are former instructors at DMS. The students are:

- o CW3 Dave Knox, a Reproduction Technician, comes from the FORSCOM Planning and Control Team, Fort Bragg, N.C.

- o CW3 Norm Price, a Cartographic Technician, was the I Corps Terrain Analysis Technician at Fort Lewis, Wash.

- o CW2 Ray Reuter, a Cartographic Technician, comes from the III Corps Cartographic Company at Fort Hood, Texas.

- o CW2 Scott Peterson, a Survey Technician, comes from the 30th Engineer Battalion at Fort Belvoir, Va., and

- o WOC Doug Inman, has just completed Warrant Officer Candidate School at Fort Rucker, Ala.

A second class will start in July 1989 and will have three students: CW3 Tom Folgate, CW3 Bill Benning, and CW2 Mike Noderer.

A look at the past assignments of the students shows a great deal of experience with or exposure to Terrain teams. But as individuals, these students have been developing their technical abilities in fields the U.S. Army has reduced or deleted due to changing needs. Imagine, if you will, the shock of waking up one morning after 15 years plus of developing expert knowledge to find you will not only be required to learn a completely new field, but in all probability will be a senior officer in that field. In 9 short months, this realization will



strike this group as they move out to face the world as Terrain Analysis Technicians.

The class is already a close knit group intent on learning all they can from instructors throughout the School, as well as from each other. Cooperation from every department within DMS has gone into preparing a course of instruction which will hopefully prepare them to meet this challenge. The Department of Management and Technology is providing instruction in the areas of multispectral imagery and digital data as well as being available for assistance in the fast changing areas of technology and data processing. The Survey Division will provide instruction for the Zenith computers and will monitor lab time on the computers for the students as well as providing information on the computers on the impact of new developments in the field of survey. The Cartographic Division has provided a classroom and guest lecturer and will continue to provide support in the form of cartographic interface with terrain.

The class schedule involves terrain support for the 29th Infantry Division, and has other real world support exercises to include working with Command and General Staff College scenarios.

By providing the necessary terrain training needed, DMS instructors will enable these new Terrain Analysis warrant officers to be well prepared to face the challenges of this ever growing field.

## DMA Officials Modernize Time and Accounting Procedures

The way the Defense Mapping Agency employees' time is recorded for accounting and payroll purposes is currently in the process of changing over to a new system, one that is said by officials to modernize the procedure.

Organization timekeepers and supervisors underwent classes conducted by the DMA headquarters and DMAAC accounting and finance staff to familiarize them with the new system. In addition, in-house training will be available within each DMA Component, including DMAHTC to head off problems and address questions from office timekeepers as they arise.

The new system, which uses page-size forms primarily coded with a No. 2 pencil, replaces the old "punch cards," according to Carmine A. DiFazio, of the DMA headquarters accounting and finance office.

Implementation of the system has already started. It began with the pay period beginning November 20. Both the forms and the older punch cards will be used for two pay periods, until only the forms are in use with the pay period beginning December 18.

"The punch cards are no longer being produced. We can't order any more. The key and punch equipment is no longer available, and we can't obtain maintenance for that equipment in the payroll office," DiFazio said.

The new system has been successfully implemented at over 190 bases by the U.S. Air Force, and is in use at other federal government agencies.

At the training sessions, DiFazio issued an Air Force manual (AFM 177-372) to timekeepers. The manual contains detailed and illustrated instructions on how to fill out the new time and attendance forms.

The forms will come to office timekeepers with certain items,

See TIME page 10



# ***Department of Management and Technology Has a Fantastic Year***

by LTC Louis DeSanzo

I want you all to know that 1988 has been an "absolutely fantastic" year for the Department of Management and Technology; a year punctuated with challenges and accomplishments, growth and improved support to the MC&G community. We saw some of our stalwarts depart only to see them replaced with equally fine people. Let's take a look.

## **Component Training Division (MTC)**

Without question, the "birth" of the Component Training Division (MTC) had the biggest impact on our department. Their mission of standardizing training within DMA was new, not only to the department, but also to the School. Staffed initially with some familiar faces (Dan Wilson, Barbara Windland, John Bassett and Charlotte Bernard), MTC quickly acquired technical expertise from all over the Agency. Karen Williams from the Hydrographic/Topographic Center, John Haddick and Pat Donovan from the Aerospace Center, and Mark Altman from the Systems Center have infused DMS with an intensive awareness and understanding of DMA's Digital Production System (DPS) and have made DMS a well known and respected name with our sister DMA Components.

Ms. Karen Williams was our acting division chief during our painstaking search for a permanent leader. We found that leader in the person of Mrs. Kelley Lillegard who came on board in October. You can look forward to seeing MTC evolve into the Department of Component Training in 1989.

## **Joint Operations Division (MTJ)**

The Joint Operations Division (MTJ) underwent tumultuous personnel changes. When LTC Jim Henry left just before the new year began, I moved to the department chief's slot and CPT

Larry Shubat took over as Chief MTJ. Gradually, over the next few months, MTJ lost people like Capt Steve Cincala and Capt Ron Ward. The division dwindled to five people, out of an authorized eleven, before reinforcements arrived. The three new officers, Air Force Captains Harold Huslage, Nelson Mora and James Reed, brought with them a wealth of experience, not only in MC&G, but also from such operational activities as the Strategic Air Command, Tactical Air Command and the Geodetic Survey Squadron.

MTJ is committed to an extensive mobile training team (MTT) effort in addition to its full in-house program. I am proud to tell you that MTJ, led by such experienced instructors as LT Rob Basset, Capt Andrey Aristov and MSG Jim Meyer, not only met all its commitments but, continued to respond to new customer requests.

A new course (and acronym) was added to the DMS curriculum. The course, "MC&G Impact on Combat Operations (MICO), directed toward the operational users of DMA products, has already been taught in the U.S. European Command, U.S. Atlantic Command and at Goodfellow Air Force Base as well as here at DMS. The course is spreading like wildfire and we expect the demand to grow.

In October, Maj Robert J. "Robbie" Alcaparras was appointed the new chief of MTJ. Shortly after his arrival, it was announced that Maj Alcaparras had been selected as the Air Force Target Officer of the Year; what a splendid addition to our DMS staff.

## **MC&G Division (MTM)**

The MC&G Division turned in another stellar year. They too had a personnel upheaval. When Mr. Bill Revell left MT to be-

come the DMS Technical Director, CPT Patricia Poulson moved up from Chief, MTM to become the first military Deputy of the Department of Management and Technology. CPT Bruce Donaldson took her place as Chief, MTM. Under Bruce's very capable guidance, MTM made significant strides toward modernizing and streamlining operations.

CPT Bruce Burleson (yes, another Bruce) and CW2 Les Fitzgerald successfully completed transitioning the MICROFIX Course to the Department of Geographic Sciences. CPT Tom brought the Introduction to Multi-spectral Imagery (IMSI) on line. The department has dedicated one classroom and a computer laboratory to help meet the growing need for MSI training.

Captains Milo, Jonathan Clark and William Smith took IMSI mobile training teams to the U.S. European Command, U.S. Southern Command and DMA Aerospace Center when the need arose. The demand for this course is growing and there appears to be no end in sight. An upgrade of our lab and an expansion of the MSI program is planned for the near future.

As a result of Capt Michael Reading's meticulous efforts, the APPS IV course was transitioned back to the cruise missile community in 1988, at the same time that we were expanding our activity with the upgrade of the APPS I. ISC Scott McDonald, the DMA Outstanding Senior Sailor of 1987, has been a key player in that upgrade.

## **Continued Progress in 1989**

As 1989 begins, MT is poised to proactively continue providing timely and tailored training wherever the need exists. We look forward to supporting our customers and to working with all of you at the Defense Mapping School in 1989.

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**"There is a great deal of talk about loyalty from the bottom to the top. Loyalty from the top down is even more necessary and much less prevalent."**

**—Gen. George S. Patton Jr.**

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TIME from page 8

such as name and social security number, already filled in. The timekeeper will then fill in certain items in black or blue ink, which the supervisor also uses to sign the forms. The rest of the document contains "bubbles," or circles, which are blackened in the appropriate column denoting other items, such as leave, using a No. 2 pencil.

"All the policies and procedures governing time and attendance contained in the DMA manuals are still in effect. What changes is the way the information is collected," DiFazio said.

The coded forms are sent to the Payroll Branch at DMAAC in St. Louis, Mo., as the punch cards were. The forms are then "read" by an optical mark reader (OMR) and the information sent to the mainframe computer. An OMR reads 2,500 forms an hour, DiFazio said.

DiFazio stressed that care is needed when handling the forms. Bent edges, paper clips and staples, and writing on the back of the forms are some of the things that can cause an OMR to kick out that employee's form for examination. Improperly filled out forms are also rejected; e.g., total amount of leave handwritten in the appropriate column does not match the totals from the "bubbles" columns.

## Thoughts For Life

Write it on your heart that every day is the best day in your life. He is rich who owns the day and no one owns the day who allows it to be invaded with fret and anxiety. Finish every day and be done with it. You have done what you could. Some blunders and absurdities, no doubt, crept in. Forget them as soon as you can, tomorrow is a new day; begin it well and serenely, with too high a spirit to be cumbered with your old nonsense. This new day is too dear, with its hopes and invitations, to waste a moment on the yesterdays.

## On This Date —January

### JANUARY

#### January 1

New Year's Day

President Abraham Lincoln signs the Emancipation Proclamation, declaring slaves free, 1863.

#### January 6

Samuel Morse publicly demonstrates his telegraph for the first time, in Morristown, N.J., 1838.

#### January 7

The United States holds its first presidential election. George Washington is voted the nation's first president, 1789.

#### January 9

Joint Chiefs of Staff established, 1942.

#### January 11

Dr. Luther Terry, U.S. surgeon general, issues the first government report saying that smoking may be hazardous to one's health, 1964.

#### January 13

Robert C. Weaver becomes the first black Cabinet member when appointed secretary of housing and urban development by President Lyndon B. Johnson, 1966.

#### January 15

Work is completed on the Pentagon, 1943.

#### January 19

Martin Luther King Jr. Day

Howard Hughes sets a cross-country air record, flying his monoplane from Los Angeles to Newark, N.J., in seven hours, 28 minutes and 25 seconds.

#### January 21

New York City enacts an ordinance making smoking in public by women punishable by a fine of \$5 to \$25 and up to 10 days' imprisonment, 1908.

The first atomic submarine, the USS Nautilus, is launched at Groton, Conn., 1954.

#### January 24

The U.S. Supreme Court rules the federal income tax constitutional, 1916.

#### January 27

Vietnam War cease-fire is signed in Paris, 1973.

#### January 28

The Coast Guard is created by Congress, 1915.

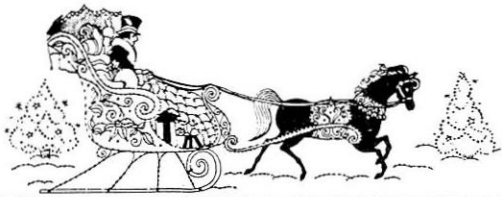
#### January 29

The first members of the Baseball Hall of Fame in Cooperstown, N.Y., are named, 1936. They include Ty Cobb and Babe Ruth.

#### January 30

Indian leader Mohandas K. Gandhi is assassinated by a Hindu fanatic in New Delhi, India, 1948.





# We Had A Merry Christmas



*Mrs. Kelley Lillegard  
Department of Management and Technology*



*LtCol Charles Sakowicz  
Office of the Director*



*John "Jake" Jacobs  
Department of  
Graphic Arts*



**SANTA CLAUS**



*Ruthie Garfield  
Department of Management  
and Technology*



*Mr. and Mrs. Santa Claus  
North Pole*



*Major and Mrs. John Husar  
Office of Plans, Programs and Operations*

# Directors Call

## PROMOTIONS

CW2(P) Edwin Huth (USA)  
Department of Geographic Sciences  
Promoted to CW3

Ms. Jeanne Elmore  
Office of Plans, Programs and Operations  
Promoted to GS-11

## DMS AWARDS

### DMS Civilian of the Year

Mr. James H. Harnden  
Office of Plans, Programs and Operations

### DMS Officer of the Year

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

### DMS Enlisted NCO of the Year

MSG Victor N. Antezana (USA)  
Department of Construction Engineering

### DMS Suggestion of the Year

SFC Robert B. Murphy (USA)  
Department of Geographic Sciences

### DMS Department with Highest Rate of Participation in the DMS Suggestion Program

Department of Graphic Arts

## CERTIFICATES

### Outstanding Performance Certificate

Ms. Beverly A. Eppolito  
Department of Geographic Sciences

## Instructor Certificate

SFC Donald R. Payne (USA)  
Department of Geographic Sciences

## SUGGESTION AWARD

SFC Robert B. Murphy (USA)  
Department of Geographic Sciences

## CIVILIAN FEDERAL SERVICE PINS

### 30 Years Service

Ms. Joyce M. Zieres  
Department of Graphic Arts

### 25 Years Service

Mr. Edward L. Nickens  
Department of Graphic Arts

Ms. Beverly A. Eppolito  
Department of Geographic Sciences

### 15 Years Service

Mr. William H. Revell  
Office of the Director  
Mr. John D. Mann  
Department of Geographic Sciences

### 10 Years Service

Mr. Dennis T. Roberts  
Office of Mission Support

## DEPARTURES

CPT Patricia A. Poulson (USA)  
Department of Management and Technology  
Reassigned to Fort Leonard Wood, Mo.



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Address all communication to:

Contour Editor  
Defense Mapping School  
Fort Belvoir, VA 22060-5828

Director  
Colonel Daniel R. Clark

Public Affairs Officer  
and Editor:  
Irene L. Bellefeuille-Peine

DEFENSE MAPPING SCHOOL  
FORT BELVOIR  
VIRGINIA 22060-5828  
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# CONTOUR

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February 1989

## The ABCs of Digital Production System (DPS) *How MTC is Breaking the Acronym Barrier and Making Its MARK on DPS*

by: Karen S. Williams

Perhaps part of the mystique that surrounds the Exploitation Modernization Program (EMP), DMA's massive modernization program, has been the plethora of unfamiliar acronyms, a DMA unique alphabet soup which has invaded the DMA workplace and made otherwise literate employees virtually unintelligible except to others who understand the code. These communication shortcuts are a by-product of the Agency's commitment to bringing on-line, by the 1990's, new production and management systems which will enable the DMA to achieve a full digital softcopy production capability. This article will narrow the information gap by explaining the Digital Production System (DPS) in general terms and describe the Component Training Division's role and contributions to this modernization program.

The need for the Digital Production System resulted from technological advances in source collection as well as the explosion of customer requirements caused by changing weapons systems. By exchanging labor intensive manual production methods for more efficient all digital processes, the DPS is projected to cut production time by 75 percent and production costs by 50 percent within the 1990's time frame. Production effectivity is enhanced by the premise of exploiting a one-time review of source material to yield multiple products. DMA cartographers will extract data directly from digital sources, creating huge data bases which will support both present and future production requirements. Paper or hardcopy products will continue to be the result at the end of the production pipeline, but DMA's support to customers will be enhanced by the real-time transfer of digital data to operational commands allowing for interactive manipulation of the data for unique and changing requirements. The Mapping, Charting and Geodesy (MC&G) digital data will also support missile guidance systems, flight simulators and a myriad of other military applications.

In addition to modernizing production processes, DPS will update and streamline other functional areas within DMA such as the management of programs, personnel, and resources as well as the distribution of

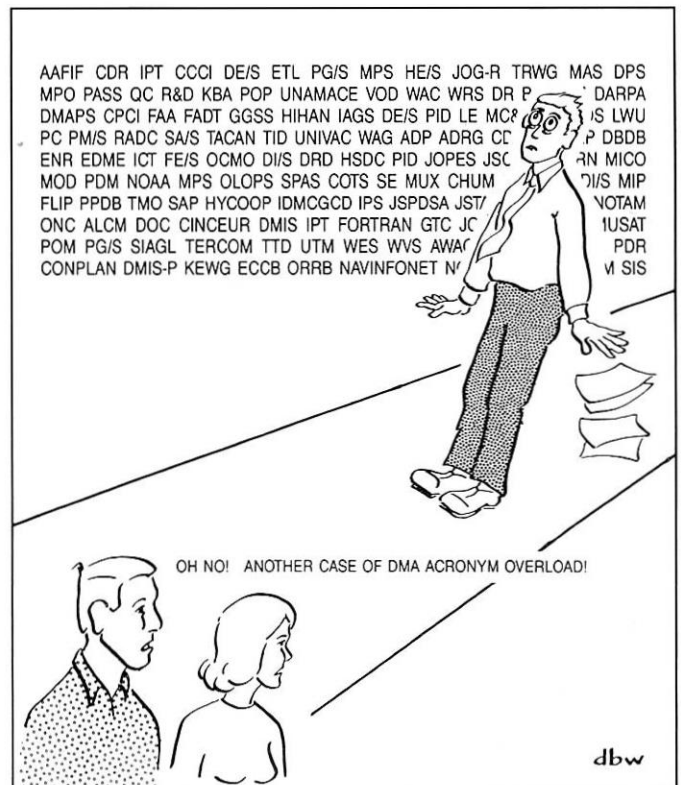
products.

The capabilities embodied in the DPS can be described and are, in fact, being procured in subsets of the whole system. The subsets are referred to as segments and are divided into two groups, the first of which represents an interim modernization capability known as MARK 85. The second, MARK 90, delivers full operational capability of the modernized system.

There are six MARK 85 segments:

- o Hardcopy Exploitation (HE)

See ABCs of DPS page 2



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ABCs of DPS from page 1

- o Source Acquisition (SA)
- o Universal Rectifier (UR)
- o Digital Comparator (DC)
- o Data Integration (DI), and
- o Feature Extraction (FE).

All but the Data Integration segment are operative at the Hydrographic/Topographic Center (HTC) and the Aerospace Center (AC) production components, with acceptance of the DI system scheduled for this fiscal year. MARK 85 systems have enhanced and upgraded the capabilities of existing DMA equipment including PASS, UNAMACE, OLOPS, ASIIPs, and TA3Ps. Implementation of MARK 85 will also significantly impact how DMA "does business", affecting a diverse array of management functions which range from POM development to monitoring and tracking of resources and source assessment and management.

In the midst of all these changes, one important aspect of DMA production does not change - the fact that it is through the collective efforts of DMA employees that the agency achieves its production goals.

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***The success of the Digital  
Production System depends  
On the collective efforts  
of DMA employees***

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DPS is not an automated system by which buttons are pushed and cursers moved to cause mysterious computers to "spit out" maps. DPS will provide the tools with which qualified DMA employees representing a variety of job classifications will perform the functions necessary for getting the job done. The success of DPS resides in the knowledge, skills, and abilities which are, for the most part, already embodied in the DMA workforce. The challenge, then, lies in the vast amount of training necessary to enable our employees to fully exploit the DPS capabilities and use the systems to produce more maps.

Bringing DPS on board introduces distinct types of training requirements which have been categorized as follows: preparatory training, prerequisite training, segment specific training, full production training, and sustaining training. Each unique category is an integral part of the whole training requirement and is the responsibility of both the government and the segment contractors who are developing and delivering the modernized systems.

Preparatory training qualifies, or prepares the workforce to receive the more detailed segment specific training. Preparatory training requirements will be met in a number of ways including off-the-shelf vendor courses, long term full-time training, tuition assistance programs, and on-the-job "cross training". Examples of cross training would be feature analysts learning terrain extraction skills and vice versa. The teaching of new extraction specifica-

tions for multi-product operations will also be a preparatory training requirement.

Prerequisite training is commercially available training, specifically recommended by the segment contractors as training required prior to their segment specific training. Computer software training and knowledge engineering are examples of prerequisite training.

Segment specific training will be developed and delivered by the segment contractors. This training will teach the DMA employee how to use the equipment and workstations as tools for performing existing DMA cartographic and/or management functions. The segment contractors are obligated to provide this training to approximately 20 percent of the employees who will operate the segment.

Full production training will be delivered to the remaining 80 percent of the workforce by those DMA employees who have received the segment specific training and have also participated in the initial testing and exercise and rehearsal activities of the systems. Segment specific training materials delivered by the contractor will be used in full production training but may require government modification prior to delivery.

Sustaining training is a broader term describing the recurring training necessary to maintain a trained workforce which fluctuates due to attrition, personnel crossflow, promotions, etc. Sustaining training will necessarily include elements of preparatory, prerequisite, and full production training requirements.

DMA is working toward meeting its DPS training requirements through the establishment of various training working groups, the delegation of training oversight to specific offices such as the Transition Management Office (TMO), the Education and Training Office (POT) at Headquarters, and the creation of the Component Training Division, Department of Management and Technology (MTC) at DMS. DPS training readiness is one of the missions of MTC and is assigned to the physical scientists within the division who have acquired DPS experience at other DMA production components.

The Component Training Division brings a much needed agency perspective to DPS training through the establishment of working relationships with all the players involved with the various aspects of DPS training, including but not limited to the production components, headquarters, and DMASC. Physical scientists in MTC draw on their production and technical backgrounds in advising the segment contractors during the development of segment specific training. The MTC staff attends training dry runs at the contractors facilities and provide valuable input from both a training effectiveness and DMA applicability perspective. They also support the DMA training community in the assessment of current workforce skills for determining the DPS preparatory training requirements and work with the production components in modifying the segment specific training materials prior to full production training of the

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See ABCs of DPS page 4

# The Direct Line



by  
Maj Gen Robert F. Durkin, USAF  
Director  
Defense Mapping Agency

## Looking Ahead

With the turn of the calendar page and the wave of Father Time's sickle we have entered another year. A year which brings DMA a step closer to the reality of the Digital Production System.

As prototypes continue to be tested; as system design continues to be refined; as the lessons learned in the Mark 85 production efforts are analyzed and changes made; and as security constraints are reduced, 1989 will become the year in which the individual employee will play a greater role in the emerging technological and organizational changes facing the agency.

Early in the year you will note some rather significant events involving the entire work force. During February a work force survey will solicit your candid views on the agency today -- the production efforts, management practices, organization composition, job performance, and many other things. We truly want to know how you feel and how you perceive the agency today.

Another item forthcoming in early spring is a special edition of an agency newspaper on the Digital Production System, explaining what DPS is; what it will do; and how it benefits the agency, the individual DMA employee and the

users of our products.

Behind the scenes, several special groups will continue working to ensure items critical to the success of DPS are properly addressed. Employee training, agency organizational structure and transition from current systems to new systems are all being addressed by carefully selected groups composed of some of our most knowledgeable senior managers.

Yes, 1989 is going to be one our most active years. The accomplishments of the next 12 months are critical to the agency and to the vital mission that we are charged with accomplishing on a daily basis. It will not be a year without trauma, without problems or without concerns. But with your help it can be a year in which we overcome difficulties and take yet another step forward with state-of-the-art technology and improved products for the combat forces we support.

## Senior Officer Assignments

Senior Officer assignments announced by the DMA Director, Maj. Gen. Robert F. Durkin, USAF, involved the agency's three production Centers.

At the Aerospace Center, St. Louis, Mo., Colonel Stephen F. Burrell, USAF, current Deputy Director, replaced Colonel Robert J. Lemon as the Director on 27 January. Colonel Lemon retired from the Air Force after 24 years of service.

In July, Air Force Colonel Marcus J. Boyle, Chief of Staff, HQ DMA, will replace Colonel Burrell as Director of the Aerospace Center. Colonel Burrell is being reassigned by the Air Force.

At the Hydrographic/Topographic Center, Brookmont, Md., Navy Captain John Everson Chubb, Jr., Office of the Oceanographer of the Navy, will replace Colonel Peter G. O'Neill as the Director. Captain Chubb will report to DMA in April.

Army Colonel Leonard Hasse, Jr., Plans and Requirements Division, HQ DMA, replaced Captain

Kendall G. Hinman, USN, Jan. 3, 1989, as Deputy Director of the Hydrographic/Topographic Center. Captain Hinman retired Jan. 1, 1989 after 28 years of military service.

Colonel Peter G. O'Neill, currently the Director of the Hydrographic/Topographic Center, will replace Navy Captain Channing M. Zucker as the Reston Center Director during the April/May time period. Captain Zucker is being reassigned to the Supreme Allied Command-Atlantic (SACLANT) in June.

## Three from DMA Receive Defense Productivity Award

Three DMA employees were among 65 DoD employees presented the Secretary of Defense Productivity Excellence Award in special Pentagon ceremonies Jan. 9, 1989.

Receiving the award from the Secretary of Defense were Dr. Robert D. Crosby, DMA Systems Center, and Mr. David J. Rudolph and Mr. David S. Scopp, DMA Hydrographic/Topographic Center.

The trio was cited for the creation of an alternative production method for the collection of digital data to support the FIRE-FINDER system. The production method developed was comparably accurate to the system that had originally been proposed, saving production costs of some \$4.1 million. The FIREFINDER is used to detect and locate enemy mortar and artillery.

Assisting the Honorable Frank C. Carlucci, Secretary of Defense, in the presentation were the Honorable Grant S. Green, Assistant Secretary of Defense (Force Management and Personnel) and Air Force Major General Robert F. Durkin, Director of the Defense Mapping Agency.

The Pentagon award ceremonies and Productivity exhibit display were highlights of the DoD Quality and Productivity Month. DMA's exhibit highlighting productivity accomplishments, management innovations and technological achievements were on display.

## CIA Director Visits DMA



William Webster, Director of the Central Intelligence Agency, is greeted by DMA Director, Major General Robert F. Durkin, USAF, (left) prior to beginning a recent tour of the Hydrographic/Topographic Center. Webster was visiting DMA to receive briefings and demonstrations on the production of mapping, charting and geodetic products. The visit was arranged as part of the DMA program to inform key government executives about the mission and products of the Agency. Hydrographic/Topographic Center Director, Colonel Peter O'Neill, USA, (right) escorted the CIA Director through the HTC tour area.

### *DMA Herndon Site to Close*

The Defense Mapping Agency Herndon, Va., site was one of 86 Department of Defense installations named for closure by a commission that investigated the military value and environmental and socioeconomic considerations of some 4,200 DoD properties.

The Defense Secretary's Commission on Base Realignment and Closure released its report in late December. The recommended closures, partial closures and realignments are expected to improve the effectiveness of the base structure and save about \$693.6 million a year in base operating costs with a 20-year net present value of \$5.6 billion.

No date has been set for closing the Herndon site, a former Nike missile base now operating as a satellite tracking station. It is part of the Worldwide Satellite Tracking Network.

Among the functions performed

at the site are satellite tracking, equipment maintenance, receiver equipment testing and evaluation, and supply. The facility is located on about 11 acres, and includes 12,000 square feet of sub-standard work space.

Twelve DMA employees, six each from the Hydrographic/Topographic Center (HTC) and the Systems Center, work at the site. There will be no loss of jobs. The employees will be relocated to HTC when the facility closes.

Among other closures recommended by the commission were the Army's Fort Dix in New Jersey; Cameron Station in Virginia; the Presidio of San Francisco in California; Fort Sheridan in Illinois; and parts of Forts Meade and Holabird near Baltimore, Md.

Navy facilities on the closure list include the Naval Hospital, Philadelphia, Pa.; the Galveston, Texas Naval Air Station; and the

Lake Charles Naval Air Station in Louisiana.

Air Force bases that will close are Chanute AFB in Illinois; George AFB, Norton AFB and Mather AFB, all in California; and Pease AFB in New Hampshire.

The commission also recommended an increase in the numbers of personnel at some installations. They include the Army's Fort Belvoir in Virginia, Letterkenny Depot in Pennsylvania and Fort Jackson in South Carolina; the Navy's Pearl Harbor Naval Air Station in Hawaii; and the Air Force's March AFB in California, Cannon AFB in New Mexico, Sheppard AFB in Texas and McChord AFB in Washington.

ABCs of DPS from page 2

remaining workforce.

As Office of Primary Responsibility (OPR) for sustaining training, MTC will receive the master sets of training materials from the segment contractors and act as a control point for the agency in maintaining a standardized DPS training baseline. Any DPS course revision which occurs after the contractor has delivered segment specific training will be coordinated and implemented by MTC. This division will manage sustaining training through the creation of a DPS course data base which will track currency, application, revision, and distribution of course materials. The training specialists within MTC are also contributing to the DPS training mission through delivery of the Instructor Training Course (ITC) to both the DMA and contractor training instructors, and by offering their expertise in course development and effective training techniques.

The challenges of transition from manual production/management methods to modernized computer-based systems provide exciting professional opportunities for the DMA workforce. The success of the modernization program rests with each DMA employee in being effectively trained and prepared to "take it and run". DMS, through MTC, is playing a vital role in making this happen.



# From the DMS



## Schoolhouse

by Colonel Daniel R. Clark

Each month it's my pleasure to participate in an orientation program for new members of our Defense Mapping School Faculty and Staff. We start out with introductions in the Director's conference room. I cover the topics I want every person who joins the Defense Mapping School to hear about early and to hear directly from me. After I share those thoughts with our newcomers, Bill Revell, our Tech Director, reviews the highlights of our catalog and briefs on the courses offered here at the School. Then we move out together for a tour through each of the teaching departments and support staffs. By the time the program is over, everyone has a feel for the magnitude and diversity of our mission and for those things which are particularly important to its success.

This month I want to use this Schoolhouse column to publish, in summary form, the essence of what I tell each newcomer. It will serve to share the word with those who have not attended a welcoming briefing in this form. It may also serve as a refresher for those who may have missed a point or two.

First of all, our School is part of the Defense Mapping Agency which has an enormous world-wide mission. As we educate and train the MC&G community, we seek out every opportunity to support our Agency's mission to the fullest. We don't waste resources on any activity that does not contribute to our Agency's objectives.

Our instructors make up the operational face of our organization, the face we present daily to our customers. Our instructors challenge themselves by asking, "What have I done for my students today?" The rest of us



Colonel Daniel R. Clark  
Director  
Defense Mapping School

challenge ourselves by asking, "What have I done today to support our instructors?" Our objective is educational effectiveness; we achieve that when every student in every DMS classroom experiences outstanding instruction.

Our faculty and staff is a well balanced mixture of civilian and military members who are very enthusiastic about what they are doing. Many competent people bring to us their specific subject matter expertise and wide experience. That resulting composite creates a powerful teaching department and support staff which enables us to keep pace as a high performance organization. DMS is making an essential contribution to the national security through the training we deliver.

In FY86 we reached approximately 2,500 students; FY87 showed an increase to over 3,000; and in FY88 almost 4,000 students received the benefit of DMS instruction. We pass on a tremendous amount of useful knowledge, which well qualified men and women take to their respective organizations and use to make a real contribution to the MC&G mission. The students who are fortunate enough to join us get the benefit of attending a fully accredited institution. That means those who wish to pursue associate degrees or other kinds of formal education can anticipate receiving credit for some of

the course work they complete while here at the Defense Mapping School.

There are six special subjects that I stress called the Director's Big Six. They are, Equal Employment Opportunity, Affirmative Action, Safety, Security, Sexual Harassment, and Sick Leave.

o Equal Employment Opportunity -- We genuinely celebrate the diverse composition which represents the makeup of our Defense Mapping School team. Everybody is welcome. I envision a Statue of Liberty on our front lawn with open arms; I insist that all personnel and administrative decisions be made in a totally objective way and certainly without regard to anyone's background in terms of race, culture, religious preference, age or sex.

o Affirmative Action -- What affirmative action means to me is that when I have an opportunity to effect some type of personnel or administrative decision, when all other things are equal, I will give the benefit of the decision to the underrepresented individual.

o Safety -- We have at our School powerful equipment, like printing presses, with high torque moving parts. We also use chemicals that are hazardous if not properly handled. In addition, there's the full array of common dangers associated with any operating organization like ours. Our School has a good safety record which we must continue. We have a special responsibility in this area to ourselves and especially to our students.

o Security -- Our Agency's mission has a great deal of sensitivity connected to it. For this reason, security clearances are very important to a large number of people who work for us. We routinely receive and work with classified material. It is important that we don't jeopardize our main mission by getting ourselves involved with the distractor related to a security violation. It would be indicative of carelessness and would not reflect the true character of the School.

o Sexual Harassment -- That's

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See SCHOOLHOUSE page 6

something I can't tolerate and it will not be tolerated in any department or staff office because it takes away from the harmonious comfortable work environment that every member of our team deserves to enjoy. It's just human consideration that makes this important. I'm sensitive to it, I'm watchful for it, and I'm quick to operate to make sure it doesn't occur here.

o Sick Leave -- I like to brag that I've been on active duty for more than 28 years and have never been on sick call and never missed a scheduled day of duty. I'm proud of that. That does not mean that I haven't kept my medical examination appointments or taken care of my health. If I have a toothache, I go to the dentist, let him drill or do whatever he needs to do, and get back to the office. I also try not to miss out on too much of my authorized annual leave. The point I stress is that in a small organization, like ours, everybody is important and absolutely needed to make his or her contribution to the mission day in and day out. So I don't take it kindly if anybody abuses sick leave.

That is the essence of what every new member of the DMS team hears directly from me soon after reporting in. It's consistent and it's impartial. Feedback has been very positive. I have the feeling that everyone at DMS knows what we're here for and is getting great satisfaction from working enthusiastically on worthwhile objectives. We can all be proud of that.

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"The best executive is the one who has sense enough to pick good men to do what he wants done, and the self-restraint to keep from meddling with them while they do it."

—Theodore Roosevelt,  
26th U.S. president

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Colonel Daniel Clark presents Mr. Dave Miller, Chief of the Department of Graphic Arts, the annual award given to the department or staff office with the highest rate of participation in the DMS Suggestion Program.

## *People Just Don't Care Anymore!!!*

Have you ever heard this negative statement before? I certainly have, but frankly I have never accepted such a statement to be entirely accurate or absolute. My usual retort to this kind of rhetoric is that there are indeed some people who do care about the welfare of others, and such people act accordingly and expect nothing in return.

People caring for people is very evident here at the Defense Mapping School. For example, recently one of our instructors learned that his daughter tested positive for Leukemia and would require long term treatment. Furthermore, a number of complete blood transfusions would be necessary. My message here is not intended to direct attention to this individual's unfortunate circumstance -- certainly many of us can empathize with this instructor's plight as a parent. Rather, my focus is on how DMSers respond to a need and clearly demonstrate that caring for others is very much a part of DMS life.

Within hours after learning of this situation, an informal ad hoc committee was formed which accepted donations for the purpose of purchasing something that could possibly lift the spirits of the patient. The efforts of the committee resulted in purchasing a

stuffed, furry, black and white panda bear which was personally delivered by one of the committee members. While I was not able to be present when she was given the stuffed panda bear, I was told she loved it so much she refused to let go of it once it was within her grasp. Her dad told me that the look in her eyes was priceless. The American Red Cross also sent flowers as a gesture of concerned caring. Unfortunately, flowers carry bacteria, and could not be accepted due to the patient's high susceptibility to infections at this point.

The story does not end here. DMSers organized a blood drive to collect blood on the patient's behalf and, at the same time, help to defray the cost of the many transfusions she will undergo. On November 23, DMSers donated 39 units of blood for this purpose. It is significant to mention that many of the donors are not personally acquainted with this instructor or his daughter. To me, that says something very positive about DMS personnel. I am both pleased with the sincere efforts of everyone who donated in their own way, and proud to be a part of an organization that defines the word "caring" by active participation.

by: Lylton B. Jackson

## "Triple Nickels" Proved Blacks Could Jump from Airplanes

(Ref: Article by Sgt. Maj. Rudi Williams, USA American Information Service.)

When the Army was forming its elite 82nd Airborne Division during World War II, the rule was "whites only." Blacks allegedly "couldn't handle" the tough training and didn't have enough "guts" to jump out of airplanes.

Blacks were supposed to guard the all-white paratrooper school and packing shed and patrol the area as they watched the white soldiers train.

But there was one man who knew that black soldiers could do just as well as whites and decided to prove it. The year was 1944.

"Since we were in the vicinity, I decided we would emulate the white paratroopers," said Walter Morris, who was first sergeant of the black service company. "We observed them when they did their calisthenics and double-timed everywhere they went. So we copied some of the things they were doing. But we didn't have any paratrooper boots."

Morris and his company caught the attention of LTG Ridgely Gaither, commander of the parachute school one day when he was making his inspection. Morris said, "He was impressed when he saw us doing our calisthenics. We were showing off to show him that we could do as well as the white paratroopers."

Morris and his soldiers got a lot of prideful satisfaction out of proving blacks could endure the same training as whites. But little did they know that by emulating the white paratroopers they would become a part of airborne history.

Not long after the calisthenics demonstration, LTG Gaither summoned Morris to his office to let him know that President Franklin Delano Roosevelt had ordered General George C. Marshall to form an all-black paratrooper unit in response to complaints made by A. Philip Randolph, president of the National Negro Congress, and the black press. Morris' efforts in proving the black soldier's capa-

bilities paid off. He was selected as the first sergeant and the first black paratrooper in the first all-black paratrooper company in American history -- the 555th Parachute Infantry Company.

The first all-black paratrooper students were taught by a cadre of all-white instructors from the 92nd Infantry Division, Fort Huachuca, Ariz. at Fort Benning, Ga. The black paratrooper students were segregated from the whites, both on and off post. But that didn't deter them. "It was not a big thing to us, because we had been conditioned. It was something we had learned to live with and accepted," said Morris.

It was a grueling, exhausting four weeks of training for the black paratrooper pioneers. As the jump night and graduation day neared, both officers and enlisted at Fort Benning were making bets that the black paratroopers wouldn't jump -- they would be too afraid. But they did jump and received their silver airborne wings. The thing that had inspired the group was that they were the only black combat outfit and it was an opportunity for

black troops to enter something they could be proud of.

After the first class graduated the white cadre troopers returned to Fort Huachuca, and the graduating class became the cadre. "When we graduated, the word went out that the Army was accepting volunteers for an all-black parachute battalion, and we got applications from everywhere," said Morris.

Seven black officers were brought in. Each platoon had two officers. After the first class completed their course, taught by the black cadre, Morris was sent to Officer Candidate School in Fort Sam Houston, Texas and graduated in June 1944 as a second lieutenant. LTG Gaither told Morris that the 555th Parachute Company was going to become the 555th Parachute Infantry Battalion and would need an adjutant. When Morris was reassigned to the 555th, the battalion had been relocated to Camp Mackall, N.C., adjacent to Fort Bragg.

The first black paratroopers, known as the "Triple Nickels", trained for combat duty overseas but were not sent to the war zone in Europe. Instead they were sent to fight forest fires started by Japanese incendiary balloons on the West Coast. Here

See TRIPLE NICKELS page 8



The "Triple Nickels" board a C-47 and head for a smoke-filled drop zone somewhere in the Western United States to fight forest fires started by Japanese balloon bombs.



Colonel Daniel R. Clark, Director of the Defense Mapping School presents Mr. James "Jim" H. Harnden, Office of Plans, Programs and Operations the 1988 Civilian of the Year Award. Jim is a Training Specialist (MC&G) and serves as the School's Training Publications and Course Document Programs Manager. He has been a member of the DMS civilian staff or faculty since 1974.

## Interview Techniques Seminar Held

by Penny Greer

The Fort Belvoir Federal Women's Program Committee (FWPC) sponsored a career development training seminar on "Interview Techniques" at the Sosa Recreation Center. The instructors for the seminar were Colonel Robert R. Hardiman, Fort Belvoir Deputy Commander and Mr. Frederick E. Soto, Fort Belvoir EEO Officer at Fort Belvoir.

The presenters began the seminar by asking, "When should you start preparing for your next interview?". The answer is now!!!

It is important to remember and consider the interviewer's perspective as well as your own. Be prepared for the interview by:

- Making sure the SF 171 you submit pertains to the job you are applying for.

- Remember to read the job vacancy announcement and be prepared to answer questions relating to that position. Talk to your civilian personnel officer (CPO) or, if possible, the person who holds the position you are applying for to learn as much as you can about their job and the organization. If the opportunity

presents itself, ask questions regarding the job, e.g., ... What are the hours? ... Will overtime be necessary? ... How many people will I supervise? ... Should I accept the job, what are your plans for my advancement? ... etc.

When answering questions remember your responses should be about 45 seconds in length. Be positive about yourself and stress the similarities in your present job with the position you are applying for.

- Pick an interview time that is comfortable for you; and learn the location because you don't want to be late. Dress nicely and wear clothes that fit. Ladies should avoid detractive clothes or jewelry. Men should do likewise and wear a shirt and tie. Avoid going to an interview with an empty stomach. When entering a room don't be timid -- open the door, walk in, and greet the interviewer. Instead of sitting on a couch, pick a firm chair and don't cross your arms or legs. Be as relaxed as you possibly can and

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See INTERVIEWS page 10

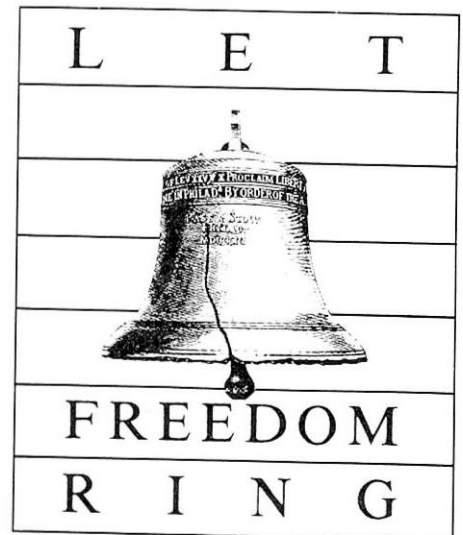
## TRIPLE NICKELS from page 7

they earned a new nickname, "Smoke Jumpers," for their ability to leap into smoke-filled clearings. They racked up 36 fire-fighting missions, making more than 1,000 individual jumps into burning forests.

The 555th Parachute Battalion was redesignated the 3rd Battalion, 505th Airborne Infantry Regiment, and became a part of the 82nd Airborne Division. Former members of the first black paratroopers joined the all-black 2nd Airborne Ranger Company at Fort Bragg and saw action in Korea with the 7th Infantry Division. That company was later attached to the 187th Regimental Combat Team and made two jumps in Korea. The unit received a bronze arrowhead for its parachute assault at Munsan-ni and several other awards.

Quote by  
Dr. Martin Luther King, Jr.

"The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy. The true neighbor will risk his position, and even his life, for the welfare of others. In dangerous valleys and hazardous pathways, he will lift some bruised and beaten brother to a higher and more noble life."



**DMA Soldier, Airman, and Sailor/Marine of the Year Awards for 1988 Announced.**

Maj. Gen. Robert F. Durkin, Director of the Defense Mapping Agency has announced the selectees for the DMA Soldier, Airman, Sailor/Marine of the Year Awards for 1988. They are:

**Outstanding Senior Officer of the Year**

Maj Douglas Botts, USAF  
DMA Combat Support Center.  
Latin America Office.

**Outstanding Junior Officer of the Year**

Capt Robert A. Phillips II, USAF  
DMA Hydrographic/Topographic Center, Detachment 1  
Geodetic Survey Squadron.

**Outstanding Soldier of the Year Senior Enlisted Category**

SFC James L. Hollingsworth,  
Defense Mapping School.

**Outstanding Soldier of the Year Junior Enlisted Category**

SGT Charles B. Schuler  
DMA Hydrographic/Topographic Center  
Geodetic Survey Squadron.

**Outstanding Airman of the Year Senior Enlisted Category**

MSgt Craig P. Freeland  
DMA Combat Support Center  
Europe Office

**Outstanding Airman of the Year Junior Enlisted Category**

TSgt Bryan H. Bock  
Headquarters, DMA

**Outstanding Sailor/Marine of the Year Senior Enlisted Category**

QMC Jerry Haynie, USN,  
DMA Hydrographic/Topographic Center

**Outstanding Sailor/Marine of the Year Junior Enlisted Category**

SK2 Mary M. Verdier, USN  
DMA Combat Support Center  
Naples Detachment.



Before her departure from DMS, Captain Patricia A. Poulson, former deputy for the Department of Management and Technology was named the "DMS Officer of the Year" for her outstanding performance of duty during 1988. Captain Poulson was assigned to the Defense Mapping School in January 1986 as a Geodetic Science Instructor. Captain Poulson was reassigned to Fort Leonard Wood, Mo., January 1989. Poulson has been in the Army since July 1977. She received her B. A. in Mathematics from the University of Nebraska and is a graduate of the Engineer Officer Basic and Advanced Courses, Facility Engineer Management Course and the Combined Services Staff School. Pictured above, Captain Poulson receives her award from Colonel Daniel R. Clark, DMS Director.



MSG Victor N. Antezana was named the 1988 DMS Enlisted NCO of the Year for his untiring dedication to duty while serving as Chief Instructor in the Department of Construction Engineering until its functions were transferred to Fort Leonard Wood, Mo. He retired from the Army in December 1988 with an active duty record of 23 years of enlisted service. Antezana, a native of Cochabamba, Bolivia, has returned to his birthplace. His plans are to apply his technical expertise in teaching the people of his country to improve their working and living standards. Admittedly, the poverty level in Bolivia is extremely high, but he feels that this level can be lowered by the United States sharing her knowledge, not her money. Picture above, Antezana receives his Meritorious Service Award from Colonel Daniel R. Clark.

INTERVIEWS from page 8

look at the interviewer, not the wall or floor. Remember, the first 45 seconds usually makes or breaks the interview.

- If the interviewer asks questions about your financial status, or other personal information, simply assure the interviewer that nothing in your personal life or affairs would affect your job performance.

Colonel Hardiman ended his talk by offering to hold practice interviews. If interested please call his secretary and make an appointment.

Attendees at the seminar were also provided with a list of questions to anticipate in an interview. They are:

- What are your biggest strengths and weaknesses?

- What techniques do you use to assure yourself that you are organized?

- What kinds of factors influence you most when making important decisions?

- What do you consider to be your biggest blunder and your biggest success?

- What skills did you learn in your previous job that will help you in future jobs?

- Would you describe yourself as a leader or a follower and why?

- How would you describe your relationship with your last supervisor?

- Do you have to write as a part of your job? What have you written that you are particularly proud of?

- What can you do for this organization that someone else couldn't?

- Why do you want to work here?

- Describe your public speaking experience.

- What are your hopes for the future?

- What do you do when you counsel an employee?

Of course there are many more possible questions. It is important to remember that interviewing well takes considerable preparation, and more importantly, practice.



Edwin Huth (USA) was recently promoted from Chief Warrant Officer 2 to Chief Warrant Officer 3 in a promotion ceremony held in Heitmann auditorium. CW3 Huth was assigned to the Defense Mapping School in May 1988 as the Chief, Terrain Evaluation Division, Department of Geographic Sciences. Pictured above are Colonel Daniel R. Clark, DMS Director (right), CW3 Huth (center) and his wife Cheryl (left). Huth, a native of San Antonio, Texas has been in the Army since July 1976.



Ms. Jeanne F. Elmore, a visual information specialist, was recently promoted to a GS-11 in a promotion ceremony at the Defense Mapping School. Ms. Elmore accepted her position in the Visual Information Division, Office of Plans, Programs and Operations in November 1985. In the picture above, Ms. Elmore is accepting her official promotion papers from Colonel Daniel R. Clark. Elmore received her BS in Art at Georgia Southern College, Statesboro, Ga. and studied Graphic Design — Advertising at the University of Maryland, College Park, Md. and Computer Graphics, Anne Arundel Community College, Arnold, Md. She was born in Newark, New Jersey, is married and has two sons, Christopher and Carter.

## Charter Member of DMS Writes to Us

Following is a letter recently received by the Public Affairs Office from SFC (Ret) William L. Dean.

Dear Contour Editor:

My name is Bill and I am a retired Charter Member of DMS. An idea has recently crossed my mind for a "Retired Column" in the Contour.

According to the Directors Call on the back page, all the persons noted should be commended for their effort. Joyce for 30 years, Bill and John for 15 years, and Jim for being awarded the "Civy" of the year.

Retirement is thought of as being put out to pasture. Yet, I am as active as any of you. My life is filled with events that I am proud of, and I would like others to know of my adventures and some of theirs.

The column heading of "Retiree Outstanding Performance Certificate," or "Can You Top This One" should properly title these articles. This would keep the retirement people "in touch" with other friends that they worked with and promote letters and feedback to your paper, as well as show the future retirees coming out to pasture that there is something to look forward to.



SFC Bill Dean (Ret) backpacking in the Grand Canyon, September 1988.

To start the column rolling, I would like to submit the following:

In the past year, we have traveled to a couple of interesting parts of the Southwest. Topographically, the two points are only one foot apart in elevation. The Kit Peak National Observatory, (Elevation -6,875) is about an hour's drive from Tucson, Ariz. Standing and looking down upon the surrounding terrain is a sight to behold, let alone the view of the sky. The second place (300 miles north) is the South Rim of the Grand Canyon (Elevation 6,876). Standing there on the rim and looking down is breathtaking.

By now, you are probably wondering where the performance part comes in to play. On April 30, Fran, my wife, and I spent two days camping at Phantom Ranch at the bottom of the Canyon. We backpacked down the Kaibab Trail and returned by the South Bright Angel Trail. That's right, we both have passed the half-century mark, and be known that we are still alive and kicking.

The story does not end here. Some people wanted to try another way down into the Canyon, so we packed our backpacks in September and headed down the Havasupai Indian Trail and again camped out for 2 nights. Swimming underneath Mooney Falls was an experience to behold (Brrrr--49 degrees). On our last trip, our two youngest children, Kip and Anja were able to make the trip with us.

The picture was taken on the flat just below the switchbacks on the Indian Trail during one of my rest stops.

Irene, may I add that your work may seem tiring and uneventful but there are some of us out here that are over the river, and thru the woods, and now are in the pasture, that enjoy your endeavors. . .

Thanks for your time,  
Bill and Fran in  
Sunny Arizona

## Did You Know That

**Major Maurice Saxton** is in "sunny" Italy, but is looking forward to a change in '89? He sends his best wishes to his friends at DMS.

**Mr. Richard Christ**, Annandale, Va. enjoys being retired? Both he and his daughter spent a delightful three months touring Europe in 1988.

**Ms. Linda Stacy-Nichols**, Alexandria, Va. still likes to keep up with news from DMS? Remember Linda? She did a great job as editor of the Contour before she found a better job at Cameron Station in 1984.

**SGM Philip Tarr** (retired) in Fayetteville, N.C. keeps busy with his civilian commissary job? He supervises about 60 people. (No, Phil, I haven't retired, but that date is soon -- Those "sunny beaches" in Florida just keep calling! Plan to pack up my belongings and head to Florida to stay, come March or April.)

**Mr. Thomas Green** (retired), Lake Waccanaw, N.C. would like any of you "DMS ole timers", looking for peace and quiet, to contact him at 919-646-4806? He'd be mighty glad to have you pay him a visit.

**Mr. F. J. Harris**, Woodbridge, Va. likes to hear about old friends by reading the Contour?

### Editor's Note:

Here's a personal "thanks Bill" from me. Your cheery letter sure helped my "get up and go!"

It is always a pleasure when one of our former DMS retirees or former employees honors our current staff with a letter to be printed in the Contour.

Come on now, all you readers and retirees, send in your letters and let's keep Bill's idea going.

Irene -- Contour Editor

## Do You Know?

Odds of winning a bingo game in the first five numbers called:  
1,700,000 to 1

Number of eggs consumed yearly by the average American: 276

Average amount a person sweats each day: 1 quart

Year in which the first woman put on a Marine uniform: 1918

Number of shoplifters caught in the United States each year:  
4 million

Number of windows in the Empire State Building: 6,500

Number of different zippers worn by John Glenn when he went into  
orbit in 1962: 13

Number of states adjoined by only one other state: 1 (Maine)

Length of a Minuteman III missile: 60 feet

Number of bachelors elected president: 2 (Buchanan, Cleveland)

Amount of money United States paid Russia for Alaska: \$7,200,000

Longest elephant tusk on record: 11 feet 5½ inches

Number of recorded man-eating trees in the world: 0

Of Bogart's first 29 films, number in which he was shot: 12

Number of bats caught by Army Air Corps in 1943 for a "Batbomb":  
30 million

Age of Rin Tin Tin when he died: 14



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Address all communication to:

Contour Editor  
Defense Mapping School  
Fort Belvoir, VA 22060-5828

Director  
Colonel Daniel R. Clark  
Public Affairs Officer  
and Editor:  
Irene L. Bellefeuille-Peine

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# CONTOUR

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March 1989

## DMS Highlights Modernization Activities

by William H. Revell



An Artist's Concept of Bagley Hall, Defense Mapping School -- Although the outside structure of Bagley Hall has not changed much since the artist, SGT Billy Joe Deacon, drew the above sketch in 1979, the internal look of Bagley Hall has had many changes, each designed to enable the School to maintain a currency with today's advancing technology. Bagley Hall is the School's Administrative Building in addition to housing the teaching Department of Graphic Arts.

Last month's Contour included an article highlighting DMA's massive modernization efforts, the conversion to the Digital Production System (DPS). Meanwhile, DMS has been undergoing a "modernization" as well. The Redskin Locker Room look to Wheeler Hall is gone - new paint, new tile floors and carpeting in offices, some classrooms, and even the

second floor hallway are real upgrades to the appearance of the Schoolhouse. Planning is under way for the expansion of DMS into Building 215. Much needed elbow room for the School will be available when DMS gets that 19,000 square feet of floor space. Several options are under consideration at this time. The east side of Building 215 (that's the side

nearest Bagley Hall) will be assigned to us. The Office of Mission Support, Logistics Division (MSL) will be relocated into the new DMS part of the renovated facilities under this plan. Some of you may have noticed some construction activities in January preparing space for Fort Belvoir's Training and Audiovisual Support Center that will share the building with MSL in the near future. Of course, relocation of other DMS activities to Building 215 will trigger changes in Bagley Hall to realign that building's layout.

Significant changes to the School's teaching equipment include the introduction of the Zenith 248 Desktop Computers' Labs into both the Departments of Management and Technology (MT) and Geographic Sciences (GS). Procurement actions are under way to upgrade the Computer Lab in MT to provide additional, more powerful capabilities to process remotely sensed data. The conversion of the DMS Analytical Photogrammetric Positioning System (APPS) to the new standard Z184 Laptop Computer is ongoing. (See Scott McDonald's article in the December Contour.)

The Department of Management and Technology received a new "Tactical Terrain Data Workstation" in late January. The contractor installed the initial operating programs during setup and checkout of the workstation in early February. This equipment was obtained through a DMA System Center (DMASC) initiative and will be used to introduce emerging concepts for field applications of DMA's digital MC&G

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See MODERNIZATION page 2

# The Direct Line

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

## *Creative Thinking Important to the Agency*

On January 9, I had the pleasure of assisting the Secretary of Defense in the presentation of the Secretary of Defense Productivity Excellence Award to three DMA employees.

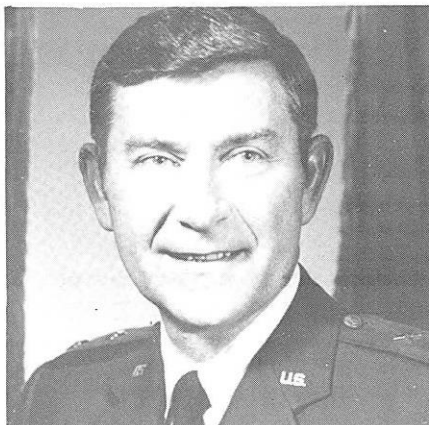
The three -- Dr. Robert D. Crosby, Systems Center, Mr. David J. Rudolph and Mr. David S. Scoop, Hydrographic/Topographic Center -- were among 65 DoD employees honored in Pentagon ceremonies. That's quite an honor, not only for the individuals but for the Agency.

What did they do to deserve such high praise? They saved DMA and the taxpayers \$4.1 million dollars by creating an alternative production method for the collection of digital data to support the FIREFINDER system.

That kind of creative thinking is important to the success of this Agency. To improve our productivity and efficiency of operation, senior management must have the benefit of creative ideas and suggestions generated by employees of all levels. Ideas are not subject to restrictions of grade or status but are limited only by our own self-imposed restrictions of thought.

In the case of the trio honored in January, they saw a better way to accomplish a task. They pooled their thoughts and generated a process which they brought to the attention of management for evaluation. They had confidence in their ideas and patiently explained them during the evaluation process.

Not every idea results in a four million dollar savings. Not every suggestion can be adopted. But the important thing is to keep the thought process working; to continue to be observant of the



of improvement.

I encourage you to take advantage of the various Agency programs such as the Suggestion Program, Management Improvement Program, etc., to let your ideas be known. Who knows, you may be the next recipient of the Secretary's Productivity Excellence Award.

## *DMA Designated Bicentennial Defense Community*

The Defense Mapping Agency has been recognized as a Bicentennial Defense Community, according to Maj. Gen. Robert F. Durkin, DMA Director. The Agency received a certificate, signed by former Chief Justice Warren E. Burger, Chairman of the Commission on the Bicentennial of the United States Constitution.

DMA has participated in many activities commemorating the 200th Anniversary of the United States Constitution. These include distributing Bicentennial brochures, flyers, and pocket editions of the Constitution, displaying posters, creating an exhibit "Charters of Freedom," and showing the videotape "Blessings of Liberty." Components published articles in their newspapers. Some employees took the Oath of Allegiance and participated in the "Philadelphia Run."

All of these events contributed to the success of the Bicentennial celebration, which continues through 1991. The theme for 1989 is the establishment of the federal government and national defense.

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MODERNIZATION from page 1

data. DMS is procuring additional software to provide enhanced processing of digital images on the workstation. MT is scheduled to demonstrate this new capability at the DMASC Symposium in May. This new system is the first equipment at the School specifically obtained to exploit the output of DMA's Digital Production System from a digital instead of hard copy format.

The teaching departments have been busy revising and updating our current courses. At the end of January, changes to Course Content Documents (CCDs) for Basic Offset Printing and Advanced Terrain Analysis were submitted to the Office on Educational Credit and Credentials, American Council on Education (ACE). The council evaluates courses for academic credit. Additionally, CCDs for three new courses were submitted to the ACE for evaluation and credit recommendation. The Advanced Lithography Course and the Warrant Officer Terrain Analysis Certification Course have been approved. The third new course, Air Force Reprographics, will replace the Air Force portion of the existing combined Navy/Air Force Basic Lithographer Course. A new course is being designed to replace the Navy track. Revisions to the MC&G Officer's Courses are being staffed. Other new courses are in the works or under consideration. The Army has requested a functional course in survey applications using micro-computers.

The School will again have four academic departments effective Apr. 1, 1989, when the Component Training Division is upgraded to department status. The full programmed staffing for the new DMS Department of Component Training (CT) was completed on Jan. 30, 1989, when the new Educational Advisor reported for duty. This new department will be involved in some way with almost every staff element and component of DMA as they support the standardized training programs of the Agency.

# From the DMS Schoolhouse



by  
Colonel Daniel R. Clark  
Director  
Defense Mapping School

As we approach spring, the Defense Mapping School will step up the pace in the pursuit of goals directly related to our primary function of education. In February of this year Mr. Bill Crisp came on board to fill the important position of DMS Education Advisor, which had been vacant for more than six months. In the weeks ahead, Bill will be giving priority attention to an upgrade and full implementation of an enhanced Defense Mapping School faculty development plan. He will also be working closely with the American Council on Education to ensure continued ACE endorsement of academic credit for Defense Mapping School courses. I am very proud that a

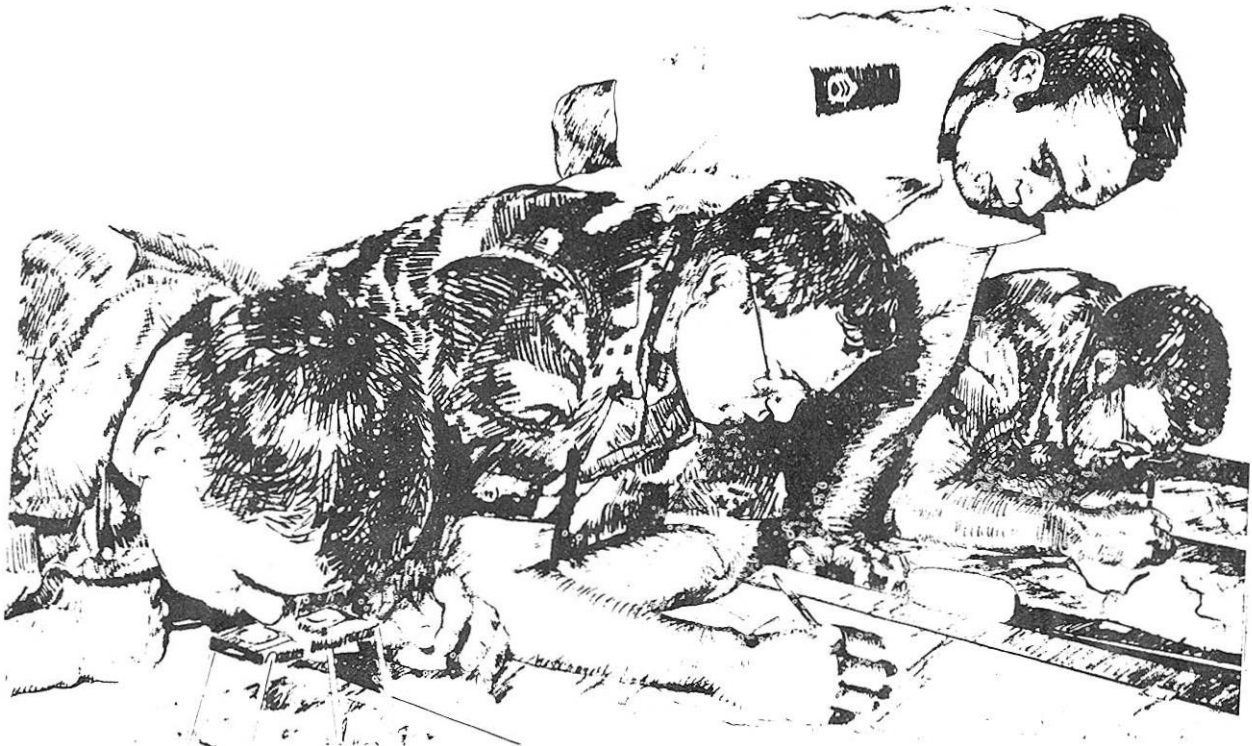


number of our courses have already received upper division baccalaureate credit and even graduate credit. That evaluation affords high credence to our academic program, so it is worth our most diligent efforts to make sure it continues.

The office of the Education Advisor is located in the Component Training Division. That's the part of our School most closely associated with our internal Agency training programs. This is the last month in which Component Training will exist as a division within the Department of Management and Technology. On

Apr. 1, 1989, Component Training will be newly established as our School's fourth teaching department. This elevated status for Component Training Division reflects the growth in our School's mission to support our Agency by developing and, in some cases, providing training to the Agency work force in a variety of technical and nontechnical subjects.

Our new department will have two divisions. One division will focus on the development and presentation of nontechnical courses such as instructor training, effective briefing techniques, the DMA initial orientation program, and the nontechnical intern program. The second division will focus on technical training, related primarily to the digital production system. Exciting progress is being made in both areas. Just as some of the courses which are offered by DMS to members of the Military Departments have been endorsed for academic credit, there may be a possibility of obtaining college level credit for internal Agency training programs. There is definite interest at the Agency Headquarters level in pursuing that possibility and I am very enthusiastic about it.



# DMA Assists USASAC in Foreign Military Sales Case

by SSgt David Lawrence

The Defense Mapping Agency recently assisted the United States Army Security Affairs Command (USASAC) in completing a 3-year Foreign Military Sales (FMS) case. This case provided the Sudanese government with equipment and supplies for a Mapping, Charting and Geodesy (MC&G) Map production facility and school. This project was unique to DMA in that previous FMS cases consisted primarily of supplying maps and charts to various organizations.

USASAC is the executive agency for the Army and responsible for providing security assistance to 101 customers and treaty organizations such as NATO. The purpose of Security assistance is to provide defense assistance and aid to allies, guided by the Security Assistance Act. The Defense Mapping Agency was selected to assist USASAC plan and organize this project because of our specialized expertise in the MC&G production area. In turn, DMS supported the HQ DMA survey team with personnel from the Department of Graphic Arts and the Survey Division, Department of Geographic Sciences. The survey team visited Sudan to determine manpower, equipment, supply and physical facility requirements. The visit to Sudan initiated the plans and actions in which DMS played a major role in supporting the project.

In February 1985, Mr. David Miller, Chief, Department of Graphic Arts (then an Army Reproduction Warrant Officer) was a member of the survey team that visited Sudan. As a member of the DMA Technical Representative Team, Mr. Miller was involved in organizing the facility. Mr. Miller's major area of concentration was determining what supplies and equipment would be required to establish the facility. After determining the requirements, he researched vendors who could be used as suggested sources of supply. The DMS Of-

fice of Mission Support, Logistics Division (MSL), was tasked with preparing all requisitioning documents and submitting them to DMA/LO (Supply). In turn, they processed the requests and forwarded them to the DMA procurement office for determination as to whether the suggested source was legitimate. The items purchased consisted of books, tools, supplies and various equipment; including drafting furniture and printing presses. As the supplies and equipment were re-

ceived, DMS Logistics Division was responsible for receiving and storing these items until shipping directions were confirmed in September 1988.

The original project was estimated at 2.43 million dollars, but severe funding constraints and higher priority material requirements involving Sudanese National Security kept the project from being completed as planned. Approximately 25 percent of the original budgeted funds were spent by the Department of Defense to support the Sudanese government prior to the termination of the program. Final shipment of procured items was received in Sudan during October 1988.

## *Lawrence, An Achieving, Young Air Force Sergeant*



**SSgt David W. Lawrence (left), has just received his Achievement Medal for Meritorious Service from Colonel Daniel R. Clark, DMS Director (center). Pictured at the right is MSgt Richard Johnson, Chief, Logistics Division.**

SSgt David W. Lawrence recently was awarded his Associates degree in Logistics Management through the Community College of the Air Force with a 3.25 average. While his degree is from the CCAF he has taken various classes towards his degree at

the Northern Virginia Community College, George Mason University in Virginia, City College of Chicago, University of Maryland, Mount Olive College, N.C. and the University of Albuquerque, N.M.

Lawrence, an inventory management specialist has been assigned to the Office of Mission Support, Logistics Division since Dec. 26, 1985. He is highly motivated and has been a quality employee in his division. Upon the retirement of MSgt Larry Kommes in July 1987, Lawrence served as division chief (in addition to his other duties) until the arrival of MSgt Richard Johnson in October 1988. For this accomplishment SSgt Lawrence received an Achievement Medal for Meritorious Service. Currently, Lawrence is Assistant Chief of Logistics.

Lawrence, a native of Lancaster, Pa. graduated from J.P. McCaskey High School in 1976 and joined the Air Force in November 1977. In his off-duty hours, he likes to participate in physical fitness activities i.e., lifting weights, exercising and hiking.

# Women's History Month Established in 1987

by Penny Greer,  
Federal Women's Program Manager

Women's History Week was established in 1981 by Public Law 97-28 to recognize the diverse contributions of all women regardless of race, age, ethnic group or cultural background. At that time it was felt by many that not enough material would be available to have a week full of presentations; however, just eight years later, hundreds of books have been written and in 1987, Public Law 100-9 designated March as Women's History Month.

During the Colonial Period, as the Mayflower lay anchored off the coast of Cape Cod, Mass., Pilgrim leaders, who were all men, met to prepare a set of rules to live by in the new world. This document became known as the Mayflower Compact and even though some of the male servants signed the document, the women, not being "free", were not allowed to do so, nor could they own property, vote, or work outside the home. Their Puritan religion encouraged subordination of women to men but it did not stop them from coming to the new world. They came as indentured servants, convicts, and prospective brides and most did marry and raise families. Ann Hutchinson was the first woman to openly challenge the church's teachings of male superiority.

During the Revolutionary War women tended the farms, made clothing for soldiers, collected and shipped hospital supplies, made bullets and a few saw service on the battlefield. Did you know that a woman signed her name to the Declaration of Independence? The Declaration of Independence was adopted in 1776, but the Continental Congress did not order it printed and distributed until 1777. Mary Katherine Goddard printed the document and instead of signing her work with her initials, as was the custom, she proudly spelled her name out in full.

In 1841, Emma Hart Willard,

with the help of Governor DeWitt Clinton and the New York Legislature, established an Academy for Female Education in Waterford, New York, because as a woman, she was denied admission to Middlebury College in Vermont. The Academy was later moved to Troy, N.Y. and became the Troy Female Seminary which was the first school to provide a full academic high school education to females. In 1833, the first co-educational college, Oberlin Collegiate Institute, was established in Ohio and in 1841 awarded the first college degrees to women.

In 1848, Lucretia Mott and Elizabeth Cady Stanton organized



the first women's-rights convention in Seneca Falls, N. Y. which issued the "Declaration of Sentiments" demanding more opportunities for women in education and business, and more rights in owning property, free speech and guardianship for their children. Elizabeth Cady Stanton and Susan B. Anthony later established the National Woman Suffrage Association which excluded men from membership and their single purpose was to pass a Constitutional amendment giving women the right to vote. Two more women, Julia Ward Howe and Lucy Stowe formed the American Woman Suffrage Association to fight the battle at state level. In 1890 the two groups united and became the National American Woman Suffrage Association. On Aug. 18,

1920, 72 years after the first women's-rights convention, the 19th Amendment was ratified, giving women the right to vote.

During World War I women replaced men in many jobs they had never done before. The Army Nurse Corps was formed in 1901 and the Navy Nurse Corps in 1908. In 1917, the Navy authorized women to enlist as clerical personnel and they were known as Yeomanettes. In 1918, the first woman enlisted in the Marine Corps. All clerical personnel were discharged at the end of the war.

The Army and Navy Nurse Corps expanded greatly during World War II and nearly 2,000 nurses were decorated for meritorious service and bravery under fire. The Army established the Women's Army Corps and the Navy formed Women Accepted for Voluntary Emergency Service (WAVES). During this time the Coast Guard formed the SPARS, which took their name from their motto "Semper Paratus" which means always ready. But not only did women serve in the armed services but they worked in the factories and the stores allowing the men to serve in the armed forces. By the end of the war 80 percent of the women who worked wanted to continue working and many did.

As one of the most influential women, Mrs. Eleanor Roosevelt became an inspiration to both women and men when she became a champion for the rights of the disadvantaged, young people, blacks and women. In fact, President Roosevelt appointed the first woman to a cabinet-level position in 1933. She was Francis Perkins and held the cabinet post of Secretary of Labor.

The theme for this year's Women's History Month is "Women's History: Heritage of Strength and Vision." These are just a few of the women that remind us of the strength, vision and contributions women have made in the history of this great country.

*Ref: Women's History Month 1988 report prepared by Dr. Victor N. Ogilvie (Lt Col, USAFR).*

# Directors Call

## PROMOTIONS

### Military Promotions

SSgt Mitchell Glover (USMC)  
Department of Graphic Arts  
Promoted to Warrant Officer

SSgt Darius Kuzemchak (USMC)  
Department of Geographic Sciences  
Promoted to Warrant Officer

TSgt David J. Okerblom (USAF)  
Department of Graphic Arts  
Promoted to Master Sergeant

### Promotion Selection

CPT Bruce B. Burlison (USA)  
Department of Management and Technology  
Promotion to Major

CPT William P. Smith (USA)  
Department of Management and Technology  
Promotion to Major

### Civilian Promotions

John L. Bassett  
Department of Management and Technology  
Promoted to GS-12

Alan S. Williams  
Department of Geographic Sciences  
Promoted to GS-11

John D. Mann  
Department of Geographic Sciences  
Promoted to GS-11

Paulette E. Kommes  
Office of Mission Support  
Promoted to GS-9

Mieko Annie Wakimoto  
Office of Plans, Programs and Operations  
Promoted to GS-7

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## MILITARY AWARDS

SSG Virgil R. Tarry (USA)  
Department of Graphic Arts  
Joint Service Commendation Medal

CPT William P. Smith (USA)  
Department of Management and Technology  
Joint Service Achievement Medal

MSG James A. Mayer (USA)  
Department of Management and Technology  
Joint Service Achievement Medal

CW3 John A. Stokes (USA)  
Department of Management and Technology  
Army Achievement Medal

MSgt Richard L. Johnson (USAF)  
Office of Mission Support  
Air Force Achievement Medal

SSG Willie E. Heard (USA)  
Army Commendation Medal  
Department of Geographic Sciences

SFC James L. Hollingsworth (USA)  
Department of Graphic Arts  
DMA Outstanding Soldier  
of the Year  
Senior Enlisted Category

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## CIVILIAN AWARDS

Lynn Keleher  
Office of Plans, Programs and Operations  
Outstanding Performance Certificate

Jeanne D. Elmore  
Office of Plans, Programs and Operations  
Outstanding Performance Certificate

Wayne Gleason  
Department of Geographic Sciences  
Outstanding Performance Certificate

Paulette Kommes  
Office of Mission Support  
Outstanding Performance Certificate

Mieko Annie Wakimoto  
Office of Plans, Programs and Operations  
Outstanding Performance Certificate

Beverly Eppolito  
Department of Geographic Sciences  
Outstanding Performance Certificate

CERTIFICATES/LETTERS OF APPRECIATION

CW2 Lester D. FitzGerald (USA)  
Department of Management and Technology  
Master Instructor Certificate

CPT(P) Bruce B. Burleson (USA)  
Department of Management and Technology  
Senior Instructor Certificate

CPT(P) Larry C. Shubat (USA)  
Department of Management and Technology  
Senior Instructor Certificate

SFC Juan Buentello (USA)  
Department of Geographic Sciences  
Senior Instructor Certificate

SSG Marvin E. Frith (USA)  
Department of Geographic Sciences  
Senior Instructor Certificate

CW3 Michael F. Weir (USA)  
Department of Geographic Sciences  
Instructor Training Course Certificate

SFC Kenneth J. Klopp (USA)  
Department of Management and Technology  
Instructor Training Course Certificate

Major Robert J. Alcaparras (USAF)  
Department of Management and Technology  
Instructor Training Course Certificate

Capt David A. Brumbaugh (USAF)  
Department of Management and Technology  
Instructor Training Course Certificate

CPT Jonathan R. Clark  
Department of Management and Technology  
Letter of Appreciation

CPT(P) Larry C. Shubat (USA)  
Department of Management and Technology  
Letter of Congratulations for  
Max PT Test and PT Patch

CPT(P) William P. Smith (USA)  
Department of Management and Technology  
Letter of Congratulations for  
Max PT Test and PT Patch

COL Daniel R. Clark (USA)  
Office of the Director  
Letter of Congratulations  
and PT Patch

CPT Thomas F. Milo (USA)  
Department of Management and Technology  
Letter of Congratulations  
and PT Patch

SFC Paul Swartz (USA)  
Department of Geographic Sciences  
Letter of Congratulation  
and PT Patch

---

CFC KEYWORKER CERTIFICATES OF APPRECIATION

Charlotte M. Faehn  
Office of the Director

Mieko Annie Wakimoto  
Office of Plans, Programs and Operations

Paulette E. Kommes  
Office of Mission Support

Capt Nelson J. Mora (USAF)  
Department of Management and Technology

SFC Lawrence P. Tydingco (USA)  
Department of Geographic Sciences

SSG Maria LeFlore  
Department of Geographic Sciences

TSgt Kevin Hartfield  
Department of Geographic Sciences

John L. Jacobs  
Department of Graphic Arts

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CFC 100% GOAL AWARD

Department of Management and Technology  
Department of Geographic Sciences  
Staff of DMS

## ARRIVALS AND DEPARTURES

### Arrivals — Military

MSG Herbert C. Schmeling (USA)  
Department of Geographic Sciences

MSG James E. Whitfield (USA)  
Department of Geographic Sciences

SSG Preston A. Bayne (USA)  
Department of Graphic Arts

SSG Lawrence M. Brombach (USA)  
Department of Geographic Sciences

LII John E. Curtis (USN)  
Department of Graphic Arts

SSG Dollen J. Garrison (USA)  
Department of Graphic Arts

SSG Lowell W. Haskin (USA)  
Department of Graphic Arts

LII Joseph A. Leach (USN)  
Department of Graphic Arts

SSG Franklin A. Quiros  
Department of Geographic Sciences

### Arrivals — Civilian

William Crisp  
Department of Management and Technology

Sue Kersey  
Department of Management and Technology

Mark Lane  
Office of Mission Support

Enrique Pastor  
Department of Graphic Arts

Deborah Vaughn  
Department of Graphic Arts

Rebekah J. Wilfong  
Department of Management and Technology

### Departures — Military

CW2 Lester D. FitzGerald (USA)  
Department of Management and Technology  
Terminal Leave - Separation  
1 Mar 89

SSG Virgil R. Tarry (USA)  
Department of Graphic Arts  
Retirement  
1 Mar 89

WO Mitchell Glover Jr. (USMC)  
Permanent Change of Station  
24 Feb 89

WO Darius Kuzemchak (USMC)  
Department of Geographic Sciences  
Permanent Change of Station  
24 Feb 89

### Departures — Civilian

Mr. Albert Marvel  
Department of Graphic Arts  
Retirement  
28 Jan 89

Ms. Susan Farrar  
Office of Mission Support  
Accepted a position  
in private industry  
10 Feb 89



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Address all communication to:

Contour Editor  
Defense Mapping School  
Fort Belvoir, VA

Director  
Colonel Daniel R. Clark

Public Affairs Officer  
and Editor  
Irene L. Bellefeuille-Peine

**DEFENSE MAPPING SCHOOL**  
FORT BELVOIR  
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# CONTOUR

Volume 16, Number 7

Defense Mapping School, Fort Belvoir, Virginia

April 1989

## Component Training Division is Now a Department

by Karen Williams

On Jan. 16, 1988, a new mission for the Defense Mapping School, one of standardizing and coordinating multi-component training, brought a small group of people together on the second floor of Wheeler Hall. They represented a broad range of skills and backgrounds; two were physical scientists from the Hydrographic/Topographic and Aerospace Centers, three were training specialists with prior DMS experience and a secretary who was also a DMS employee. In addition to creating an effective, functioning office out of leftover student desks and empty classrooms, they were to "mold, mesh, and ameliorate" over the next several months, working very hard to define and fulfill the still changing mission of bringing an Agency perspective to the many training programs being delivered within the eight DMA Components. In just over a year, the Component Training Division, Department of Management and Technology (MTC) has doubled its staff, tripled its area, and moved out on its mission.

MTC quickly responded to the Agency's growing need for polished, competent briefers by developing and implementing the Effective Briefing Techniques Course (EBTC). MTC instructors have already delivered this course to over 100 DMA employees. MTC is also working to sharpen the skills of clerical personnel throughout the Agency by working with DMA's Administrative Offices to develop and coordinate a standardized Secretarial/Administrative

Course. In addition to facilitating the Executive Leadership Program (ELP), MTC recognized the need for an Agency instruction on administering the program and prepared the draft instruction for HQ DMA signature.

The necessity for Agency versus component coordination of Digital Production System (DPS) training surfaced in June when MTC was asked to lend nearly full-time support to the challenging task of blending HTC's and AC's different training approaches to create an Agency Data Integration Segment training program.

The dichotomy of MTC's mission within the Management and Technology Department resulted in an early decision that MTC should function independently as a department within the School. This decision became reality April 3, 1989, when MTC officially became the Department of Component Training (CT). The new department, headed by Mrs. Kelley Lillegard, is comprised of two divisions: Academic Support Division (CTA) and Modernization Support Division (CTM). Mr. Bill Crisp supervises the six training specialists assigned to CTA and serves as the School's Education Advisor. Programs within CTA include the Instructor Training Course (ITC), Effective Briefing Techniques Course (EBTC), Executive Leadership Program (ELP), DMA Initial Orientation Program (DIOP), DMA MC&G Orientation Program (DMOP), Secretarial/Administrative Course, Supervisory

See COMPONENT page 4



Kelley B. Lillegard

### *Lillegard Named Chief of the Department of Component Training*

by Irene Peine

While many employees at the Defense Mapping School may consider Mrs. Kelley Brady Lillegard as a fairly recent employee to the School, she has been an outstanding employee of the Defense Mapping Agency since 1980. Prior to her transfer here in October 1988 as Chief of the Component Training Division, Department of Management and Technology, she was an employee of our sister Component, the Hydrographic/Topographic Center in Brookmont, Md. Her last position there was Chief, Geopositioning Division, Production Support Office, Scientific Data Department.

Mrs. Lillegard received her bachelor of arts degree in Geography from the Virginia Polytech-

See LILLEGARD page 7

# The Direct Line

## *Quality Management Top Issue*

by  
**Maj Gen Robert F. Durkin, USAF**  
Director  
Defense Mapping Agency

There is a new acronym making itself known around the Pentagon. It is TQM and stands for Total Quality Management.

Within DMA, quality has been an important factor in our production efforts throughout the years. We recognize the importance of the accuracy of our products to the user, in particular, as it relates to the safety of navigation.

The TQM initiative outlined by DoD parallels existing DMA productivity improvement programs and acquisition streamlining efforts now being undertaken. It also creates a focused approach to introducing even more energy and creativity into current processes.

You will begin to hear and see more about TQM as the philosophy is introduced at the highest levels within the Agency. A DMA Implementation Plan, tailoring the salient elements of the DoD Total Quality Master Plan, will provide

for specific implementation of TQM initiatives not only by the acquisition function but by all elements of DMA.

The goals and objectives of the DMA TQM program will be designed to coincide with the transition of the Agency into its future based upon the DMA Digital Production System. I have instructed the Transition Management Office to ensure that TQM principles are considered in all planning activities associated with the implementation of DPS.

But TQM is not just an issue for the transition management people. Quality is everyone's responsibility. We must implement process improvement initiatives at the lowest possible level within the organizations. In other words, allow those working the issues on a daily basis to identify potential problems and offer positive solutions.

We'll also be making contact with other DoD and civilian agencies to learn about their programs; reviewing our policies, instructions, and procedural directives; and reviewing and evaluating our incentives and rewards policies bringing them in conso-



**Maj Gen Robert E. Durkin**

nance with TQM concepts.

And most certainly, we will be encouraging the development of new acquisition techniques designed to streamline the process from acquisition planning to contract closeout.

TQM is an acronym you'll be hearing everyday as the program increases in activity. I urge you to begin to review your work procedures; to look at quality issues; and to suggest better ways to accomplish our mission.

Total Quality Management is a program that will go hand in hand with our movement to a Digital Production System but it will take all our efforts.

---

## *DMA Finance and Accounting to be Consolidated at the Aerospace Center*

DMA Director Maj Gen Robert F. Durkin has approved the consolidation of the Agency's finance and accounting functions at the Aerospace Center. The consolidation was proposed by a study group made up of members from HQ DMA, DMAHTC and DMAAC, according to the Aerospace Center Comptroller, Vincent Lauter.

"For several years the Aerospace Center has processed the Agency's civilian payroll. Consolidation means that DMAAC will process all the Agency's travel vouchers, pay all commercial vendors, and maintain the financial accounts for all DMA Components and HQ DMA," Lauter said.

A target date of June 30 has been set for completion of the consolidation. The Finance and Accounting Division at DMAHTC will be deactivated and its functions taken over by DMAAC. Additionally, HQ DMA financial systems responsibilities will transfer to DMAAC. "This will include developing new accounting systems and revising existing systems to satisfy changing regulatory and operational requirements," Lauter said.

A finance and accounting officer with a grade level of GM-15 will be in charge of the consolidated Finance and Accounting Division.

A total number of positions in the consolidated division will be 90. There will be 86 people assigned to St. Louis and 4 people to a remote site in the Washington, D.C., area. The remote site will provide fund certification for travel orders and issue travel advances for DMA people in the D.C. area. At present the Aerospace Center Accounting and Finance Division (CMF) has 52 positions assigned.

Personnel at HQ DMA and HTC affected by the consolidation have been offered transfers to St. Louis.

Lauter said that while the Finance and Accounting Division is undergoing consolidation, "quality of service will be maintained."

# DMS Prepared to Meet the Challenge of the Future with Computer Graphics

by Nick Mosura

**Computer Graphics** -- Not since the advent of photography in the 1840's, has any technological development had such a profound impact on the way we make pictures. Everyday some form of computer graphics is used in the classrooms and offices of the Defense Mapping School (DMS). MICROFIX-T Workstation, Terrabase, Erdas, Multispectral Imagery, Harvard Graphics, phototypesetting, personal computer and word processor, all conjure up images of a computer terminal and its mesmerized operator. Screen images range from the numbing green text on gray background of a monochrome monitor to the impressionist painter's palette of Multispectral Imagery. For most users, the screen image is a carrier of information or means to an end. For graphic designers, illustrators and visual information specialists, the image is the end.

In October 1988, the Visual Information Division, Office of Plans, Programs and Operations, DMS, received a small truckload of brown, cardboard boxes of various sizes. Our long-awaited computer graphics system had finally arrived.

The DMS computer graphics system is made of components from various manufacturers, or in egghead jargon, it is an integrated system. The system is designed to produce overhead transparencies, 35mm slides, paper prints, and Videoshow presentations. Let's take a closer look at the system's components and functions.

The **Central Processing Unit (CPU)** is an IBM AT compatible microcomputer with a 40 megabyte hard disk, a 1.2 MB disk drive and 360KB disk drive. On the hard disk, we store the DOS, dBase III, Zenographics and Picture-It software. The MS-DOS gives the system compatibility with the School's Zenith 248s. Using dBase III, the Visual Infor-

mation staff has cataloged over 7000 overhead transparencies and 35mm slides. Printouts of the database are available to the instructor for reference when developing course visual materials. As new visuals are created, we enter them on the database.

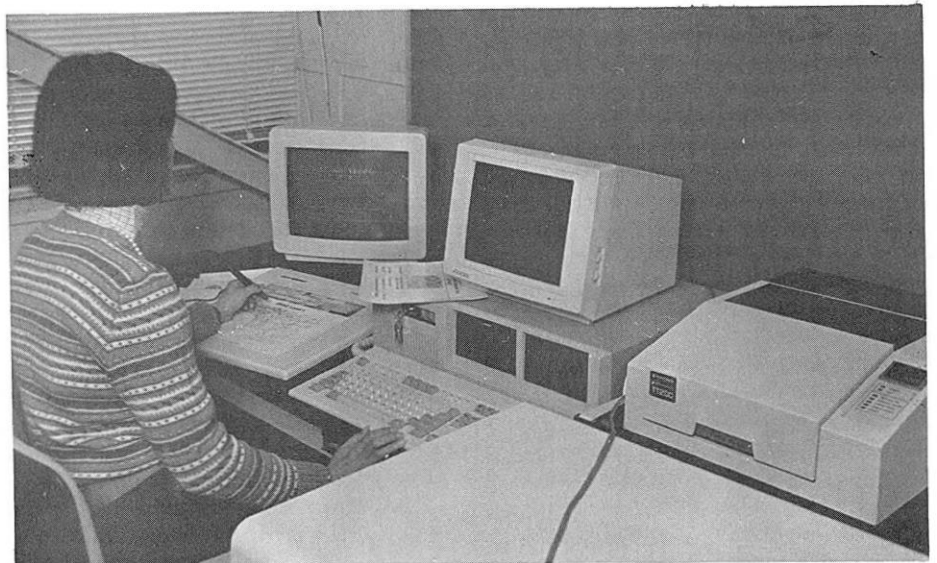
Zenographics is our workhorse software. Zeno's three subdirectories of Mirage, Autumn, and Ego make up this sophisticated image producing software. Mirage and Autumn take the user through a series of menus and pathways to effect pictorial changes. Ego allows the artist to draw using the digitizing tablet and stylus. This routine is called **interactive graphics**. You make a move -- then you wait -- then the computer makes a move -- and it waits. A large part of our work is done using Ego, where we can create, combine, and alter text and illustrations.

The **Summa Sketch Digitizing Tablet, Stylus, and RGB Analog Monitor** enables the artist to draw using any combination of nine basic objects: lines, rectangles, polygons, circles, splines, beziers,

arcs, arrows and ellipses. Objects can be scaled, moved, modified, and color filled to the artist's liking. The Zeno symbol library contains over 200 digitized images for incorporation in the artist's creation. After the image is created, it is saved and stored as a file using the eight character file name allowed by DOS. Since November 1988, new visuals are placed on the database and keyed to the Course Content Document (CCD) by course, annex, and lesson. For example, the slide alphanumeric MSA0214A designates the Mapping, Charting, and Geodesy Staff Officer Course (MS) Annex (A), Lesson 020 (02), Slide number 14, and the first Version (A). Instructors, this is why we've pestered you to include course, annex, and lesson on your work-order submissions.

Image files, or stored pictures, are sent to any of three output devices for hardcopy production. The **Matrix QCR-Z Film Recorder** exposes the computer generated images to 35mm, 4x5, and 8x10 Ektachrome and Polaroid transparency films. The film recorder is a high resolution camera with 4000 line and 2000 line resolution capabilities. Both resolutions give a colorful and clearly defined image. The 35 mm slide is still the

See GRAPHICS page 6



Miss Annie Wakimoto preparing data on a computer graphic system for overhead transparencies to be used in a classroom instruction.

# notable



LTC Louis R. DeSanzo seated at his desk in Wheeler Hall

## Meet the Chief

by Irene Peine

Lieutenant Colonel Louis R. DeSanzo is chief of the Department of Management and Technology (MT) at the Defense Mapping School. As Major DeSanzo, he was assigned to the School in January 1986 as chief of the Mapping and Charting Division, MT. In February 1987, he was transferred to the Joint Operations Division, MT as chief. While serving in this capacity he was selected as both the DMS and DMA Outstanding Officer of the Year for 1987. Upon the departure of LTC James Henry in December 1987, he was appointed to his current position. DeSanzo was promoted to the rank of LTC in July 1988.

LTC DeSanzo is an effective and enthusiastic ambassador for both DMS and the Defense Mapping Agency as a whole. His foresight in anticipating and reaching for solutions to future needs in training courses is a key to his success and makes him a valuable asset in DMA programs that support the Digital Production System, a system that will eventually digitize the map making industry and will reach far into the 21st century.

Born in Beaver Falls, Pa., LTC

## Personality

DeSanzo graduated in the top 10 per cent of his class from Lincoln High School, Ellwood City, Pa. in 1965. In high school, he was a member of the National Honor Society, active in drama and the school drum major. He graduated from Indiana University of Pa. in 1970 with a bachelors degree in geography and a commission as a Distinguished Military Graduate. At college, he was active in numerous organizations, president of the Geographical Society, and selected for Who's Who in American Colleges and Universities.

Entering active duty in February 1970, DeSanzo completed the Engineer Officer Basic Course and was assigned to the U.S. Army Topographic Command as a Terrain Analyst and Assistant Operations Officer. In 1972, he reported to E Co, 2nd Engineer Bn, 2d Infantry Division in Korea, as a Float Bridge Platoon Leader. His next assignment was to the 52d Engineer Bn, Fort Carson, Colorado as the Supply Officer, Commander, B Co, and Assistant Operations Officer. He completed the Engineer Officer Advanced Course in 1976 and reported to the Readiness Group, Fort Douglas, Utah. There he served as branch advisor and later as Chief, Engineer Branch Assistance Team, responsible for supporting over 25 Reserve Component engineer units in Utah, Idaho and Montana. On this assignment, Colonel DeSanzo earned a masters degree in geography from the University of Utah. In 1979, DeSanzo reported to 3d Support Command, V Corps in Germany, as a staff engineer and Chief, Installations and Field Services Division. He returned to the Continental U.S. in 1982 as the Mapping, Charting and Geodesy Officer for the Commander in Chief, U.S. Atlantic Command and Atlantic Fleet, where he served until assigned to DMS.

LTC DeSanzo is a graduate of

the Army Command and General Staff College and The Armed Forces Staff College. His military awards include: the Army Meritorious Service Medal with oak leaf cluster, the Army Commendation Medal with oak leaf cluster and the Joint Service Achievement Medal with oak leaf cluster.

He is married to the former Mary Hoffman of New Brighton, Pa. The DeSanzos have three children, Jennifer, Louis, and Jessica. They are members of St. Elizabeth Ann Seton Catholic Church, Lake Ridge, Va. DeSanzo is active in community affairs and serves as chairman of the Lake Ridge Citizens Advisory Committee.

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## COMPONENT from page 1

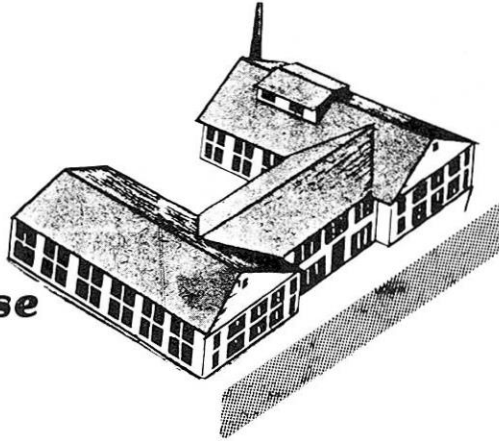
Development and others.

The four physical scientists on the DPS side of the house, CTM, monitor the development of Agency-wide training by the DPS segment contractors, participate in multi-component training and staffing working groups, and eventually will assume responsibility for MARK 90 sustaining training.

Many positive changes occurred during MTC's first year. Our day-to-day communication is still controlled by Fort Belvoir's fickle telephone operator Ernestine; however, the empty classrooms have been transformed into attractive productive offices. Special Compartmented Information (SCI) facilities have been acquired for the storage and handling of classified training materials and two classrooms are dedicated to resident instruction.

The transition from division to department removes an administrative layer and ensures that issues pertaining to DPS training and/or training common to more than one Component will receive the benefit of the Director's close attention and priority. The implementation of CT and the ongoing activities of its staff guarantees an acceleration of DMS involvement in the Digital Production System ramp-up.

## From the DMS Schoolhouse



Here we are half way through the fiscal year. So what's new at the schoolhouse? For one thing, we have a brand new department. As I forecasted in last month's "From the Schoolhouse" column, what used to be our Component Training Division, Department of Management and Technology, has been elevated to Department status. Kelley Lillegard, the Chief of the Component Training Department, now reports directly to the Director of the Defense Mapping School. Over the past several months, I've been giving a lot of attention to the work and accomplishments of Component Training. That's because this newest of DMS missions is the one that needs the most visibility right now. It is not my intent to diminish in any way the value of the excellent and dynamic work of our other teaching departments.

It's been very satisfying to work with an array of colleagues and counterparts at the Defense Mapping Agency's Production Components on a variety of standard courses. Recently, Defense Mapping School hosted a very effective meeting on the DMA Initial Orientation Program (DIOP). Course directors from the Aerospace Center, Hydrographic /Topographic Center and Consolidated Personnel Services

Office met with Barbara Windland, the DMS Course Developer. Together they reviewed DIOP objectives and course modules. They reached consensus and made clear recommendations for putting the course in final form for implementation in July of this year. I look forward to hosting similar meetings for each of the standard courses under development because I feel that it is essential to provide increased opportunities for dialogue among DMA Component trainers and subject matter experts. Courses to receive emphasis in the near term include the DMA MC&G Orientation Program (DMOP) and the Cooperative Terrain Analysis Course (CTAC).

As we work together to develop those useful courses, we'll exchange ideas about what instruction is needed and which teaching approaches work best. The results of our mutual efforts will be effective courses taught to Agency-wide criteria. The use of those standardized courses by all DMA Components will promote the interoperability so important in the Digital Production System (DPS) era. Indeed, we can anticipate that several efficient and effective training techniques emerging from our work on DMA-wide courses will be extrapolated directly to the Agency's DPS Training Program.

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## What is the Purpose of Secretaries Week?

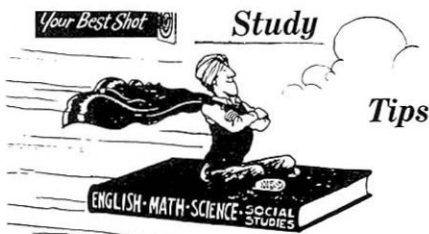
by Penny Greer

What is the purpose of celebrating Secretaries Week? To find the answer to this question, we must go back to the Spring of 1952. At that time, Mary Barrett, President of the National Secretaries Association and Mr. C. King Woodbridge, President of the Dictaphone Corporation, joined forces to establish a Secretaries Week (originally called National Secretaries Week) to let everyone know about the national shortage of skilled office workers. They took their plan to Mr. Charles Sawyer, United States Secretary of Commerce, who proclaimed Secretaries Week from 1-7 June, 1952, with Wednesday,

June 4, proclaimed as Secretaries Day. This was changed in 1955 when the National Secretaries Association changed the date to the last full week in April, but continued to keep Wednesday of that week as the official Secretaries Day.

Their objectives were: (1) to have business and government recognize secretaries for their office skills, loyalty, and efficiency which they so heavily depended upon and (2) to advertise through favorable publicity the tremendous potential of the secretarial career.

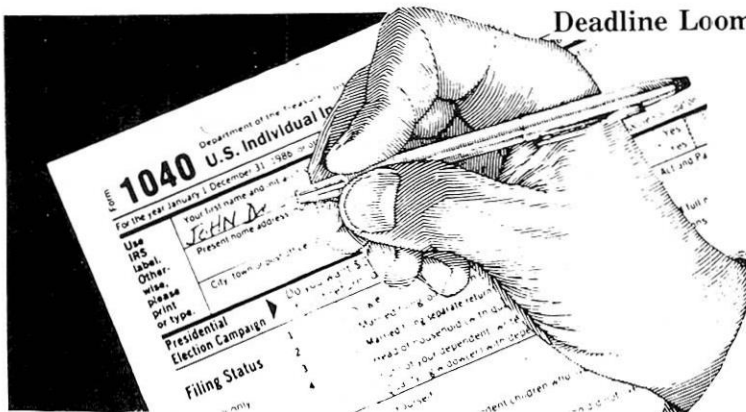
The first President of the United States to give official recognition to the secretarial profession was Richard M. Nixon in 1972. Now the National Secretaries Association has changed its name to the Professional Secretaries International and the recognition for this celebration is growing throughout the world.



Whether you're studying for a promotion or pursuing a degree, being a student can be tough when you're also working full time. But it's a lot easier if you know how to take notes and study to make the most of your valuable time. The following tips from the Defense Activity for Non-Traditional Education Support, or DANTES, can help you make the grade:

- o Study at least 30, but no more than 90, minutes at one time.
- o Set aside a neat, well-lighted place to study. Make sure it is free of distractions and not too warm.
- o Figure out what time is best for you to study, and set that time aside each day.
- o Don't cram. Try to get a sense of what is most important, and memorize that. You can't memorize the whole textbook.
- o Before a study session, gather your course materials: texts, notes and handouts.
- o Read the table of contents, preface and chart summaries to get the basic ideas before reading the rest of the assignment.
- o Don't underline entire sentences or paragraphs. Underline only those words that summarize the main points.
- o Distribute your study time. Some tasks require intense concentration, others can be done at odd moments.
- o Review material. A short immediate review before starting something new will help you retain the material. Skim to find facts and review material.
- o Get interested in the subject, and talk about what you've learned to others.

o Be aware of what the instructor thinks is most important. Ask questions in class -- this not only clarifies points, but helps you pay attention.



On April 15, 1988, many individuals made a mad dash to the post office to get their Income Tax Forms in the mail by the deadline. Many resolved not to let this happen in 1989. After all they reasoned, "I now have 365, no 367, days (income tax is due April 17 in '89) to get my records in order."

However, with that much time many found that the everyday 'rat

race' kept them from keeping their records in order. Now, with the income tax due date within a few days, they think, "No way am I going to make that date. I need more time!"

Someone should tell them that by mailing Form 4868 to the Internal Revenue Service by April 15, with a check for estimated tax due, they can get an extension for four extra months.

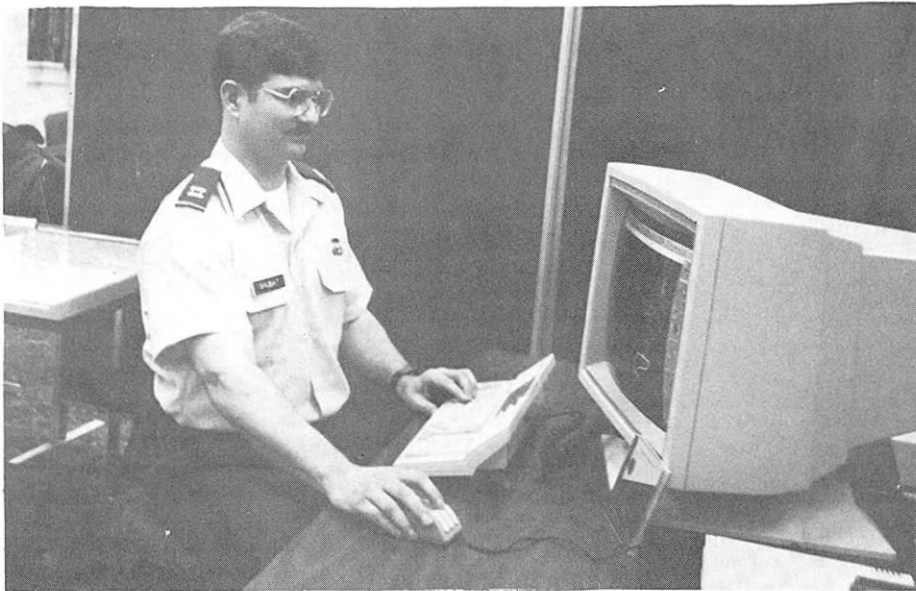
**GRAPHICS from page 3**

most inexpensive and effective product, at 50 cents per exposure in the QCR-Z film recorder and 80 cents per duplicate from the vendor. The 8x10 Ektachrome transparency costs \$10 for materials and processing, and the Polaroid overhead transparency costs about \$7, labor not included. Using these films to duplicate a large amount of overhead transparencies is cost prohibitive, so the economical alternative is to output to the **Matrix TT-200 Thermal Transfer Printer**. Thermal transfer prints and transparencies are inexpensive -- about 40 cents a copy, but image resolution is relatively low; about 200 dots per inch. The thermal transparency is still a viable product compared to the cost of complex manually produced overhead transparencies that can cost \$40 to \$60 each for originals and \$2 to \$3 per duplicate.

The **VideoShow Professional** presentation unit is portable (16 pounds), and interfaces with RGB sync analog monitors and rear projection devices. Captains Nelson Mora and Harold Huslage from

the Department of Management and Technology have spent many hours debugging the rear projection unit in the Comet Room (room 303), Wheeler Hall to use VideoShow as an instructional aid. VideoShow images are created using Picture-It software and copied to a VideoShow presentation diskette. The diskette is inserted into the presentation unit and the program is driven by a wireless remote control. No 35mm slides or overhead transparencies are needed. Dissolves, fades, wipes, and other transitions between images are available. VideoShow demonstrates promise as an alternative medium to the static and usually expensive overhead transparencies and 35mm slides.

We, in the Visual Information Division, welcome questions and comments concerning the computer graphics system and its products. We will conduct demonstrations to give instructors firsthand knowledge of our new capabilities. A few steps remain to bring the system fully on line, but once up to speed, this graphics production tool will greatly improve our effectiveness in supporting the DMS training mission.



**CPT Larry C. Shubat working on the Tactical Terrain Data prototype workstation in the Department of Management and Technology.**

## Tactical Terrain Data Workstation Arrives at DMS

The Department of Management and Technology (MT) has received the Tactical Terrain Data (TTD) prototype workstation and will act as the DMA "lab" for TTD. DMA Systems Center (DMASC) will join with DMS in using this workstation as the first system at DMA to access TTD data on CD-ROM. TTD is the Joint Services digital terrain data base for the 1990's and beyond, supporting many aspects of close air support, amphibious, and land combat operations. DMS will use this opportunity to gain valuable insight into the user environment. DMS will also use this system for standardization and testing of new and

modified DMA digital products in support of DMA's Digital Production System (DPS). CPT(P) Larry C. Shubat and CPT(P) Bill Smith, Mapping, Charting and Geodesy Division (MTM), are pleased to announce they have successfully accessed TTD data on the CD-ROM and can manipulate the data using newly developed contract software. They are also scheduled to set up a TTD demonstration at the DMASC symposium May 15-17, 1989. The TTD workstation is currently located in room 203, Wheeler Hall. Anyone interested in a TTD demonstration may contact CPT(P) Shubat, MTM, (703) 664-3972.

### Single Parents Support Group

Military personnel interested in participating in a Single Parents Support Group are invited to a meeting where they can share ideas and concerns unique to single parent families.

Meetings are held on the first Wednesday of every month

from 7 to 10:30 p.m. at the:  
Army Community Service  
1169 Middleton Road  
Fort Belvoir, Va.

The Point of Contact for this group is Ms. Judi Greenwalt, ACS Outreach Coordinator - Phone (703) 664-3991.

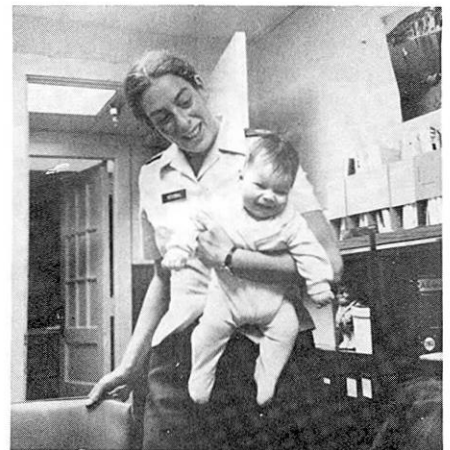
### LILLEGARD from page 1

nic Institute and State University, Blacksburg, Va. in 1980. She also did graduate work in Civil Engineering (Automated Cartography and Geodesy) at that university.

She says that Tazewell, Va., where she attended high school, is her hometown, although she was born in Pittsburgh, Pa. She is the daughter of George and Kathleen Brady of Pounding Mill, Va.

Most DMSers, who know Lillegard, just call this friendly lady Kelley. She lives in Sterling, Va with her husband Bruce. Their daughter, Brittany, is two years old and this writer has been told that sometime in September, little Brittany will have a baby brother or sister. Kelley is active in community affairs and is a Board Member of the Homeowners Association in her community. She enjoys doing quilting and cross-stitch as a means of relaxing.

### Miss Rivera Visits DMS



Friendly little Miss Erin Maria Rivera, age three months, came to inspect the Defense Mapping School in a recent visit. She wanted to know where Mom and Dad (SFC Pat and SFC Rich Rivera) spend their time when not at home with her and how they did their job. I can't really say who was pleased the most -- Miss Erin or Mom and Dad. Anyway Miss Erin really made us all glad to see her.

## Improving Team Effectiveness

by Penny Greer

On Feb. 8, 1989, the Fort Belvoir Federal Women's Program Committee sponsored a career development training seminar on "Improving Team Effectiveness." The instructor was Mr. Frederick E. Soto, U. S. Army Fort Belvoir, EEO Officer.

What is a Team? It's a group of people who work together to achieve a goal. This may be a goal within an office or for the organization. A team's effectiveness can impact people and organizations by influencing attitudes, values, standards of behavior, and the way individuals learn and solve problems. The team can also raise or lower an individual's aspirations and modify an individual's living and work habits.

A poor motivational climate may cause a team's effectiveness to be dull, lacking in imagination and creativity, and irresponsible. This type of climate can develop into a negative environment, poor supervision, complaints and never allows individuals to participate in decision making.

To achieve a good motivational climate for team effectiveness, managers must:

**Designate responsibility.** Responsibilities should be reflected in the individual's job description. However, supervisors should explain individual responsibilities as well as goals within the team.

**Delegate or assign work.** Cross training individuals wherever possible is advisable so that no matter who is absent, their area of responsibility will be taken care of.

**Teach the basics of the job.** Supervisors should explain tasks needed to perform the job and where the information may be found to assist the employee in performing his/her responsibilities.

**Condition the group.** Remember, practice makes perfect and the more employees interact with



one another the easier it is to understand the individual as well as the organization's goals.

**Show interest in the task.** Don't be a manager that is only interested in how well an employee is doing only when the job performance appraisals are due; be willing to brainstorm with other members of the team to discover the best way to resolve any problem situations.

**Make changes carefully.** Changes must be made gently because team members become very comfortable in their role on the team and must be gently reminded that they need to be flexible in order to move forward.

**Learn from past mistakes.** Expect mistakes and learn to react in a positive manner -- this will make it a learning experience for the whole team.

**Pay close attention to individual team members.** If a supervisor doesn't know the individual team members, he doesn't know their capabilities.

**Know what a good performance entails.** This is accomplished by knowing the individual's performance standards and what is measurable and what is observable.

**Challenge your team.** This may be done by challenging individual job standards and letting them broaden their experience.

**Show confidence in the team's ability to perform.** Let employees know it is expected that each individual will perform as well as they can. Remember performance standards may be improved through education and mentoring.

**Teach the big picture.** Let individuals know how their per-

formance not only helps them and their team but also how it helps the organization as a whole.

**Avoid excess specialization - - cross train.** Individuals cannot exist successfully within a team without cross training. This training can expand a team's capabilities and broaden the individual's work experience.

**Pull people together.** A manager realizes everybody wants to be first string but he/she must encourage team development, i.e. "teamwork."

**Rating employees.** A manager must learn to be objective and rate his personnel on their job performance (job standards) and their ability to work on a team.

**Reward good performance.** Remember to reward good performances with performance awards, i.e. Outstanding, SSP or Within Grade Increases.

**Communication.** There must be good communication between the manager and the team members. If employees do not understand what is needed they can not perform their job adequately.

**Training.** Managers are responsible for providing training development opportunities and employees are responsible for initiating training requests to expand his/her opportunities.

### Enhance Teamwork

Employees can enhance teamwork by coordinating action with team members, getting to know management requirements and what it takes to be successful as part of the team. Employees should avoid gossip/rumors and try to discourage them. It is also important that employees understand their job and responsibilities. They should not be afraid to ask questions. Anyone dissatisfied with their present job should go to a counselor and learn more about the ways to enter into a field that is of interest to them and, if possible, find a mentor that can also help them.

Above all remember that **teamwork takes practice!!!!**



## Three DMA Employees Convicted of Theft

Submitted by HQ DMA

The successful investigation, prosecution and conviction of three DMA employees for stealing new and used aluminum lithographic plates from the DMA Hydrographic Topographic Center was announced by DMA General Counsel, Edward J. Obloy. Extensive criminal investigation resulted in the filing of criminal information and subsequent guilty pleas in Federal District Court in Baltimore, Maryland by three DMA HTC employees.

The aluminum, lithographic plates are used on the printing presses in the printing process for producing maps and charts at the Brookmont, Maryland Center. HTC began the inquiry into the shortages of plates in late 1987 and subsequently turned the matter over to the Defense Criminal Investigative Service (DCIS) for criminal investigation, Obloy explained. The DCIS undertook an exhaustive investigation extending over 13 months and included cooperation with other investigative agencies including the Federal Bureau of Investigation, the Naval Investigative Service, Internal Revenue Service and state and local police departments. Losses to the Agency were estimated to be over \$50,000. Investigation of other suspects continues in the matter.

The three individuals charged and who pleaded guilty are: William Day of Baltimore, Md. who pleaded guilty on February 23, 1989 in U.S. District Court in Baltimore, Md., to one count of conspiracy to commit theft of Government property. Day, before his resignation, was an employee in the Logistics Office. On February 22, 1989

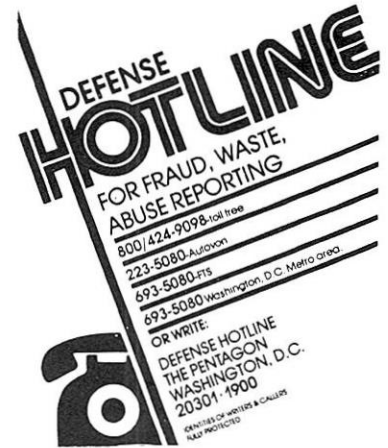
Bobby Holmes of Forestville, Md., who worked with Day at the Brookmont facility, pleaded guilty to one count of theft of Government property. He also resigned from his government position. Previously, Shelby Canada of Washington, D.C., a warehouseman at the HTC Riverdale facility, pleaded guilty on Feb 2, 1989 to theft of Government property, a felony Canada could be sentenced to a maximum of 10 years imprisonment and/or a \$250,000 fine on the theft count. Day could be sentenced to 5 years imprisonment and/or a \$250,000 fine on the conspiracy charge.

Center Director, Colonel Peter O'Neill, USA, said "I am very disappointed that any of our employees would engage in this type of conduct. As federal personnel, we are all held to extremely high ethical standards and we are most concerned to witness this egregious and illegal conduct. This successful prosecution should serve as a warning to anyone who engages in the theft of government equipment or property or any other illegal activity. We will vigorously investigate and prosecute anyone who steals from the government or engages in fraudulent activities. This activity will not be condoned," concluded the colonel.

General Counsel Obloy stated that "I was very pleased with the successful prosecution in these cases. These convictions will serve as a lesson, stealing government property, no matter what the value, or where located, will not be tolerated in this agency and we will aggressively investigate and prosecute any criminal activities at any Center."

**DMA  
Hotline**

**(202) 653-0087**



### Use Good Security Practices When Using a Computer Terminal

by the  
Office of Standards and Product Evaluation  
National Computer Security Center

#### Change Your Password Frequently

The longer you use the same password, the higher the risk of losing it to someone else.

#### Use "Good" Passwords

Don't use persons, places, or things that can be closely identified with you.

#### Don't Disclose Your Password

Remember, your password is as valuable as the information it protects.

#### Inspect Your Data

If you suspect someone has tampered with your files or the data in them, report it immediately.

#### Never Leave an Active Terminal Unattended

Always logout or lock your terminal before leaving it.

#### Report Any Suspected Computer Misuse or Abuse

Whether directed against you' or not, abuse or misuse of your computer resources only hinders the timely completion of your tasks.



Mrs. Charolette Bernard at the  
Computer Terminal in her office.

# Non Disclosure Agreement Revised

by Tom Joyce

American Forces Information Services

The release of classified information to unauthorized persons can have a devastating effect on national security. That's why those in government who have access to classified information are subjected to personnel security investigations to determine their trustworthiness for handling such information.

The background investigation, however, is only one requirement that they must fulfill before handling classified information, according to Arthur Fajans, Director, Security Plans and Programs for the Department of Defense. Everyone in government -- employees, contractors, licensee and grantees -- who occupies a position that requires access to classified information also must sign a "Classified Information Non-disclosure Agreement" form.

Until recently, the form used to fulfill the non-disclosure requirement was Standard Form 189 or 189A. Their replacement, Standard Form 312, further clarifies the original intent of the non-disclosure policy.

"The Standard Form 312 is a contractual agreement between an individual and the government, creating a promise in writing not to disclose classified information to an unauthorized person," said Fajans.

The previous forms contained the phrase 'classifiable information' and was not clear as to what was meant by the phrase. The new form does not redefine classifiable information, it only clarifies perceived ambiguities in the predecessor form," he said.

The Standard Form 312 informs individuals:

- o Of the trust which has been placed in them by providing access to classified information;
- o About their responsibilities to protect classified information from unauthorized disclosure; and
- o Of the consequences that may result from failure to meet these responsibilities.

"By establishing the nature of this trust, your responsibilities and the potential consequences of non-compliance in the context of a contractual agreement, the United States will be better able to prevent unauthorized disclosure or to discipline you for such a disclosure by initiating a civil or administrative action," said Fajans.

Standard Form 312, unlike previous forms, has been designed to be executed by both government and non-government employees. But there are other differences as well.

First, the term "classified information" has been removed.

Second, the modifiers "direct" and "indirect," in regard to unauthorized disclosure, do not appear in the new non-disclosure agreement.

Third, the "Security Debriefing Acknowledgement" -- a statement acknowledging receipt of a security indoctrination -- is included in the new form.

Fourth, the new form includes specific references to marked or unmarked classified information and information that is in the process of classification determination.

Fifth, the new form specifically says it is an individual's responsibility -- in situations of uncertainty -- to confirm the classification status of information before disclosure.

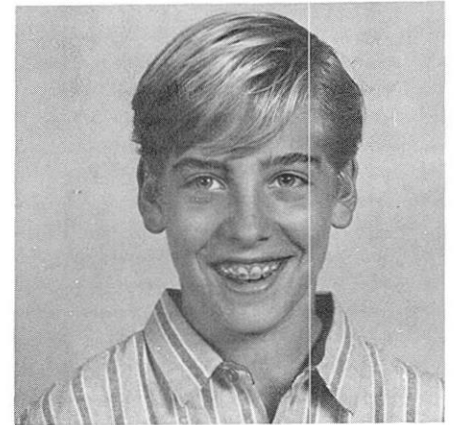
Is an employee who signed an earlier form in a prior position required to sign a "312" in a new position that also involves access to classified information?

"Ordinarily, no," said Fajans. "However, if the location and retrieval of a previously signed agreement cannot be accomplished in a reasonable amount of time or with a reasonable amount of effort, the execution of a new form may be practicable or even necessary.

Fajans also said a person who has signed a "189A" -- which was

designed exclusively for non-government employees -- would be required to sign the Standard Form 312 if he or she began working for a government agency in a position that requires access to classified information.

Further information about the non-disclosure agreements, their legal basis and liabilities for violating their provisions is available in a revised pamphlet, DoD 5200.1-PH-1, "Classified Information Non-Disclosure Agreement (SF 312).



## Will C.J. Be the Next Larry Bird?

**STATE CHAMP** -- C. J. Sakowicz, the oldest son of DMS Deputy Director, LtCol Sakowicz, won a free-throw contest at the state level. The contest is sponsored each year by the Knights of Columbus and is open to boys and girls, ages 10 to 14. In January each year, council and district competitions were held. This year, on March 12, 1989, the district winners, both boys and girls in each age group, competed in Newport News, Va., for state honors.

From the foul line, C.J. made 21 of 25 shots to win the 13-year-old boys category. The 84 percent score was high for all competitors shooting from the regular foul line. His Larry Bird shirt and green and white sweat pants may have helped with "a bit of luck."

## Director's Call

### PROMOTIONS

#### Military

CW2 Michael F. Weir (USA)  
Department of Geographic  
Sciences  
Promoted to  
Chief Warrant Officer Three

SSG John M. Bradley (USA)  
Department of Graphic Arts  
Promoted to Sergeant First Class

SSG Roger K. Hausmann (USA)  
Department of Graphic Arts  
Promoted to Sergeant First Class

### AWARDS

#### Military

CW2 Lester D. Fitzgerald (USA)  
Department of Geographic  
Sciences  
Defense Meritorious Service  
Medal

SGT John M. Kilgore (USMC)  
Department of Geographic  
Sciences  
Joint Service Achievement Medal

CW3 John A. Stokes (USA)  
Department of Management  
and Technology  
Army Commendation Medal

Maj Robert J. Alcaparras (USAF)  
Office of Mission Support  
Air Force Achievement Medal

SSG Preston Bayne (USA)  
Department of Graphic Arts  
Army Commendation Medal

SSG Lowell W. Haskin (USA)  
Department of Graphic Arts  
Army Commendation Medal

### CERTIFICATES/LETTERS OF APPRECIATION

Maj Robert J. Alcaparras (USAF)  
Outstanding Air Force Target  
Officer of the Year

CW3 Ralph L. Henry (USA)  
Department of Geographic  
Sciences  
CFC Special Service  
and Merit Awards

CW2 Lester D. Fitzgerald (USA)  
Department of Geographic  
Sciences  
Master Instructor Certificate

SFC Michael A. Edwards (USA)  
Department of Geographic  
Sciences  
Master Instructor Certificate

CW3 Michael F. Weir (USA)  
Department of Geographic  
Sciences  
Instructor Training Course  
Certificate

SFC Kenneth J. Klopp (USA)  
Department of Geographic  
Sciences  
Instructor Training Course  
Certificate

### ENLISTMENT CEREMONY

SSG Bruce A. Farrington (USA)  
Department of Geographic  
Sciences

### NEW ARRIVALS

#### Military

SSG John F. Getshall (USA)  
Department of Graphic Arts

SSG James M. Murphy (USA)  
Department of Graphic Arts

#### Civilian

Ms. Paula Croisetiere  
Office of Plans, Programs  
and Operations

### DEPARTURES

SFC Michael A. Edwards (USA)  
Department of Geographic  
Sciences

SSG Bruce A. Farrington (USA)  
Department of Geographic  
Sciences



Michael F. Weir, recently promoted to Chief Warrant Office Three, has been assigned to DMS since September 1988 as Chief Terrain Analysis Branch. He was born in Ogden, Utah. Weir and his wife, Chung Sun, have three children.



John M. Bradley, recently promoted to Sergeant First Class, was assigned to DMS in 1983 as an instructor in the Photolithography Division. In 1967, he graduated from Fulton High School, Atlanta, Ga., attended Atlanta Area Technical School and enlisted in the Army in 1970.



Roger K. Hausman, recently promoted to Sergeant First Class, has been assigned to DMS since March 1987 as an instructor in the Photolithography Division. He was born in St. Louis, Mo. Hausman and his wife, Beverly, have a son, Richi.

# Liberation

"Anything you can do, he can do better!" says MAJ Thompson.

"Mr. Lobdell, this is Mrs. Schlemiel, Scott's teacher. We are having a Christmas party at school next week and would you have your wife make a cake or some cupcakes."

Major problem! I don't have a wife anymore. Do I get mad because my son's teacher is too ignorant to understand our special circumstances or do I re-explain for the fifth time this year?

"Okay," I mumble as she says thank you and hangs up the phone. "Okay big mouth, you've really put your foot in it this time." Single parents tend to talk to themselves a lot and kids don't listen much, so sometimes we are the only ones who will listen to us.

Then I remember that this is the year of "Men's Liberation." So out I go armed with my wallet and the yellow page listings for Cake Decorating Suppliers. Luckily the first store I find has a man behind the counter. I explain my predicament and he sympathizes, but, his wife makes all of the cakes. Together we convince ourselves that anything a woman can do, a man can do as well -- almost anyway. Armed with a special molded cake pan, guaranteed to work in a microwave and produce perfect results the first time, a Master Set of Decorating

Tips, three different kinds of spatulas, four books on cake baking and decorating techniques and a wallet that is about \$100 lighter, I head for the commissary and Betty Crocker's help.

My two sons groan under the weight of all the supplies they have to help lug into the kitchen, but this is for their benefit or my vanity (???) -- I can't decide which. I start baking, and when I finally succeed in making a reasonably good cake (my kids and neighbors are sick of eating my mistakes) I take a picture of the cake and proudly deliver the cake to school myself. All day long I wait for news from the school or hospital and hear nothing. I rush home after work and wait for the kids to come home.

"How did they like the cake?" I ask expectantly when they fi-

nally come through the door.

"Okay," comes their terse reply.

"Well, did you tell them I made it?" I demand.

"Yeah, sort of, but only after they said it was good!"

So much for exorbitant praise and the small beginning of a part time hobby for one of Geographic Sciences' instructors. A little bit of motivation, be it vanity or revenge, has provided a sometimes profitable and always enjoyable hobby. TSgt Lobdell says that he will attempt to make almost any kind of cake. Many of his cakes have graced the tables of DMS functions. He has made cakes for the graduation of the last Construction Survey Class, LTC DeSanzo's promotion party, and Geographic Sciences' Christmas party, just to name a few.



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Address all communication to:

Contour Editor  
Defense Mapping School  
Fort Belvoir, VA 22060-5828

Director  
Colonel Daniel R. Clark

Public Affairs Officer  
and Editor:  
Irene L. Bellefeuille-Peine

DEFENSE MAPPING SCHOOL  
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# CONTOUR

Volume 16, Number 8

Defense Mapping School, Fort Belvoir, Virginia

May 1989

## Is Graphic Arts Dead? ... Dying?

by David E. Miller  
Chief, Department of Graphic Arts



**DMS students learning the skills to operate offset duplicators (small printing presses) located in the Department of Graphic Arts. Presses in use are Multigraphics offset duplicators.**

One would think that an industry with a technology remaining virtually unchanged since the early 1900's, has lived a very useful life. Is it time for this industry to be put to its final rest? With the advent of the computer, ink jet and laser printers, scanners, high resolution monitors, and its digits and widgets, one might ask, "Is there a place in the technology revolution for this antiquated industry?"

I'm talking about printing --pure and simple printing! A map, a chart, a book, a manual, even a computer operators manual. One of my favorite lead-ins with a new MCGOC class is to think of an industry which requires no printing to survive. Some of this nation's largest industries would be little

or nothing without printing. Government -- federal, state, county, municipal, city, etc? I'll leave it to your imagination as to how much printing is accomplished by and for the government each and every day. How about the insurance industry? Do you think it could survive with only an ink jet or xerographic printer? When was the last time you saw a high speed electrostatic copier place carbons between set after set of forms? Or even better yet, when was the last time you saw one print on carbonless paper?

I'm not attempting to down the electrostatic, the ink jet or laser printers. I'm only attempting to put into the proper perspective the different methods of providing a printed medium produced by

different methods. Most commercial quick printers have electrostatic (xerox) machines to provide the fast turnaround often required in today's society. Much of the work for low volume black and white work can be done easily and inexpensively on this type of equipment. If this type of reproduction did not exist, it would cause a great deal of anxiety among those of us who depend on it to enhance the daily operability of our offices. Can you imagine having to create carbon copies of each piece of correspondence you wish to circulate to each division? Suppose your desire is for each of your coworkers to have a copy. The electrostatic copier fits very nicely into today's office environment and would be missed if taken away suddenly.

For those jobs that exceed the economical capacity of the high speed office copier, there is the offset duplicator. The offset duplicator is a small printing press which is capable of using several different types of printing masters. The printing image on these masters can be directly prepared through the use of typewriters or photographically prepared by special platemakers. They can also use aluminum printing press plates which require photographic negatives to be produced. An offset duplicator runs at speeds of up to 12,000 copies per hour. There are various components which can be attached to duplicators for specific needs.

There is also top-of-the-line duplicating equipment which totally automates the entire reproduction process. There are state-of-the-art machines whose basis is an offset duplicator.

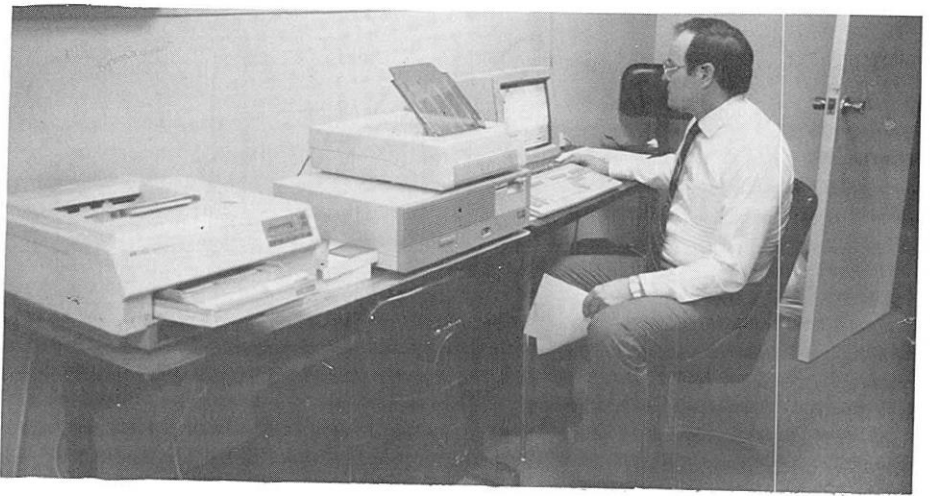
See GRAPHIC ARTS page 2

## GRAPHIC ARTS from page 1

Only your imagination limits what options can be attached to this machine. This automated duplicator, more commonly known as a "Total Copy System" (TCS) is an offset duplicator or maybe two (for two sided copies) with a platemaker, a plate inserter, a collator and a stitcher set in a line. With a TCS, one can select a book or pamphlet up to 100 pages and produce up to 600 sets with one press run. Pretty impressive? You haven't seen anything yet.

The Graphic Arts' Reproduction Division teaches basic duplicator operation as part of two courses of instruction. The Department of Graphic Arts is scheduled to implement automated duplication as soon as the equipment can be procured.

Medium-sized runs (10,000 to 75,000) of books, pamphlets, or forms are usually done on a little larger printing press which is capable of printing more than one page and usually both sides of the sheet with one pass through the press. Some of these presses have the additional capability of putting on a second, third, and even more additional colors in one press run. Almost all are capable of putting on additional colors with secondary and subsequent runs. Since these presses require the traditional copy preparation, photo negative, stripping, and platemaking, they have a significantly slower turnaround. However, they are more precise and produce a much better quality product and have the capability of producing four-color process work similar to that of major magazines. (Four-color process will be discussed in a future article.) The medium-size offset press can print on a variety of stock which varies from tissue paper thickness to a heavy cardboard, similar to bristol board. The Heidelberg and Harris presses located on the ground floor of Bagley Hall are examples of medium offset presses. The Department of Graphic Arts is scheduled to receive a new Heidelberg two-color convertible



**Mr. Bill Sutton, Chief, Photolithography Division, Department of Graphic Arts is demonstrating the capabilities of the desk top publisher on loan from the Navy Department.**

perfector in September of this year. A convertible perfecter is a press capable of printing two colors on one side or one color on two sides with one pass through the press. This Heidelberg is the standard press being used in the Modular Print System by Army psychological operations units.

The next type of printing which one encounters is the large scale or heavy duty printing. This is accomplished on large sheet-fed presses using sheets of paper up to 78 inches across. This large format offset press normally consists of multiple printing units, (sometimes as many as ten) printing process color plus solids, plus special effects such as holographs and other printed matter. The closest example of large format printing in DMA is located in the Graphic Arts Department at HTC's Ruth Building.

Included as part of the heavy duty class of printing would be the large web-fed presses used by magazines, newspapers, and other mass printed media such as tabloids. The major difference between sheet-fed and web-fed is the form that the paper is in as it is being printed on. The sheet-fed press prints on single, cut sheets of paper very rapidly in succession, while the web-fed press prints on a continual roll of paper which remains whole until after it is printed on at which

time it goes through a cutter and possibly a folder, a bundler, and other deliver accessories. The last of the web-fed presses in the Department of Defense, as far as I am aware of, were used by psychological warfare units of the Army during the Vietnam war for the printing of leaflets.

The last of the major classes of printing would be the specialty printer. This is the printer who provides the printing on all the packaging material our food, clothing and all other consumer goods that we buy. This includes labels for bottles, as well as, labels for underneath the hood of our cars; the boxes which contain ice cream and the box that the refrigerator came in; and last, but not least, how about all of that junk mail. Be it official mail through distribution or unofficial mail through the U.S. Postal Service, somebody had to print it.

This article is meant to provide some food for thought and information regarding the need for a craft or trade which government, industry and many individuals take for granted.

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**"It's easy to be independent when you've got money. But to be independent when you haven't got a thing—that's the Lord's test."**

**—Mahalla Jackson,  
gospel singer**

# From the DMS Schoolhouse



Colonel Daniel R. Clark  
Director  
Defense Mapping School

A couple of weeks ago our Technical Director, Bill Revell, and I had the opportunity to attend a Defense Mapping Agency-wide Off-Site Meeting. DMA Director, Major General Robert A. Durkin, senior staff members, and Component directors and technical directors discussed numerous issues of high current and future interest to DMA. During the meeting I had an opportunity to update senior management on the status of our School. The rest of this article is a summary of what I said.

I started with Mission Accomplishment in terms of students taught. In 1986, DMS teachers reached approximately 2700 students. That number increased to more than 3200 in 1987 and more than 4000 in 1988. Based on projections, we expect to continue at that level for the next several years.

The number of our resident students has remained fairly constant over the past few years, but our projection for resident students is down in the years ahead because the Construction Survey and Construction Drafting Courses were transferred to the Army Engineer School at Fort Leonard

Wood, Mo. That means our student growth is primarily the result of on-site training delivered by our Mobile Training Teams. We are now teaching more students through MTTs than we do in residence status.

Mapping, Charting and Geodesy training requirements are becoming increasingly dynamic, as the rate of technological change increases in all of the Military Departments. Our customers are increasing their requirements for training on automated systems. We continue to be proactive by developing or revising courses to meet those changing needs of our customers. As a result, our traditional support to the Military Departments is more responsive and effective than ever. At the same time, the Unified and Specified (U&S) Commands are recognizing more and more their need for DMS training in courses such as the MC&G Staff Officers Course, the MC&G Impact on Combat Operations Course, and the Introduction to Multispectral Imagery Course.

The Military Departments and U&S Commands are not our only customers. Our support to our own Agency and its Components is growing and becoming an increasingly important and vital part of what we are doing at DMS. We're working with contacts and counterparts at the Production Centers to develop courses taught to Agency-wide standards. The DMA Initial Orientation Program (DIOP) Course will be ready for implementation in July of this year and the DMA MC&G Orientation (DMOP) Course is expected to be approved by all Production Components for implementation a few months later.

Just as standardizing and consolidating component training courses act to integrate and focus the Agency's overall training effort, the consistent teaching of a sound successful instruction methodology to personnel from all the Components reinforces and strengthens the "One DMA" concept. One hundred and forty-six students completed the DMS Instructor Training Course (ITC) in FY88, with 207 more projected to

complete it by the end of FY89. The demand for the Effective Briefing Techniques Course continues to outstrip our resources to teach it. As a new task, we're working, under General Durkin's guidance, to develop and implement a one-day Combat Support Role Course that will increase the understanding of all DMA employees about the warfighting units of the armed forces who use DMA products.

Our work on standard DMA-wide courses extends to our strong support of the Digital Production System (DPS) training. Accomplishments to-date include assisting in the redesign of the Data Integration Segment Training provided by the segment contractor, and giving strong support to the DMA Systems Center (SC) in the development and delivery of feature extraction training. Work in progress includes support to SC for the development and delivery of training for all the MARK 90 segments. Following segments specific and full production training, DMS will manage the DPS training baseline for course content and incorporation of revisions. DMS will maintain the master library of training materials and will publish and distribute training revisions to the Components.

I had a chance to do a little bragging about our faculty. I was proud to point out that we have a high quality faculty made up, in part, by officers selected by their Services to obtain advanced degrees before coming to us. Our noncommissioned instructors also come to us through a nominative program. Military instructors are reinforced with about 25 civilian instructors with long years of teaching experience and great subject expertise. We start with that excellent base and build on it with a vigorous faculty development program.

I reminded everyone that our School has the academic accreditation of the Southern Association of Colleges, and that many of our courses have been validated for equivalent undergraduate college credit. We're also viewed in good

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See SCHOOLHOUSE page 4

## Key Personnel Reassignments Made at DMA

The Director of the Defense Mapping Agency, Maj Gen Robert F. Durkin, USAF, recently approved several key personnel reassignments within the Agency.

The reassignments include:

### **James Hawk**

from Liaison Officer-Indonesia to the Reston Center/PPA.

### **Mark Kennedy**

from Liaison Officer-Japan, Korea and Phillipines to Headquarters DMA/PPE.

### **Irvin Buck**

from Liaison Officer-USSAC to Headquarters, DMA/PPR.

### **Austin Yamada**

from Liaison Officer-OASD/NISD to Headquarters, DMA/PPE.

### **David Pierce**

from Liaison Officer-Navy to the DMA Hydrographic/Topographic Center; one-year supervisory assignment at division level.

### **Patrick Fell**

from Liaison Officer-SDIO to the DMA Systems Center/SSG.

### **Charles Roswell**

from Liaison Officer-Air Force to DMA System Center/SGW.

### **Douglas (Ray) Barrowman**

from Liaison Officer-OSD to Headquarters, DMA/RES.

### **Peggy Poindexter**

from DMA Systems Center/PB to Headquarters, DMA/PPI.

### **Leroy Sutterfield**

from Headquarters DMA/RES to DMA Hydrographic/Topographic Center/DP Assistant Chief.

### **Kenneth Barnes**

from DMA Systems Center/PP to the DMA Hydrographic/Topographic Center/GA.

### **Robert Lewis**

from Headquarters, DMA/PPS to the DMA Combat Support Center/PP.

### **Robert James**

from DMA Hydrographic/Topographic Center/PPH to Liaison Officer-OSD.

### **Adam Mink**

from DMA System Center/SGW to the DMA Hydrographic/Topographic Center/ PPH.

### **Frank Kuwamura**

from Headquarters, DMA/PPR to Headquarters, DMA/PPE.

### **Mciver McCrimmon**

from Headquarters, DMA/RED to Liaison Officer-OASD/NISD

### **Richard Beck**

from DMA System Center/SGS to Headquarters, DMA/PPS

### **Roberta Munske**

from Headquarters, DMA/PPE to a production supervisor/manager position in one of the production components in the May/June time frame

on the Military Departments to provide us with topnotch personnel replacements at approved grade levels, with required prerequisites. We need to preserve our civilian staff without any significant cuts. We need some modest enhancements of our equipment to maintain the right balance between providing instruction in emergent technology and the traditional training needed to do today's MC&G job with today's MC&G tools. We need some modest Operation and Maintenance (O&M) enhancements and Military Construction funds to address student support in the long term. We need the right number and level of security clearances, including those necessary to continue our effectiveness in Component Training endeavors. DMS does not waste resources on any activity that does not directly support the objectives of the Agency. Our programs are relatively small, but they represent prudent investments with high payoffs.

In summary, the Defense Mapping School is a high performing organization, staffed with great people, doing an outstanding job. I was proud to represent our School at the Agency Off-Site meeting.

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## ***Do You Know?***

**The uniform accessory that flying officers were required to wear with their dress boots in the 1920s:**

**Spurs**

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**Average number of patients in Veterans Administration hospitals each day:**

**55,944**

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**First president to have a private telephone in his office:**

**Herbert Hoover**

---

**First president to travel through the Panama Canal:**  
**Franklin D. Roosevelt**

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SCHOOLHOUSE from page 3

light by the American Council of Education. All together, we are well postured to provide excellent MC&G training to our customers, with flexibility for on-site training options. We can develop courses and support instruction

presented at any Agency Training Center. We can also provide strong support to DPS training and help with the Warrior Support Center.

I feel our School is a valuable asset to DMA and, as such, merits resources. In order to maintain and enhance our strong capabilities we need to keep pressure



## ***Agency-Wide Drug Testing Announced***

An Agency-wide drug testing program and implementation plan for testing was announced by the Director, Maj Gen Robert F. Durkin, in a letter to all employees. The plan is designed to implement Executive Order 12564, "A Drug-Free Federal Workplace."

All DMA employees in testing-designated-positions (TDP) will be subject to random testing. Testing-Designated-Positions include all positions involving sensitive duties (critical sensitive and non-critical sensitive). The drug testing part of the plan is scheduled to begin no sooner than 60 days from the date of the Director's letter which was February 14, 1989.

According to Personnel officials, in addition to the general notification, a specific notice will be provided to all employees subject to random testing at least 30 days before testing begins.

Testing will be conducted on a carefully controlled and monitored basis to assure the highest degree of respect for individual privacy.

The Department of Health and Human Services, the Department of Justice and the Office of the Secretary of Defense have approved the DMA Drug-Free Workplace plan. The plan includes the following types of drug testing:

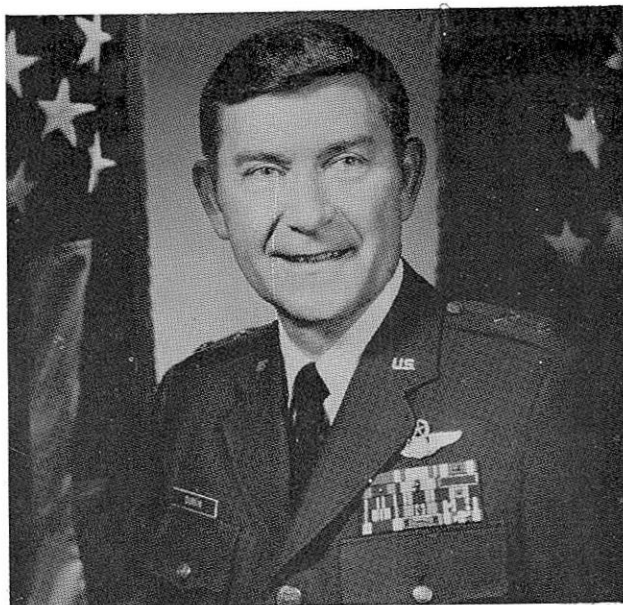
- o Applicant testing
- o Random testing of testing-designated positions
- o Reasonable suspicion testing
- o Accident or unsafe practice testing
- o Voluntary testing
- o Testing as part of or as a follow-up to counseling or rehabilitation.

Before drug testing begins, all DMA supervisors and managers will receive mandatory training. Emphasis will be on understanding the impact of drug use on employee performance and conduct and the availability of employee assistance.

Actual testing will be administered under the Department of Health and Human Services' prescribed scientific and technical procedures. The procedures include an initial screen for drugs and confirmation by gas chromatography/mass spectrometry. The program will include tests for marijuana, cocaine, opiates, amphetamines and phenylclidine (PCP). Every tested employee will be afforded an opportunity to submit medical documentation justifying the use of an otherwise illegal drug.

Special safeguards are built into the program. Only confirmed positive results verified by a Medical Review Officer will be reported. Disclosure of a positive test result, confirmed by the Medical Review Officer, may only be to the employee, the appropriate Employee Assistance Program (EAP) administrator, the appropriate management official necessary to process an adverse personnel/security action against the employee or a court of law or administrative tribunal in any adverse personnel action.

The Medical Review Officer for DMA is a licensed physician of the U.S. Public Health Service. Strict chain of custody, quality control and quality assurance procedures will be followed throughout the collection and testing process.



**Maj Gen Robert F. Durkin, USAF  
Director  
Defense Mapping Agency**

Employees who test positive and are confirmed by the Medical Review Officer will be provided the opportunity to use the services of the Employee Assistance Program. Individuals, who seek voluntary assistance, will also be provided the EAP service. All EAP medical and rehabilitation records are confidential "patient" records and may not be disclosed without the prior written consent of the patient.

Proper safeguards, which assure confidentiality consistent with the Privacy Act and with all applicable Federal laws, rules and regulations, will be applied to records of negative and confirmed positive test results and related medical and rehabilitation records.

Disciplinary action will be initiated against an employee who is found to have used illegal drugs. Mandatory removal will apply to those refusing EAP assistance or found not to have refrained from illegal drug use after a first finding of illegal drug use.

A "safe harbor" will be available for those employees who voluntarily admit their drug use. Disciplinary action will not be initiated against those employees who voluntarily admit illegal drug use prior to being identified; complete counseling rehabilitation through an EAP; and thereafter refrain from illegal drug use.

In making the announcement the Director said, "I understand that drug testing has created controversy and want I to assure you that the plan has been designed with the utmost concern for maintaining each individual's privacy and dignity. The importance of creating a drug-free workplace is paramount given our combat support mission."

## Asian-Pacific American Week Observed May 6-13

by SGM Rudi Williams, USA  
American Forces Information Service.

The Department of Defense will observe Asian-Pacific American Heritage Week from May 6 to May 13. This year's theme is "Asian Pacific American: Participation -- Partnership -- Progress."

May is a significant month for this segment of American society. Ceremonies to kick off the observance will be held on the National Mall in Washington, D.C., on May 6. May 7 marks the 146th anniversary of the arrival of the first Japanese immigrants to America. May 8 is the 120th anniversary of the driving of the "Golden Spike," signifying the contributions of Chinese Americans toward building the transcontinental railroad.

In the Asian-Pacific-American category, there are 28 Asian and 26 Pacific Islands subgroups. They include Japanese, Filipino, Chinese, Vietnamese, Korean, Hawaiian, Samoan and Guamanian.

Members of these groups have made major contributions to the American way of life in agriculture, the sciences, medicine, commerce, government, philosophy, art, music, medicine, space and the military services.

There are nearly 50,000 Asian-Pacific Americans in the

military services today, and their numbers are growing.

The most famous Asian-American military outfit, is the 100th Infantry Battalion, a Japanese-American unit, formed in Hawaii in June 1942. Its smaller "brother" unit, the 442nd Regimental Combat Team, was formed in 1943. This outfit was called the most decorated unit for its size and length of service in the history of the United States. In less than two years, the two units successfully fought in seven major military campaigns.

The Congressional Record reported that they had received, among other awards and citations, "a Medal of Honor; 52 Distinguished Service Crosses; one Distinguished Service Medal; 560 Silver Stars with 28 oak leaf clusters; 22 Legions of Merit; 15 Soldiers Medals; 4,000 Bronze Stars with 1,200 oak leaf clusters; 9,486 Purple Hearts; seven Presidential Distinguished Unit Citations; two Meritorious Unit Service Plaques; 36 Army commendations; 87 division commendations; 18 decorations from allied nations." In addition, there have been nine Medals of Honor awarded to Asian-Pacific Americans.



Lieutenant General Allen Kenji Ono  
Deputy Chief Staff for Personnel  
U.S. Army

all-Japanese-American outfit was established on Feb. 1, 1943 -- the famous 442nd Regimental Combat Team. Ono said, "They gained all sorts of glory through their actions in World War II. Because of their ability to speak Japanese, many of them served in the Pacific, primarily in military intelligence units. They proved to the nation and the world that it's being an American that is the most important. And that they would fight and die for a nation like ours."

Ono, holder of a bachelor's degree in government from the University of Hawaii and a master's degree in communications from Shippensburg University of Pennsylvania, earned his first dollar selling newspapers on street corners and later became a newspaper reporter in Hawaii. When he joined the Army in 1955 (after War II and the Korean War was over), he felt that he walked into an Army paved by Japanese Americans who served before him. Japanese Americans whose heroic deeds paved the way for future Asian-Pacific generations to serve in the military services. "It is not what you look like or what you know, it is how you perform and the results you get that count."

Because of their example, he says, "I did not have to prove myself as they did, but was able

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## Japanese Americans - Asset to the U.S. Army

Lieutenant General Allen Kenji Ono, the highest-ranking Asian-Pacific American in the military services and the Army's deputy chief of staff for personnel, was in the first grade in Honolulu when the Japanese attacked Pearl Harbor on Dec. 7, 1941.

In a recent interview Ono said, "That was the beginning of a confusing and fearful period. Here we were -- Japanese and we were Americans. Suddenly people who have your same heritage were your enemy."

"My father and mother had problems getting work. When you are Japanese immigrants and the

Japanese forces are your enemy, it's not easy to find work. My mother cleaned other people's houses. My dad was a service station attendant. Nothing fancy, very humbling."

Japanese Americans served in the Army in Hawaii before the attack on Pearl Harbor. That same Army questioned their loyalty after the attack and disarmed and assigned them to non-combat duties. But they petitioned the War Department and were eventually allowed to serve in the 100th Infantry Battalion, which was created in June 1942. Their training record was so good that another

See ONO page 7

## ONO from page 6

to reach for assignments and training opportunities necessary for an officer to learn his profession well. And I hope that I did not get any of my promotions because of the fact that I'm an Asian. If that was what happened, I'd prefer to turn back the promotion. I hope that it was because of what I can do for this Army, its soldiers and this nation."

When given a chance, Japanese Americans prove their loyalty, patriotism and their mettle. They have a lot to be thankful for and they should use Asian-Pacific American Heritage Week (May 6-13) to "stand tall, shoulders square and tell the world that while they have their own heritage to be proud of, they also are proud of their contributions to America and deserve to be recognized."



LtCol Charles A. Sakowicz pins on the Joint Service Achievement Medal just awarded to CW3 Thomas M. Besch (USA).

Fort Belvoir will host the Asian/Pacific American Heritage Week observance 0900-1000, May 12, 1989 at the Essayons theater. Lieutenant General Allen Kenji Ono, Deputy Chief of Staff for Personnel, U.S. Army will lead in a presentation entitled "Asian/Pacific Americans: Participation, Partnership, Progress. POC is SFC Brown, 664-2288.

## Directors Call

### AWARDS

Maj Roger K. Devore (USAF)  
Office of Plans, Programs and  
Operations  
Defense Meritorious Service  
Medal

SSG James E. Green (USA)  
Department of Geographic  
Sciences  
Joint Service Achievement Medal

CW3 Thomas M. Besch (USA)  
Department of Geographic  
Sciences  
Joint Service Achievement Medal

### CERTIFICATES/LETTERS OF APPRECIATION

CPT Bruce B. Burluson (USA)  
Department of Management and  
Technology  
Master Instructor Certificate

Capt Andrey Aristov (USAF)  
Department of Management and  
Technology  
Master Instructor Certificate

CPT Jonathan R. Clark (USA)  
Department of Management and  
Technology  
Senior Instructor  
Certificate

Capt Harold J. Huslage (USAF)  
Department of Management and  
Technology  
Senior Instructor  
Certificate

SSG Bruce L. Eaton (USA)  
Department of Geographic  
Sciences  
Senior Instructor  
Certificate

SFC Kenneth J. Klopp (USA)  
Department of Management and  
Technology  
Instructor Training Course  
Certificate

### OUTSTANDING PERFORMANCE CERTIFICATE

Marjorie K. Kelley  
Office of the Director

### SUGGESTIONS

LTC Louis R. DeSanzo (USA)  
Department of Management and  
Technology

MSG James A. Mayer (USA)  
Department of Management and  
Technology

SFC James L. Hollingsworth  
Department of Graphic Arts



LtCol Charles A. Sakowicz (USMC), DMS Deputy Director presents Major Roger K. Devore (USAF), the Defense Meritorious Service Medal. Major Devore has been reassigned to Travis Air Force Base, Calif.

## Brigadier General Stanley O. Smith Named Chief of Staff

Air Force Brigadier General Stanley O. Smith has been named Chief of Staff, according to Major General Robert F. Durkin, DMA Director. He will replace Colonel Marcus J. Boyle, USAF, who will become Director of the Aerospace Center in July. General Smith was commander of the 45th Air Division, Strategic Air Command, with headquarters at Pease Air Force Base, N.H.

He is a command pilot with more than 5,000 flying hours, including 1,655 combat hours accumulated during 431 missions.

After graduating from Stuart High School, Va., in 1959, General Smith earned a bachelor of science degree in business administration from Virginia Polytechnic Institute in 1963 and a master of arts degree in management from Central Michigan University in 1974. He completed the Air Command and Staff College in 1975 and the National War College in 1980.

General Smith earned his wings in 1964, and was assigned to the 454th Bombardment Wing at Columbus Air Force Base, Miss. In June 1965, he deployed to Andersen Air Force Base, Guam, with the Strategic Air Command's Arc

Light forces, where he flew B-52 bombing missions over Vietnam.

Following a tour of duty in Vietnam, General Smith was assigned to the 524th Bombardment Squadron, 379th Bombardment Wing, Strategic Air Command, Wurtsmith Air Force Base, Mich., where he deployed to U-Tapao Royal Thai Naval Airfield, Thailand, in 1971, again with SAC's Arc Light forces. While assigned to the 379th Bombardment, Wing, he served successively as a B-52H instructor pilot, chief of the B-52 Standardization and Evaluation Branch, chief of the wing Standardization and Evaluation Division, and 524th Bombardment Squadron operations officer.

In 1975, he was assigned to the Directorate of Plans, Strategic Forces Division, Headquarters, U.S. Air Force, Washington, D.C. He then served as executive officer to the director of plans from 1977-1979.

After completing the National War College in 1980, General Smith was assigned to the 28th Bombardment Wing, Ellsworth Air Force Base, S.D., where he served as commander of the 37th Bombardment Squadron, and later as assistant deputy commander for

operations of the 28th Bombardment Wing. He then was assigned as special assistant for B-1B matters to SAC's commander in chief, and as chief of the B-1 Division at SAC headquarters, Offutt Air Force Base, Neb.

In December 1982, General Smith transferred to Loring Air Force Base, Maine, where he served as vice commander and commander of the 42nd Bombardment Wing. In March 1985, he was assigned as deputy director for operations and training, Directorate of Operations at Air Force headquarters.

General Smith served as deputy director for force development in the Directorate of Plans from 1986-1987 when he became deputy director for regional plans and policy, Office of the Deputy Director of Staff for Plans and Operations.

His military decorations include the Legion of Merit, Distinguished Flying Cross with two oak leaf clusters, Meritorious Service Medal with one oak leaf cluster, Air Medal with 15 oak leaf clusters, Republic of Vietnam Gallantry Cross with Palm, and Republic of Vietnam Campaign Medal with nine service stars.

General and Mrs. Smith, the former Linda Morton of Danbury, N.C., have two children, Candi and Neil.

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## Four Senior Officials Appointed to New Positions

Four senior officials have been appointed to new positions within the Defense Mapping Agency by Maj Gen Robert F. Durkin (USAF), Director, DMA.

Mr. Earl W. Phillips, deputy director for Programs, and Operations at the Reston Center, will become the assistant deputy director for Programming at HQ DMA.

Mr. Robert H. Hall, chief of the Scientific Data Department at the Hydrographic/Topographic Center, will become the deputy director for Programs, Production

and Operations at the Reston Center, replacing Mr. Phillips.

Dr. Richard A. Berg, assistant deputy director, Research and Engineering Directorate, HQ DMA, will become chief of the Scientific Data Department at the Hydrographic/Topographic Center, replacing Mr. Hall.

Mr. Robert N. Smith, Plans and Requirements Directorate, HQ DMA, will become chief, Data Services Department at the Reston Center.

All appointments were effective April 23, 1989.



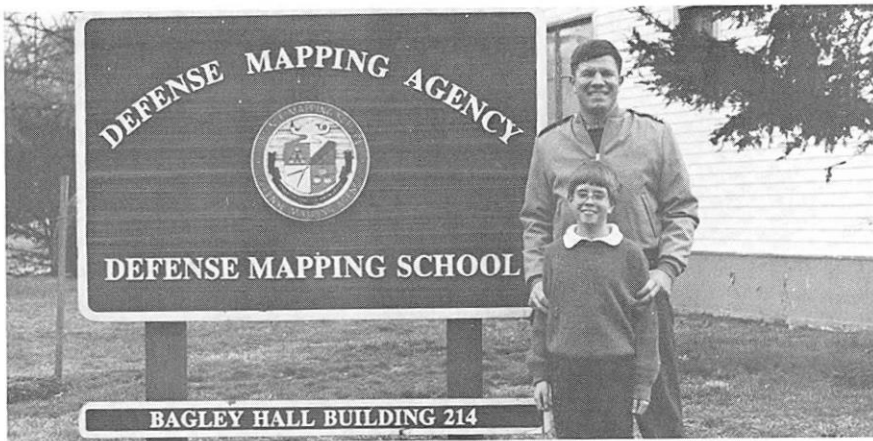
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Address all communication to:

Contour Editor  
Defense Mapping School  
Fort Belvoir, VA

Director  
Colonel Daniel R. Clark

Public Affairs Officer  
and Editor  
Irene L. Bellefeuille-Peine



Eleven-year-old Ryan Frankenberg, Inwood, W. Va. and Major J. Husar (USMC) Office of Plans, Programs and Operations after a tour of DMS.

## DMS Visitor Wins with Project "America's DMA"

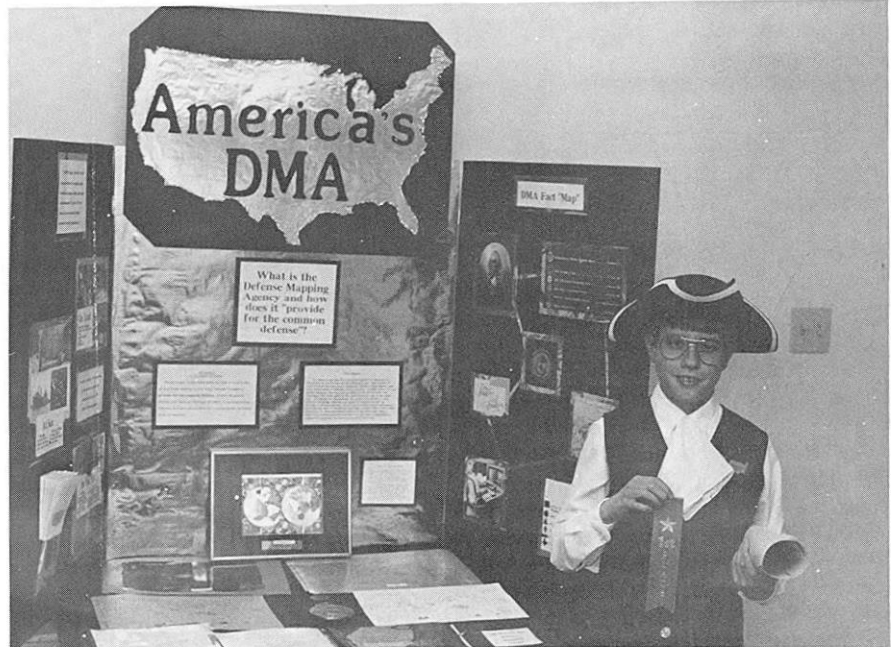
Ryan Frankenberg, 11 years old, of Inwood, W. Va. won first place in his School's Social Studies Fair with his project titled "America's DMA." He is a fifth grade student at Valley View Elementary School in Berkeley County, W. Va. In this fair students exhibit a project and give an oral presentation in one of the following categories: Economics, Anthropology, State and Local History, U.S. History, Psychology, Sociology, Geography, World History or Special Theme U.S. Constitution.

Ryan competed in the U.S. Constitution category and chose the Defense Mapping Agency to research for his project. To answer his question, "What is the Defense Mapping Agency and how does it provide for the common defense?" Ryan and his father, Robert Frankenberg, visited Headquarters, DMA and the Defense Mapping School on Feb. 16 1989. During this visit, Ryan was instructed in the history, the process of mapmaking and actually made a map at the Defense Mapping School.

As part of his display, he made a "map" of DMA, shown on the right side of the project. On the left, he displayed those who used the services of DMA. He also surveyed classmates to see how much knowledge they had of DMA and developed his own brochure to

help educate others. DMA data used from this brochure was taken from material supplied by DMA and DMS. Some of this data requires updating which accounts for some inaccuracies in his brochure. Following this article is a copy of the written portion of Ryan's brochure.

Ryan competed on the county level, April 15, 1989. His project was selected as one of the winners to compete in the state competition May 19, to be held at Huntington, W.Va.



### Ryan Frankenberg's brochure

#### A Brief History of DMA

United States military mapmaking was started by General George Washington, Commander of the Continental Army, in July 1775. He appointed as the nation's Chief Engineer, Colonel Richard Gridley. This was the beginning of the American Corps of Engineers which is still active today.

The end of the Revolution led into larger campaigns in more distant areas. Washington realized the need for a full-time cartographic unit that would help in "providing for the common defense."

As the years went by, there was a need for other types of armed forces. Each one of these services (Army, Navy, Air Force, Marines, Coast Guard) started their own mapping services. In 1971, it was discovered that many of the same maps were being made by most of the services. To stop this unnecessary map making, President Nixon directed the organizing of a new Defense Mapping Agency.

By 1972, all mapping services had officially been combined into what we know today as the DMA (Defense Mapping Agency).

See BROCHURE page 10

## **BROCHURE from page 9**

The DMA "provides for the common defense" by providing maps, charts and exact measurements of gravity to the armed forces and all other national security operations.

### **On Land**

The DMA provides large and medium topographic maps, militarized city maps, and digital products to support our land combat forces, which include:

- Battlefield Intelligence
- Infantry/Mechanized Units
- Tanks
- Attack Helicopters

### **In the Air**

In this area the DMA provides navigation and planning, charts, graphic displays for simulators, Flight Information Publications, and other publications required for safe flight and accurate aerial navigation.

- Minuteman/MX
- Cruise Missile
- AWACS (Airborne Warning and Control System)
- SAC (Strategic Air Command)
- TAC (Tactical Air Command)

### **At Sea**

For safe and accurate naval operations the DMA provides nautical charts and publications.

- Aircraft Carriers
- Submarine Systems
- U.S. Flag Vessels
- Foreign Flag Vessels
- Private Yachts

## **Facts about the DMA**

- 1775 U.S. Military mapmaking was begun by George Washington
- 1972 Defense Mapping Agency was organized.
- DMA'S Headquarters located at the U.S. Naval Observatory, Washington, D.C.
- Five components of the DMA
  - Aerospace Center (AC) - St. Louis, MO
  - Hydrographic/Topographic Center (HTC) - Brookmont, MD
  - Office of Distribution Services (ODS), Brookmont, MD
  - Defense Mapping School (DMS) - Fort Belvoir, VA
  - Inter American Geodetic Survey (IAGS) - Fort Sam Houston, TX
- 9,500 military and civilian employees
- 55 million maps and charts produced each year
- 40 DMA locations around the world
- 786 million dollar budget (87)

## **PREAMBLE - U.S. CONSTITUTION**

We, the People, of the United States in order to form a more perfect Union, establish justice, insure domestic Tranquility, provide for the common Defense, promote the general Welfare, and secure the Blessings of Liberty to ourselves and our Posterity, do ordain and establish this Constitution for the United States of America.

## **Mission of the DMA**

"To enhance national security and support our strategy of deterrence by producing and distributing to the Joint Chiefs of Staff, Unified and Specified Commands, Military Departments, and other Department of Defense users, complete, credible, effective, and usable mapping, charting, and geodetic products, services, and training at the right place, in the right quantity, and at the right time. To ensure our warfighting forces have available to them effective mapping, charting and geodetic support should our strategy of deterrence fail. To provide nautical charts and marine navigational data to worldwide merchant marine and private vessel operators. To maintain liaison with civil agencies and other national and international scientific and other organizations engaged in mapping, charting, and geodetic activities."

## **Captain Aristov - A Notable Personality**

Captain Andrey Aristov, U.S. Air Force, is an instructor in the Joint Operations Division, Department of Management and Technology (MTJ) at the Defense Mapping School. He has been at the School since January 1988 and has picked up a total of 18 blocks of instruction ranging from Geodesy and Photogrammetry to Soviet Mapping and DMA Catalogs.

Although Aristov was born in Buffalo, N.Y., he considers his home to be Los Angeles, Calif.,



**Captain Andrey Aristov, USAF**

where he was raised and educated. He graduated first in his class of 300 at Loyola High School where his interest in the earth sciences and geology began. Upon graduation, Aristov moved north to the San Francisco Bay area and started his college career at the University of California in Berkeley. As a Freshman, Aristov entered the Air Force ROTC program and began exploring what would eventually turn out to be a tremendously fascinating career. The interest in

See ARISTOV page 12

## NEW ARRIVALS

### Military

SSG Susan L. Fortune (USA)  
Department of Geographic  
Sciences

### Civilian

Loyla Krueger  
Office of Plans, Programs  
and Operations

William Polk  
Department of Graphic Arts

Marsha Schuldt  
Office of Mission Support

Mary Alice Troy  
Department of Management and  
Technology

## DEPARTURES

Maj Roger K. Devore (USAF)  
Office of Plans, Programs and  
Operations  
Departing April 7, 1989  
Reassigned to  
Travis AFB, Calif.

MSG James M. Cain (USA)  
Department of Graphic Arts  
Terminal Leave April 23, 1989  
Retiring July 1, 1989

SSG James E. Green (USA)  
Department of Geographic  
Sciences  
Terminal Leave April 29, 1989  
ETSing June 15, 1989

Penelope Greer  
Office of Plans, Programs and  
Operations  
Transferred to the  
Equal Employment  
Opportunity Office  
Fort Belvoir, Va.  
April 10, 1989

"We've still got another mile to run in that race for equality, but we've got a lot better track to run on and the trophies at the end are a lot better than they used to be."

—Gen. Daniel "Chappie" James Jr.

# Memorial Day Will Be Celebrated May 29

It is probably safe to say that most Americans look forward to days like Memorial Day. Whether it is the anticipation of time off from work, the gathering of friends and family, or the attendance at festive celebrations, a holiday always seems to be a special time.

Memorial Day is no exception. Occurring when it does in the year, it heralds the beginning of the summer season and the end of the school year. We can look forward to several months of sunshine, beaches, picnics and outdoor activities.

However, Memorial Day should mean far more than anticipated fun and relaxation. So why do we have Memorial Day as a holiday? When did it all begin? What is the significance of this day?

On this day, we as a nation honor all those who have given their lives in defense of our nation. We do this by proudly displaying the Stars and Stripes, by visiting cemeteries and monuments, and by attending special events which recognize the sacrifices of our military dead.

We do these things each and every year for the same reason -- to remind ourselves that the freedom we enjoy was not secured without a great cost. The price was steep. The expense was a heavy burden. The payment was made with the lives of the men and women of our Armed Forces.

Originally called Decoration Day, this honoring of our war dead is one of our oldest national holidays. The first formal observance can be traced back to 1868 when the Grand Army of the Republic, the country's first veterans organization, designated May 30th as the day for decorating the graves of our military who fell in battle. At this time our Constitution was already 81 years old.

The roots of this celebration go back to the year 1863 when a number of women in Columbus, Miss. began the tradi-

tion. They started this tradition by decorating the graves of Confederate soldiers in their community. They also noticed many unkept graves of Union troops, so these women took the time to clear these areas and laid flowers in place. Soon the tradition spread to other communities. The basis for Decoration Day was established.

Although the holiday originally came about to honor those killed in the Civil War, it took on a broader meaning over time. Eventually, the name was changed to Memorial Day and it became a time to remember those who died in later wars.

Those we remember and honor on this day now number more than one million. That's more than a million Americans who have made the greatest sacrifice of all -- the sacrifice of their lives -- while serving our nation in war.

These war dead rest in 112 national cemeteries in the United States and in 24 military cemeteries overseas. Many more lie in final rest in hundreds of other cemeteries across our land. They deserve our honor, our respect and our recognition.

Thus, Memorial Day is a fitting time of thanksgiving for us. We can be thankful that so many have given so much to keep alive our heritage of liberty and democracy. We can be thankful that their efforts have not been in vain. What they died for is preserved today because of our continued commitment to human dignity and human rights.

Memorial Day



**ARISTOV from page 10**

geology that was born in high school transformed into a full-time major at Berkeley. His favorite pastime was field work -- one of the reasons why he is in the Mapping, Charting and Geodesy career field now. In 1984, Aristov graduated with Honors from the Geology Department, received his bachelor of science degree, ended up as the Cadet Corps Commander (Cadet-Colonel), and walked away with a regular Air Force commission as the Distinguished Graduate.

He was first assigned to the Hydrographic/Topographic Center in the Geodesy and Surveys Department (now defunct) where he learned about DMA's functions and capabilities. While there, Aristov became a specialist in the Global Positioning System (GPS) and worldwide gravity collection activities.

After 2 years at HTC, Aristov was sent to the Ohio State University in Columbus, Ohio, to study geodesy. Fourteen months after arriving at OSU, he completed his thesis: "Determinations of Deflections of the Vertical using GPS," received his masters degree and graduated, once again with honors.

Other pursuits of education include completion of the Squadron Officer School Course (by correspondence) in 1985; MCGOC, MSGSOC, IDMC GD and MICO (he has the diplomas to prove it!) and several other work related courses.

In November 1988, Aristov married Karin Watts, a DMS employee in the Geographic Sciences Department, and who, as Karin says, is an Air Force brat and thoroughly familiar with the military life-style. Aristov is recognized by the Air Force as a qualified linguist in Russian and plans someday to use this capability in a future assignment. His personal interests include building a model railroad in his basement, worldwide travel, all sorts of outdoor activities, and an "on-again, off-again" pursuit of a pilot's license.

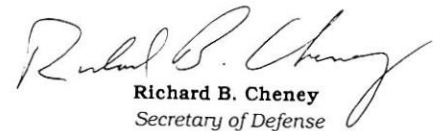
## **The Secretary of Defense's Armed Forces Day Message**

**O**n this 40th anniversary of Armed Forces Day, I thank you, our men and women in uniform, for your selfless service and devotion to defending the United States of America.

Armed Forces Day is a significant day for our country. It is an occasion for our citizens to pause and reflect on the importance of our military services. It is also a time for them to thank you -- the members of the Army, Navy, Air Force, Marine Corps, and Coast Guard -- for being prepared and ever vigilant in defending and protecting our way of life.

No one knows better than you what it takes to make the words for this year's theme, "Keeping America Strong," a reality. The rigorous training you endure and the sometimes harsh sacrifices you make for this great country, of ours are unmatched by any other profession.

On this day, your fellow citizens honor all of you in the uniform of our country. Let us, together, keep America strong for the generations to come.



**Richard B. Cheney**  
Secretary of Defense

**DEFENSE MAPPING SCHOOL**

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# CONTOUR

Volume 16, Number 9

Defense Mapping School, Fort Belvoir, Virginia

June 1989

## DMSers Conquer Old Rag Mountain



Hale and hearty DMSers arrive for the trek up "Old Rag Mountain." Due to mist and rain, the adventurous group was quick to don ponchos and grab umbrellas.

Story by  
CPT Bruce J. Donaldson  
Photos by  
Dan Wilson

If you are looking for a lot of scenic pictures to accompany this article, look no further. No one brought along an underwater camera! Actually, a camera or two did peer out from under a poncho once in a while, but they mostly caught individuals huddled together or surrounded by clouds.

Sounds like we didn't have fun? You couldn't be further from the truth. All up and down the mountain one could hear joking and laughter and the sounds of a group of people enjoying an adventure. For those men and women who made the climb up

old Rag Mountain on Monday, May 1, a feeling of accomplishment and camaraderie was established that is hard to beat.

As you can probably tell, the weather was not as we had hoped. As individuals approached the mountain outside Sperryville, Va., the rain started and it didn't let up the rest of the day. For those who did make it to the trail head, it was an easy decision as to whether or not to make the climb. We were there, properly equipped (for the most part), and eager for adventure.

At 10:05 a.m., Colonel Clark led off, with two medics and me bringing up the rear. In between were 37 adventuresome DMSers

See OLD RAG page 2



Safe under her umbrella, Barbara Windland enjoys a hot cup of coffee.



Scenic mountainous terrain on "Old Rag Mountain."



Jill Tompkins snuggles up to a big boulder and enjoys her lunch while Dave Miller says "Hey, I'd like to find a dry place to eat my sandwich, too!"



#### OLD RAG from page 1

and friends. It was quite evident that there were different levels of experience and physical conditioning for those on the hike. As we moved along the forest path, the groups quickly spread out. Each group moved along at its own pace and in its own style. By the time we reached the rocks, there was probably a 30-minute difference between front and back.

Many soon realized LTC DeSanzo's earlier description of the trail was more like a fairy tale than reality and his name shortly became a common oath (in jest, of course) as people clambered over boulders, through crevices, and up or down rock walls 7 to 8 feet high. All of this on trails that had turned to bubbling brooks. We loved every moment of it.

The summit, at 3268 feet, was shrouded in clouds, which eliminated any hope of a panoramic view of the Blue Ridge and Northern Virginia. The idea of a Director's Call on top was abandoned as the rains continued and the main body finished lunch with no sight of the rear party (we were pacing ourselves). It was decided to regroup at the Byrd's Nest, a log lean-to a half mile down the trail. It was here that

the group finally re-formed, people ate, and a small fire was started to take the chill off.

After a brief but lively Director's Call, the groups started off down the forested path, past budding flowers, and again, trees with leaves (those at the top did not as yet have their leaves). The path down was gentle and most groups made short time of the trip back to the cars. As the last of the cars pulled away from the parking area about 3:30 p.m., silence again returned to the forest.

The hike took about five and a half hours and we traveled 7.1 miles. The elevation change from the foot to the summit of Old Rag was 2,188 feet. Was it worth it? Would we do it again? From those I've talked to since the climb, the answer to both questions is "Yes!" Many actually are planning to take family members back (on a nice day, of course).

Adventure training is a unique opportunity for people working together to get out and pursue a common goal outside the office. It does much to encourage "esprit de corps" and improve overall productivity. It is hoped that another outing can take place this fall. If you have any suggestions, please contact LTC DeSanzo, Department of Management and Technology.

### *Bock Named Outstanding Airman of the Year*

Fairfax, Va. — Air Force Master Sergeant Bryan H. Bock, of the DMA Facilities Engineering and Logistics Office, has been named Outstanding Airman of the Year for the Air Force Elements (3V Command). He will represent his command in the Air Force-wide competition to select the Twelve Outstanding Airmen of the Year (NCO category). Sergeant Bock is a logistics operations specialist. The Air Force Elements (3V Command) include Air Force positions in the Defense Agencies, Air Staff, Joint Chiefs of Staff, Pentagon and other Washington area locations or organizations.

In forwarding his nomination, Maj Gen Robert F. Durkin, DMA Director, took note of Sergeant Bock's outstanding duty performance and community involvement. "He is a model Air Force professional whose achievements clearly warrant this unique recognition," said General Durkin.

Sergeant Bock earned a bachelor's degree in management from Park College, Kansas City, Mo., and an associate's degree in logistics management from the Community College of the Air Force. He has completed 26 hours toward a master's degree in humanities. Sergeant Bock is a graduate of the NCO Academy in-residence.

An involved community worker, Sergeant Bock participates in church activities, such as the Soup Kitchen to feed the underprivileged, and serves as an active member of his church's ushers group. As a member of the Parent/Teachers Association, he devotes many hours towards helping the youth of his community.

Sergeant Bock holds numerous awards, including the Air Force Commendation Medal with one Oak Leaf Cluster.

He and his wife, Tammy, have one daughter, Jennifer. The family resides in Gaithersburg, Md.

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## The Direct Line

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by  
**Maj Gen Robert F. Durkin, USAF**  
**Director**  
**Defense Mapping Agency**

The ribbon cutting ceremony at the new Defense Mapping Agency Headquarters building in April marked the achievement of another milestone in our effort toward facility modernization.

"Impressive" was one of the words used by employees and guests as they rendered compliments about the new facility.

Under Secretary of Defense for Acquisition Robert B. Costello in his remarks at the ribbon cutting stressed the importance of the DMA total modernization effort -- both facilities and equipment. Recalling his early years of sur-

veying, Dr. Costello spoke of the important role of mapping throughout history, reminding the more than 500 in attendance that weapon systems of today can't operate without MC&G products and data.

It was indeed a compliment to DMA that Dr. Costello and Dr. Gordon Smith, Assistant Secretary of Defense for Command, Control, Communications and Intelligence, took the time to join us in our ceremony and open house. Their attendance was indicative of the importance placed upon the mission of the Agency by the senior leadership of the Department of Defense.

I was also pleased to see Congressional staff representatives, other Federal agency directors,



**Maj Gen Robert F. Durkin**

former DMA directors, deputies and DMs and local civic officials in attendance. All paid the Agency high compliments.

But it is not enough for us to talk about the importance of our mission or to cut ribbons. We must continue our efforts to enhance facilities, to upgrade production technology, to improve our management capability, and to better communicate with our own people and those who use our data if we are to satisfactorily accomplish our critical mission.



### **Ribbon Cutting Opens New Headquarters Building**

The Honorable Robert B. Costello, Under Secretary of Defense for Acquisition (left with scissors) and DMA Director Maj Gen Robert F. Durkin, USAF, cut the ribbon officially opening the new DMA headquarters facilities in Fairfax, Va. The ribbon cutting ceremonies and open house were held April 14. Joining the "ribbon cutters" were members of the official party (from left to right) Brig. Gen. Stanley Smith, USAF, DMA incoming chief of staff; The Honorable Gordon A. Smith, assistant Secretary of Defense for Command, Control, Communications and Intelligence; Col. Marcus Boyle, USAF, DMA chief of staff; Mr. Richard Hadsell, GSA National Region Administrator; RADM William J.M. O'Connor, DMA Deputy Director; and Mr. Penman R. Gilliam, DMA deputy director, Management and Technology. The 95,000 square foot building houses the headquarters, the DMA Telecommunications Services Center and a portion of the DMA Systems Center.

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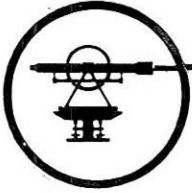
### **Closing of Kansas City DMA Office Announced**

The Director of the Defense Mapping Agency has determined that the DMA Office in Kansas City, Missouri (KCFO) should be closed and its mission, functions, and personnel transferred to the DMA Aerospace Center, St. Louis, by September 30, 1989.

This decision was made following review and approval of an environmental assessment and economic feasibility study prepared by the U.S. Army Corps of Engineers, Kansas City District.

The environmental assessment found that closure of the office would have no significant environmental impact. The economic feasibility study found that closure was in the economic interest of the Federal government and would have no significant impact on the

See KANSAS CITY page 4



# Geodetic Survey Group Celebrates 30th Anniversary

By Carol McCaig

The Geodetic Survey Group (GSG), F. E. Warren AFB, Wyo., has been providing geodetic data for the testing, development, and operation of DoD weapon systems for the last 30 years. Going through many name changes since its early beginnings, it evolved out of the old Detachment 1, 1373rd Mapping and Charting Squadron, 1370th Photomapping Wing, first at West Palm Beach AFB, Fla., then relocated to Orlando AFB, Fla. in 1958.

The organization first acquired its "geodetic survey" distinction in 1959, when it became known as the 1381st Geodetic Survey Squadron (Missile). In those days, the unit's main function was to provide data for rapidly developing Intermediate Range and Intercontinental Ballistic Missile systems, such as the Jupiter, Matador, Mace, Thor, Titan, Atlas, and Minuteman.

The unit relocated in 1965 to its present home at F.E. Warren AFB, Wyo., which provided better

access to its projects (in particular, the Minuteman Missile) and its name was changed to the 1st Geodetic Survey Squadron. In 1972, the unit became a part of the newly formed Defense Mapping Agency and eventually was known simply as the Geodetic Survey Squadron. On Jan. 1, 1989, the Geodetic Survey Squadron became the Geodetic Survey Group when it was elevated organizationally to department-level status within DMA's Hydrographic/Topographic Center (HTC).

The Group employs civilian, Air Force, and Army personnel at F.E. Warren AFB, as well as at four detachments serving Vandenberg AFB, Calif., White Sands Missile Range, N.M., Holloman AFB, N.M., and Patrick AFB, Fla. In addition, a 65-member division operates within HTC facilities in Washington, D.C. and two geodesists serve continuously at Kwajalein Atoll in the Marshall Islands.

The Group currently supports

such weapon systems as the Peacekeeper, Peacekeeper Rail Garrison (Test), Small ICBM, B-1B Bomber, the Air and Sea-Launched Cruise Missiles, and U.S. Air Force fighter aircraft.

On June 15 and 16, the Geodetic Survey Group will celebrate these 30 years of vital service to our country's defense. Activities will include an open house, dinner, retreat ceremony, golf tournament, and picnic.

All former members of the Geodetic Survey Group or its predecessor units are cordially invited to participate in all events to help celebrate this important milestone in the unit's history. Also, if you know of anyone who has ever been assigned to the Group or its predecessors, please invite them to attend. Contact CMSgt Abraham at (307) 775-2806 or AV 481-2806, or Bob Wideman at (307) 775-2717 or AV 481-2717 to RSVP and make appropriate arrangements.

## KANSAS CITY from page 3

local economies of either Kansas City or St. Louis. A net savings of \$3.1 million would be realized by the government by the end of FY 1992. Additionally, the feasibility study found that closure was in the best interest of employee morale and welfare, since the alternative -- a gradual phasedown and closure of the office in FY 1992 as its technology reached obsolescence -- would result in greater employee stress, lower productivity and lost opportunities for career development.

Ninety-nine employees are presently affected by the closure decision.

The agency has implemented a program to lessen the adverse impacts of relocation on the Kansas City Office employees. All employees will be offered jobs at the Aerospace Center, St. Louis. All who accept the jobs will be given permanent change of station and relocation service benefits, including a home-purchase option.

An intensive employee assistance program, featuring individual counseling, stress management, and employment workshops have already begun for the Kansas City Office employees.

Following the official announcement on May 16, 1989 there will be a 30-day period for the public to review and comment on the environmental assessment and economic feasibility study. Any public comments will be carefully considered prior to final closure actions.

## DMS Annual Picnic

**Location :** Castle Park, Ft. Belvoir

**Date :** 30 June

**Time :** 1100 - 1600

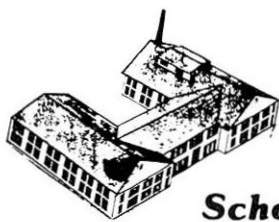
**Cost :** \$4/Adult, \$2/Child, max \$10/Family

**Menu :** Chicken, Hotdogs, Hamburgers, Beer, Soft Drinks, Baked Beans, Salads, Watermelon, Desserts

Activities for children and adults of all ages

Please remit money to Department and Office Reps by

**COB Friday, 16 June**



**From  
the  
DMS  
Schoolhouse**

June is one of my favorite months. I can trace my good feelings about June back to my schoolboy days. June signaled the annual release from drudgery and confinement, and promised the potential for unlimited fun and freedom from responsibility in the long bright days of summer. I still love those days best when the sun rises early and sets late.

This June, I'm celebrating my first full year as the Director of the Defense Mapping School. It's an absolutely great assignment that delivers a full measure of joy and excitement. It's an assignment that brings me lots of tangible and intangible rewards; but freedom from responsibility is not one of them, not even in June.

Did you know that June 1 is National Simple Speak Day? The purpose of the day is to encourage politicians, educators, executives, bureaucrats, journalists, lawyers, and even computer programmers to observe the day by using ordinary, understandable language. That's something else to celebrate. Let's promote the spirit of National Simple Speak Day as we communicate together about some of our near-term responsibilities. This month, we'll be working together on the DMA IG Inspection visit and on the formulation of our budget for the next fiscal year.

Some members of our DMS staff and faculty had an opportunity to participate in one of the DMA IG Conference periods conducted on June 1. Those information gathering sessions were part of a two-day preinspection. Our full IG inspection is scheduled for the week of 19-23 June. During that week, all of our operations and functions will be observed and evaluated by the DMA IG Team. Thanks to your efforts, we are performing our mission



**Colonel Daniel R. Clark  
Director  
Defense Mapping School**

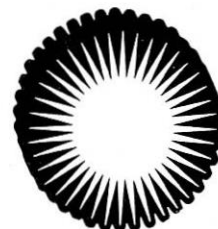
superbly, and the administrative and logistic parts of our operation are in good order. I welcome the external evaluation afforded by the IG team and view it as an opportunity to make an excellent operation even better. I'm proud of the way DMS staff and faculty are open and candid with external evaluators. Those characteristics are especially appropriate for this month's inspection because the DMA IG Inspection Team is an integral part of our own Agency.

This is an important month for planning next year's budget. Our defense budget will be reduced. When the Army stands to lose 8,000 soldiers from the active force; when the Air Force puts the B2 bomber on hold for a year; when the Navy loses an aircraft carrier and all that goes with it; and when the Marine Corps loses the Osprey helicopter, we can expect every organization within the Department of Defense to experience some impact. Specifically, we can expect a DMS budget reduction on the order of \$200,000. That's a significant amount for a small component and we'll have to be judicious about how we apportion it. On the other hand, it's not a catastrophic cut. I'm confident that we can absorb it without severe adverse impact on our ability to accomplish our mission.

I can't end this column without commenting on last month's adventure training. When we had

Director's Call on May 1, we literally took it to the top. I'm very proud of every member of our staff and faculty who made the arduous climb to the top of Old Rag Mountain. I'm especially proud that every one of our four teaching department chiefs personally made the climb. That's a great example of personal leadership. I'm also very proud of those not particularly used to strenuous exercise who nevertheless completed the rigorous hike -- I appreciate the cost of that in terms of physical energy and willpower. We did not get the beautiful day we hoped for. Instead, we got a grey, cool day with continuous rain. Nevertheless, it was great exercise. More than that, we got a sense of pride and unity that comes from completing a tough challenge together. I feel good about that.

**Don't Let  
the Summer  
Heat Cause  
Injuries**



Here it is, June already and summer becomes official on June 21st. Many of us remember well last summer's relentless heat which restricted many summer activities and was the cause of numerous heat injuries.

Many summer injuries could be avoided by people being aware of the potentially serious risks of heat injury, the general nature of these injuries and how they can be prevented while engaging in official duties and in home and recreational activities.

Continued heavy physical activities, high heat environment and inadequate water consumption are the major factors contributing to heat injuries. Excessive heat may affect the body in a variety of ways, including heat cramps, heat stroke and heat exhaustion. Heat injuries can be life-threatening and prompt medical attention is vital.

## Improvement Needed in Property Accountability



by **MSgt Richard L. Johnson**  
**Chief Logistics Division**  
**Office of Mission Support**

Property Management is the process of properly allocating, accounting for, controlling, caring for, using and safeguarding property under the control of the Defense Mapping School. This process applies to each of us here, whether or not this property is receipted for or issued to us individually. We all are responsible for limiting the use of these resources.

We need to improve property accountability at DMS. Managing property is an obligation shared by all personnel, military and civilian, regardless of duty assignment and level of supervision or command.

Pecuniary liability may be imposed for the loss, damage or

destruction of DMS property resulting from unauthorized issue, gross negligence, willful misconduct, or deliberate unauthorized use. Additionally, personnel responsible for managing property may be relieved from their duties if an unsatisfactory condition is found which is attributable to inefficiency or other causes within their control.

DMS employees should exercise supply discipline to ensure that requests for supplies and equipment are valid and in the minimum quantities necessary to perform the assigned mission. These assets are to be protected, conserved, and maintained in the best possible condition to meet DMS commitments. Hoarding of supplies or equipment is not authorized.

If you are presently assigned an additional duty as equipment custodian or newly assigned this duty, you should perform a complete inventory of all items listed on your equipment listing (CA/CRL) before signing for the account. If assistance is required, don't hesitate to call Mission Support-Logistics. Once all property is accounted for, sign for the account and ensure equipment accountability is maintained by periodically inventorying your account (at least semiannually).

The Logistics Division, Office of Mission Support, has a support mission to all employees within DMS having a problem or question regarding property accountability. Please don't hesitate to contact MSL for assistance. We are here to serve you.



## Maintain Records Daily

by **Paulette Kommes**

What happens when your supervisor asks you for a document and needs it as soon as possible? Will you be able to locate it for him immediately upon his request? If your records are maintained on a daily basis and filed according to your Records Management Manual, DMAM 5015.1, you should be able to retrieve documents from your files efficiently and expeditiously.

Records are very important to every organization. They are the history of past events and the foundation for future information. Supervisors are responsible for proper maintenance and disposition of records within their functional area. A responsible records coordinator should be designated to ensure that proper filing procedures are followed. For further assistance, contact your Component Records Management Officer.

## Prepare Mail with Care

by **Paulette Kommes**

Defense Mapping School official mail should be transmitted promptly, efficiently, and economically. Following are some tips on mailing:



- o Fold documents to fit letter-size envelopes whenever possible.

- o When mailing five sheets or less of bond paper, use letter-size envelopes.

- o Manuals, pamphlets, etc., weighing over 4 ounces should be mailed 3rd class.

- o It is less expensive to mail everything in one envelope when mailing several items to one address.

- o Single-space the address.

- o You may use both a post office box number and a street address. The address where you want the mail delivered must appear on the line immediately above the bottom line.

- o Include a complete return address on all outgoing correspondence.

For more information, contact your Component Official Mail Manager.

## Using Lower Cost Airfares



by SFC Rich Corum

The Assistant Secretary of Defense for Production and Logistics recently conducted a test of a commercial pre-travel audit system in a Pentagon travel office. The results and recommendations were published in a March 31 letter to the Defense activities. Excerpts



from the letter follow:

"The test demonstrated that cost savings can be achieved in several areas. First, savings can be achieved by auditing fares booked by commercial travel offices. The amount of savings would likely vary with different contractor operations. Second, further savings could be obtained by rebooking a passenger when a lower fare becomes available after the initial booking. And finally, the test identified significant savings opportunities if travelers are more flexible in their travel itineraries. In many instances, travelers could have obtained lower contract, non-contract, or restricted/penalty fares if they were willing to accept an alternate flight.



The test results illustrate the need for several courses of action... Non-contract, penalty or restricted air fares shall be considered when they are cost favorable, i.e., lower than contract

fares, meet mission requirements, and the traveler can reasonably be expected to satisfy the fare restrictions. In such cases, the traveler will not be held responsible for penalties incurred. Finally, travelers shall be informed of savings opportunities that can be derived from building flexibility into their travel plans. Specifically, rather than designating certain flights, travelers shall identify travel windows that will meet mission requirements while affording the travel office maximum opportunity to seek the lowest available fares."

Although travel offices bear the brunt of responsibility for instituting these programs, individual travelers should be aware of the cost-saving opportunities and take full advantage of them when making travel arrangements. DMA will be making appropriate changes to the DMA Travel Manual to reflect this cost-saving approach.



## Air Force Enlisted Evaluation Systems Revised

By SFC Patricia A. Rivera

In May, the Air Force Enlisted Performance Report will be getting a face-lift, as the Officer Evaluation System (OES) did in August 88. The previous AF Forms 910 and 911 will be renamed as the Enlisted Performance Report (AB through TSgt) and Senior Enlisted Performance Report (MSgt through CMSgt), respectively.

In addition to the name change, the forms will be revised to incorporate five major changes (outlined below), which are expected to alleviate inflated ratings and endorsements. These changes will:

- o establish a mandatory formal feedback system;
- o eliminate evaluations for most Airmen Basic and some Airmen First Class;



SFC Patricia Rivera

o put a ceiling on endorsement levels for TSgts and below;

o limit the number of endorsements for MSgt through CMSgt.

As to rating officials, Airmen to TSgt will have two -- the rater and the rater's rater; MSgt to CMSgt will have three -- the rater, the rater's rater, and an additional endorser. This way, the

ratee will be evaluated by individuals who have daily contact with him rather than by someone who only has the feedback of endorsements describing his job performance.

AF Form 931, Airmen Performance Feedback Worksheet, has been added with the revision. It is mandatory for TSgt ratees and below to have feedback sessions. Though optional, it is highly encouraged for the top three NCOs. The feedback sessions are to be documented between the ratee and rater, and will not be a permanent part of any record.

As does the OES, the Enlisted Evaluation System should provide reliable feedback on professional development and provide documented performance.

### Worth Repeating

"Class is: When they run you out of town, to look like you're leading the parade."

—Bill Battie,  
football coach

## DMS NCO, Wife Interviewed by CBN TV Network

The Department of Graphic Arts, Defense Mapping School, was pleasantly surprised recently to learn that its very own SMSgt Raymond Poole and his wife, Sandra, were to be featured on Christian Broadcasting Network (CBN) TV. SMSgt Poole is Chief Instructor in the Department.

Because of the changes in Ray and Sandra's lives after they accepted Jesus Christ as their Saviour, and the help they provide to others, CBN asked the Pooles to share their testimony during a network program on Christian marriage. As part of the interview and to highlight the impact of military service on Christian marriages, two Network representatives were given a brief tour of GA, where they filmed some of the DMS students during training.

Part of the film was aired on the CBN 700 Club March 23. Other portions may be broadcast at a later date.

While most everyone here has known for some time that Ray and Sandra donate much of their off-duty time to community service, very few realized the extent of their commitment to reaching out and helping others.

Let's go back about 20 years to the beginning of Ray's career in the Air Force.

Like many other military couples, the Pooles became involved in frequent socializing and partying, much of which is inherent in military life. After about 12 years, Ray and Sandra reached a point where they were tired of partying and drinking. They were seeing too many marriages break up and too many couples having difficulty coping. They, too, were having serious marital problems.

Sandra was very unhappy with military life and resented the frequent separations from her husband due to TDY and "short-tour" PCS assignments. She became despondent and began withdrawing from everything and everyone.

While at home one day, she listened to the 700 Club program on CBN. She called the studio and after talking with one of the Club



**SMSgt Raymond Poole**

counselors, accepted Christ into her life. When she asked about a good church, to her surprise she was directed to the chaplain's office at Bolling AFB, where the Pooles lived. Although very skeptical at first (she felt this office would just counsel her on how to be a good military wife), Sandra found the chaplain to be very caring and devout.

Well, that was the beginning.

Approximately eight years ago, Sandra joined the 700 Club and began training to become a counselor. During that period, Ray accepted Christ and he, too, became involved in helping others.

Sandra receives numerous calls about troubled marriages, some from military wives on bases around the country. She encourages them to seek help from the military chaplains available to them.

Ray and Sandra teach a third grade Sunday School class at Bolling AFB and are members of the Helping Hands Christian Fellowship. The Fellowship is an outreach organization which helps the needy, visits the elderly and handicapped, and supports the base community, as well as being affiliated with the off-base church community. Ray also serves as vice president of the parish council on the base.

The Pooles give special thanks to Chaplains Rhodes, Taylor, Henderson, Tolbert, Garvey, Carpenter and Mickens. These chaplains have made a great difference in their lives and the lives of many others at Bolling AFB.

## Tabulation of Work Force Survey Underway

"The University of Michigan is in the process of compiling the results of a special work force survey completed during February and early March by civilian and military personnel across DMA," reported DMA Deputy Director RADM William J. M. O'Connor, USN, in a survey update statement. "This is an extensive undertaking as DMA expects the University to compile a profile of work group practices for every manager and supervisor in DMA."

The Director of Personnel anticipates the tabulations and detailed analysis will be completed by the first of July.

The survey was composed of the University of Michigan's Survey of Organizations (SOO-2000), along with an extensive questionnaire developed specifically for DMA.

A steering committee, chaired by Admiral O'Connor, continues to provide oversight to the survey process. Under the steering committee's guidance, supervisors and managers will be briefed on how to interpret and act on the survey results. This will include how to share the results with their employees. While individual managers and supervisors are acting on the results for their work groups, Component directors will act on the results on a Component-wide basis and the steering committee will address broad-based concerns prevalent throughout DMA. Union officials at each Component will be briefed on overall Component-wide survey results concurrent with Component directors.

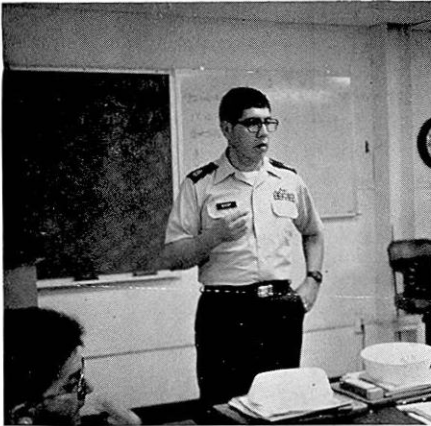
"Enough cannot be said about the cooperation and high participation of personnel at every level and in every duty location in completing the survey," commented the Deputy Director. "The survey results will highlight our organizational strengths and weaknesses and thus provide us with information to help make better

See SURVEY page 11



# Creating Conditions for Learning

by SFC Richard Rivera



Webster's definition of the word "teach" is to impart knowledge or skill to, while the Army Field Manual 22-100 defines "teaching" as creating the conditions that cause someone to learn and develop. Two very well-defined versions of the same subject, but what does it all mean?

During my five years with the Graphic Arts Department, I have been asked by many new people to tell them what their job will be. When I inform them that they will be an instructor and their job will be to teach -- well, you should see the looks I get and the million questions I can't seem to answer. I don't know what the correct definition of teaching is, but through reading books and many years of experience, I have learned that teaching is not a mysterious nor complicated art. It is not an inherited talent. Teaching is a matter of using proven methods with skill -- skill and methods that will come to you with practice and experience.

The qualities that make a good teacher are the same as those that make a good leader. To instruct others, you must set a personal example that they will respect and try to imitate. To me, such traits as these are important:

## Knowledge

You should know your subject thoroughly, which means more

than memorizing the pages of a book. Your education must be broad, not limited to the narrow interests of whatever you may be teaching at any one time. You will profit from discussing technical matters with others to benefit from their experiences. The people you teach will often provide good ideas and suggestions if you encourage them to speak up. Read the manuals, training circulars, professional books and magazines. Add to your store of anecdotes and examples. A notebook is handy to jot down the stories, facts and figures that may have future value in your teaching.

## Tact

Treat your students as adults, not as if they were simpleminded children. Do not talk down to them. A position as a teacher carries no license to be patronizing, rude, or overcritical. Remember, there are mental bullies as well as physical ones. A person can be hurt as viciously with a sarcastic word as with a whip, and often the wound is longer remembered and resented.

## Endurance

Teaching may seem an easy job, but it is not. Physical endurance is necessary; mental endurance, even more so. You must be alert and ready to match your wits against an entire class. No lesson was ever taught well by an instructor who suffered from lack of sleep, a run-down body, or a hangover.

## Initiative

Any parrot can learn to repeat the words of a book. Any monkey can learn how to do things with his paws. Teaching requires more than memory, imitation, or the repetition of a timeworn lesson plan. No lesson is so good that it cannot be improved. The instructor who wants to be a good teacher will use initiative constantly, to devise better teaching methods, improve training aids, and find new ways to make the class more interesting.

## Bearing

When you stand before a class, the students look you over and

make a mental estimate. If you look sloppy, the students will expect a dreary, carelessly organized, wasted class. If you look neat, alert, and poised, they will expect a well-organized, interesting class. The student expects the teacher to be someone who can be used as a role model. Before a person can become a better soldier, he must know what a better soldier looks like.

## Enthusiasm

If you are interested in your subject and you act as though you enjoy teaching it, your students will get in the same spirit. They will learn more quickly and will feel that learning from you is a pleasant and profitable experience. Enthusiasm is catching. Without it, you will be a bore, and nothing is deadlier than a dull teacher.

## Expressiveness

You may know everything about your subject, yet fail as an instructor because you have not learned how to impart that knowledge to your students. Learn how to express yourself clearly, logically, and in an interesting manner. There are books about it but there is no substitute for thought and practice. Think out the best phrase, the most forceful example, for each key point in your lesson.

## Student Incentive

Before you can teach a person, he must want to learn. Your first task is to show the students why they need to know something and how they will benefit from that knowledge. Incentives may range from self-preservation in battle to winning a promotion, but they must be specific and personal. Tell a soldier that he must be able to shoot a rifle so that the army can win some future war, and he will be unimpressed. But remind him that if he cannot kill an enemy soldier, that enemy will certainly kill him, and suddenly rifle marksmanship becomes a matter of individual concern to him. Although unexpressed, "What's in it for me?" is the question always in a student's

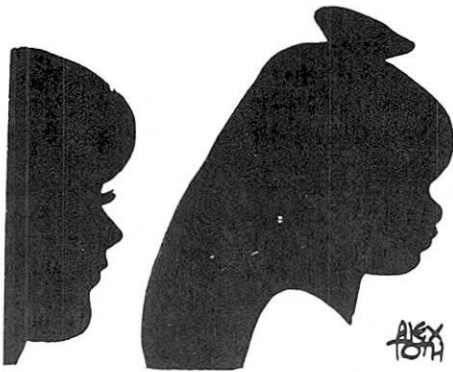
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See LEARNING page 10

# Not My Child

by Irene L. Peine

Despite the continuous media stories about missing children, children being murdered or children getting hurt in some freak accident, parents are often lulled into a false sense of security. It is so easy to think, "I'm a good parent, I teach them right from wrong and to be careful. We live in a good secure area. Nothing is going to happen to them." But, it can and does.

Recently a 15-year old girl was waiting for a school bus in front



of her home. Not hearing the school bus stop for her within a normal time, the concerned mother looked out the window to see if her daughter was still waiting. Instead, she saw only her daughter's schoolbooks and purse. The mother called the school. "Yes, the bus had arrived at the school." However, she was told her daughter was not at school. The alarmed mother called the police. Before the day was over, her daughter's mutilated body was found in a woods nearby. This happened in a good neighborhood in a small town in Kansas. To date, there are no clues that lead to the abductor or murderer.

What happened? This question hangs heavily on the minds of the girl's parents and in the minds of other parents in this small town. What could have been done to prevent this tragedy?

An answer to this question is not easy. As parents, we need to take an active interest in our children regardless of their age. Take time to listen to them. Teach them to protect themselves against abduction and exploitation and to report immediately anyone who attempts to lure them into a car or into a se-

cluded area with gifts of money, toys, favors, or pets.

Children often lack experience and judgement and are inclined to treat everyone as their friend. They must be taught safety along with teaching them that independence is part of growing up. A child's home must be a place of trust and support -- a place that fulfills their needs, where they do not feel neglected, and are free to discuss their problems and not be tempted to seek support from someone else.

And above all, let them know that you "love" them even when they are being punished for breaking the rules. Communicate! Of course, there are times that we, as parents, wonder if our words fall on deaf ears, but strange as it seems, they really hear. My boys used to say, "If Mom ever quits yelling at us, we know she is really mad and doesn't want us around anymore!" Well, I guess I really never stopped yelling long enough to make them feel unwanted because, even though they are all grown men, they still like to call me on the telephone and talk for hours. They have always known that when the chips are down, "I'll be there!"

## LEARNING from page 9

mind when listening to a teacher.

### Each Person is Different

While your mission is always to produce a military team, remember that any team is composed of people who are not alike. They all have their own characteristics. These differences are recognized by thoughtful instructors who tailor their teaching to fit the needs and natures of the students within the group. These characteristics are the ones that are of the most concern:

o **Physical Capacity** - Although soldiers meet a common physical standard, there are many variations in strength and stamina. Age also brings its subtle weaknesses. Do not demand more than your students can endure. They need not be babied, but they should not be strained to the point where fatigue and muscular pain prevent

proper learning.

o **Emotions** - Your students are people. Not only do they differ from each other, but even the same person will display changing attitudes and emotions from day to day. A good instructor is sensitive to the emotions of his group, and adapts teaching methods to fit the prevailing mood of the class.

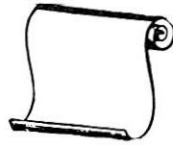
o **Intelligence** - Group intelligence (the ability to learn) sets the pace for teaching. One must aim the instruction at the average ability student. Do not try to push a person faster than his natural learning ability permits. Given too much too quickly, a student learns nothing and the time is wasted. Be patient if an earnest student seems slow to learn. He will get where you want him to go and may remember what he has learned longer than the students who seem to be brilliant. The

ancient legend of the tortoise and the hare should always be present in the instructor's mind.

o **Experience** - Not all of your students will be newcomers to your subject. Consider their experience when you plan a lesson. However, do not slight basic points because some members of the class are familiar with them; repetition of fundamentals never hurt anyone. Similarly, do not bore a group by dwelling wordily upon things that all of them know.

We cannot lead people who have not been trained to follow. You cannot do your duty, in peacetime or in battle, unless the people who follow you can do their jobs well. So, as a leader, instructor, or supervisor, you have a personal stake in the training your people receive. Knowing how to teach is a basic requirement of leadership.

## Director's Call



### PROMOTIONS

Bobby Rawlings  
Department of  
Geographic Sciences  
Promoted to GS-11

### AWARDS

MSgt Michael S. Sepinski (USAF)  
Department of  
Geographic Sciences  
Army Commendation Medal

### MASTER INSTRUCTOR CERTIFICATES

CPT Bruce B. Burleson (USA)  
Department of  
Management and Technology

SSG Carlos M. Dizon (USA)  
Department of  
Geographic Sciences

TSgt James F. Hamilton (USAF)  
Department of  
Geographic Sciences

SSgt Thomas B. Walt (USAF)  
Department of  
Geographic Sciences

### SENIOR INSTRUCTOR CERTIFICATES

Capt Micheal R. Reading (USAF)  
Department of  
Management and Technology

SSG Bruce L. Eaton (USA)  
Department of  
Geographic Sciences

TSgt Kevin B. Hartfield (USAF)  
Department of  
Geographic Sciences

### OUTSTANDING PERFORMANCE CERTIFICATE

Nicholas Mosura  
Office of Plans, Programs  
and Operations

### SUGGESTIONS

CPT Larry C. Shubat (USA)  
Department of  
Management and Technology

CW3 John A. Stokes (USA)  
Department of  
Management and Technology

SFC James L. Hollingsworth (USA)  
Department of  
Graphic Arts

### NEW ARRIVALS

#### Military

L11 John H. McWilliams Jr. (USN)  
Department of  
Graphic Arts

#### Civilian

Ronald Bigger  
Department of  
Graphic Arts

Donald Roberts  
Department of  
Graphic Arts

### DEPARTURE

#### Civilian

Marsha Schuldt  
Office of Mission Support

## Security Quiz

by SFC Rich Corum

Here are a few security awareness questions which should be answered correctly by every DMA/DMS employee. The answers are at the bottom of the article.

1. One location to find guidance concerning the proper handling of classified information is the Department Security Standard Operating Procedure (SOP). **T F**

2. The four levels of U.S. classified information are Top Secret, Secret, Confidential, and For Official Use Only. **T F**

3. Reproduction of classified materials is normally to be kept to a minimum and done only on a properly designated copier. **T F**

4. Upon viewing a classified document which you feel is classified improperly or unnecessarily, you should report such beliefs to the security office. **T F**

5. Discussions of classified information in the office setting do not raise security concerns if all personnel in the office have clearances. **T F**

6. Classified documents removed from a security container for use must be kept under constant surveillance and turned over/covered when not in use. **T F**

7. Materials classified Secret and Confidential can be stored in desk drawers as long as the key to the desk is controlled. **T F**

8. Clearance level and need-to-know are the two principal tests that must be satisfied prior to the release of classified information. **T F**

9. All individuals must report all actual or suspected security violations or compromises to their supervisor or the security office. **T F**

10. Upon discovery of a classified document that is out of proper control, you must take custody of it, protect it, and report the finding to your supervisor or the security officer. **T F**

### SURVEY from page 8

human resource management decisions. Also, it will find use as a major input to structuring the production work processes under the Digital Production System."

Employees will play a vital role in this process through participation with their supervisors in devel-

oping and carrying out actions to address the survey results. Completing the survey was important. But a survey only takes an organization's 'temperature.' Now comes the difficult task. We must work together to understand the survey results and take steps to make DMA a model organization," said the Admiral.

## Nation Commemorates Army Birthday, Flag Day, 1989



June 14, 1989, marks two very special events in American history -- the Army's 214th birthday and Old Glory's 212th birthday.

The years have brought confidence, strength and ability to the Army and a heritage of victory has resulted.

The Army has its roots in the greatest of American documents -- the U.S. Constitution. Within that document -- the heart and soul of our nation -- the U.S. Army finds cause for its purpose and existence. It is in the Consti-

tution that the need for and legitimacy of our military forces is formally established. This birthday year has even more relevance for the Army because it was 200 years ago, in 1789, that the government established by our Constitution formally came into existence.

Throughout history, the Army has played a large role in protecting our nation in both war and peace and "Old Glory" has been present each step of the way. American soldiers have never wavered in their defense of their flag. The real story of the Army is just that -- courage, dedication, and sacrifice in defending our flag and the principles it stands for.

There have been legions of Army heroes, both in wartime and peacetime. . . soldiers who distinguished themselves on the battlefield with exceptional acts of courage. . . soldiers who made significant contributions in medicine, engineering, aviation, communications and other fields of technology.

This year's birthday celebration takes into account how the Army has successfully defended the nation and, at the same time, helped Americans achieve a better life. Because of this, there is a strong link between the Army and the American people -- an Army made up of American citizens who voluntarily choose to defend our nation.

Each year the Army, through

its annual theme program, elects a group of soldiers who have made a difference in the success of our Army. This year the Army pays special honor to the group they call the "backbone of the Army" -- the noncommissioned officers, better known as NCOs.

The NCO has a special and unique role, one that no one else in the Army can fill. The NCO is the bridge between the officer and the lower ranks, the leader with the most direct contact with the thousands of enlisted soldiers who are the heart of the Army.

When we think of our flag, what does it mean to us? Why is it so protected by our troops on the field of battle? Why do we Americans swell with pride and patriotism when we see Old Glory being raised high on a flagpole?

The answer is in our hearts. The flag stands for what we are -- our land, our people, our government, our ideals and our heritage.

Indeed, the flag embodies the essence of our country. It is those men who framed our Constitution in order to guarantee our freedoms, Washington and the starving soldiers at Valley Forge, Lincoln at Gettysburg hoping to bind up the nation's wounds, the unknown soldier resting peacefully in Arlington National Cemetery because he did not die in vain.

As we honor the flag and the Army on their birthdays, let us remember how much they mean to us individually and to our nation.



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Address all communication to:

Contour Editor  
Defense Mapping School  
Fort Belvoir, VA 22060-5828

Director  
Colonel Daniel R. Clark  
Public Affairs Officer  
and Editor:  
Irene L. Bellefeuille-Peine

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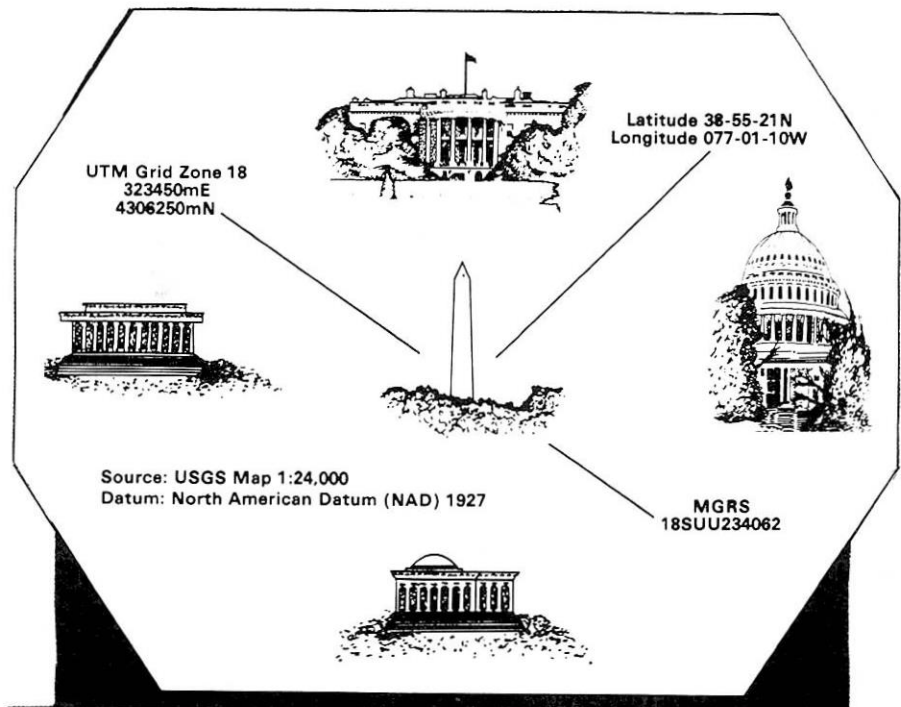
## DIA/DMA Coordinates Working Group Addresses Coordinate Problems

by Major Robert J. Alcaparras

The Defense Mapping School has focused on DMA's mission as a Combat Support Agency by providing credible training to effectively support the Operational Military Commands in a timely and tailored manner. The DMS Department of Management and Technology is proactively working with the military services and the Defense Intelligence Agency in providing tools addressing some of the recurring problems facing war fighting commands: "Where am I currently located?", "What is the true position of the enemy?", and "How accurate are these coordinates?"

History has shown that unless a target is accurately portrayed or mensurated, the target will not be destroyed. During the Korean War, the 19th Group Air Echelon, a B-29 Wing, was given a mission to destroy bridges at coordinates on a supposed East Coast rail line. This task was difficult since the rail line, though shown on maps, had never actually been built. Out of 220 targets assigned to the Wing in a month, some 20 percent did not exist. The principal reason for these discrepancies was inaccurate maps.

During the Vietnam Conflict, both Air Force and Navy units had serious problems locating and destroying their targets. Although the weapons system's delivery accuracies had improved over previous wars, the method of determining target coordinates had not. Many of the targets were missed because imprecise and inaccurate coordinates were derived from 1:250,000 Joint Operations Gra-



Map/Chart Accuracies							
Topographic Products				Aeronautical Products			
Map	Scale	Horizontal Circular Error 90%	Vertical Linear Error 90%	Map	Scale	Horizontal Circular Error 90%	Vertical Linear Error 90%
City	1:25,000	50m	± 20m	JOG-A	1:250,000	250m	± 100m
Topo	1:50,000	50m	± 20m	TPC	1:500,000	1,000m	± 150m
Topo	1:100,000	50m	± 20m	ONC	1:1,000,000	2,000m	± 650m
JOG-G	1:250,000	250m	± 100m				
Air Target Materials				Hydrographic Products			
Chart	Scale	Horizontal Circular Error 90%	Vertical Linear Error 90%	Chart	Scale	Horizontal Circular Error 90%	Vertical Linear Error 90%
ATC	1:200,000	See Reliability Diagram on Chart		Harbor	Varies	Varies According to Scale	NA
JOG-R	1:250,000			Coastal	Varies		NA
				Bottom	Varies		NA

phics and 1:50,000 topographic maps. These maps were never intended for deriving accurate target coordinates.

More recent joint air and naval operations in the Middle East and the Mediterranean have shown again that inaccurate or incomplete coordinates passed during

operations can degrade mission success. With today's advanced weapon systems being capable of transiting several geodetic datums, the opportunity of introducing additional error into target coordinates becomes much

See COORDINATES page 4

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# The Direct Line

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by  
**Maj Gen Robert F. Durkin, USAF**  
Director  
*Defense Mapping Agency*

## DoD Budget Cuts Hit DMA

Secretary of Defense Cheney proposed cutting \$10 billion from the fiscal 1990 DoD budget and \$9.9 billion in fiscal 1991 as he testified before the House Armed Services Committee in late April. Those cuts include significant impacts upon DMA in the near term. These impacts affect not only DMA, but our product users, as some DMA organizations close, programs are reduced, and funding in general is severely curtailed.

The proposals are adjustments to the Reagan administration budget submitted in January. The net result of the adjustments is that the DoD budget request is substantially reduced for fiscal 1990 and for fiscal 1991.

To identify significant budget cuts, DoD asked each defense element, including DMA, to propose adjustments for FY1990-1994. In the case of DMA, our adjustments were to achieve reductions of \$195 million. The Secretary of Defense accepted our proposal and we are now implementing the required actions.

In determining the adjustments, my approach was to protect the

funding to support the initial operational capability and full operational capability schedules for the Digital Production System (DPS). This program cannot be delayed without a major loss of production capability for the 1990s and significant cost growth.

Also, the DMA cuts include reduction of the contract support program which provides for the purchase of MC&G products from other government agencies and commercial sources. The peacetime uses of War Reserve Stocks will be increased and reprinting to satisfy requirements will be initiated after stock levels are 50 percent depleted versus the current 10 percent.

We will also affect MC&G production support by reducing in-house training not associated with DPS; eliminate the DMA Inter-American Geodetic Survey and close its headquarters in San Antonio; close the IAGS Cartographic School in Panama and transfer its course work to CONUS; eliminate planned improved connectivity to U&S Command users throughout the World-



**Maj Gen Robert F. Durkin**

wide Military Command and Control System (WWMCCS); reduce design and engineering effort associated with telecommunications systems; and defer facility projects.

Reductions will also be taken in MC&G training offered by DMS, resulting in fewer courses offered to military departments and the international community.

None of the choices were easy.

All affect people, organizations and mission. But the reality of budget adjustments of the new administration must be dealt with and certainly DMA is not immune to the sharp edge of the knife. We must adjust to the environment in which we find ourselves, keeping the total agency mission in perspective.

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## *Intern Program to Aid Support Functions*

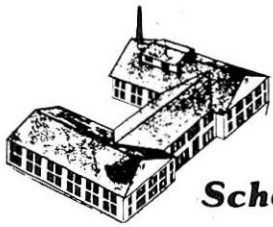
A new program to help address long-term staffing needs in the Agency's mission support functions has been developed by the DMA Personnel Office with considerable assistance from AQ and CM staff offices at the headquarters. The DMA Business Management/Administration Career Internship Program is designed to recruit highly talented individuals for entry-level administrative positions and to train them, following hire, for key managerial positions.

The functional areas included in the program are in Acquisition, Administration, Comptrollership,

Facilities Engineering, Logistics, Personnel and Security. During the three-year program, interns participate in both formal and on-the-job training. Formal training includes courses in a wide range of selected topics in general management and in basic skills, such as writing and briefing techniques. So that interns gain a broad, first-hand understanding of the Agency's mission support functions, on-the-job training consists of a series of progressive work assignments in a number of the functional areas. During their final year in the program, interns

receive specialized training in one functional area preparing them for a journey-level position after completing the internship.

Recruitment for the fall program positions has just been completed. Both internal and external candidates were eligible for the program. Selected candidates, through either education or work experience, have demonstrated motivation and a potential for leadership. Depending on individual qualifications, interns will enter the program at either GS-5 or GS-7 and are on a career ladder to GS-11. Successful graduates of the program will have excellent opportunities for future advancement within DMA.



**From  
the  
DMS  
Schoolhouse**

Algo muy agradable e interesante esta pasando ahora misma. Estamos preparando una sincera bienvenida para nuestros nuevos colegas de la Escuela Cartografica de Defensa, quienes van a trasladar sus operaciones desde Panama el Fuerte Belvoir.

Which is to say something very pleasant and very interesting is happening right now. We are welcoming new colleagues from the DMA Cartographic School who are relocating their operations from Panama to Fort Belvoir. The first four instructors, Mr. Dodson, Ms. Stone, Mr. Angel, and Mr. Elinan, arrived last month and have settled into working space located in our Department of Geographic Sciences. In addition to other duties, those four people will function as an advance party to assist in the relocation of the remainder of the Cartographic School staff and faculty.

We can anticipate the arrival of an additional 10 to 14 mem-



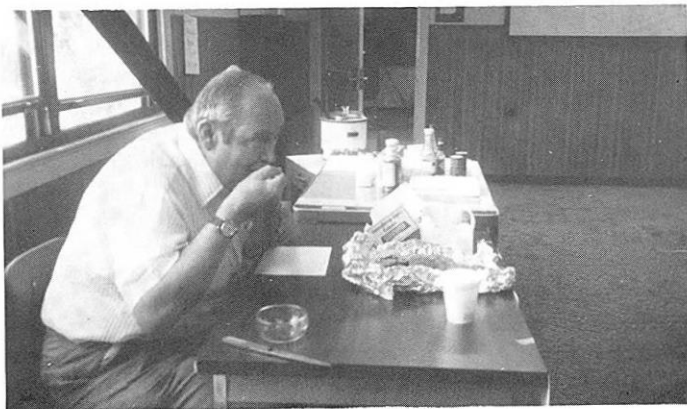
**Colonel Daniel R. Clark  
Director  
Defense Mapping School**

bers of the Cartographic School staff over the next several months. Our immediate interest and focus is to provide good sponsorship for each relocating staff member and family. Our prime objective is to make our new colleagues feel most welcome. We want to provide the maximum help and assistance to get them settled in so they can continue to perform their important mission with minimum interruption.

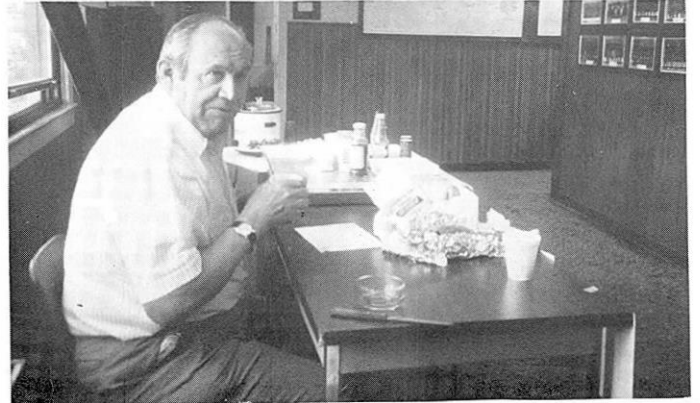
Naturally, we will be addressing the full array of administrative operational and logistic concerns as we provide strong support to this relocation. Working under

the guidance of DMA HQ, we will coordinate, as appropriate, with IAGS and the Fort Belvoir staff to provide everything required for full mission support. I am very proud that DMS has been asked to support this relocation, and I'm counting on all of you to do your part to make sure it goes well.

Now I'm moving on to a new theme. I'm sure that many of you participated in graduations or other recognition and award ceremonies which frequently take place in the late spring. Those proud events often represent an occasion to hear an inspirational talk. A couple of weeks ago I attended a sports award banquet and heard a soccer coach make some remarks about teamwork that stuck with me. The coach told his audience about one of his early mentors who made a point by writing the word "team" on a blackboard and observing that the word contained no "I." One of the smart aleck players shot back, "Yes, but the word does have 'me' in it." The mentor was ready for the wise guy. He acknowledged that "team" does contain the letters to make up "me," but noted the "m" is not capitalized and the "m" and the "e" are spaced apart in a way that provides broad support for the whole "team" word. I liked that.



In order to increase the DMS annual picnic fund, the employees of the Department of Graphic Arts sold such things as donuts, pastries and hot dogs. Above is Mr. John "Jake" Jacobs minding the store and sampling the merchandise.



This concerned photographer seriously wondered, knowing Jake's love of food, if Jake's minding the store was a good idea -- "Would he eat the profits?" When asked he quickly replied, "Who me? No way! I pay my share and increase the profits too!"

Photos by Joyce Beck, Public Affairs Office

## COORDINATES from page 1

greater.

The implementation of the Global Positioning System (GPS) will improve navigation and weapons delivery capabilities but will also create new coordinate problems. While platforms equipped with GPS can precisely define their own locations, GPS does not provide accurate target locations. Thus, in future operations, the lack of a precise target coordinate may be the major limiting factor to delivering munitions on target.

Faced with the many examples of "less than successful" bombing missions and the very real and persistent coordinate accuracy problem, the Directors of the Defense Mapping Agency (DMA) and the Defense Intelligence Agency (DIA) agreed to establish a joint working group to resolve the concerns of the relationships between Mapping, Charting and Geodesy and Targeting. On Dec. 11, 1987, DMA and DIA agreed to establish a joint working group with the primary goal of supporting the war planning and war fighting commands in improving the understanding, derivation, documentation, dissemination and proper use of coordinates. At the first coordination meeting, Defense Mapping School representatives briefed that during their visits to various commands, they reaffirmed the general consensus that users have a lack of understanding of datums; know little of the real differences between photogrammetrically derived and chart coordinates; and do not understand how MC&G information should flow in the targeting process.

The DIA/DMA Coordinates Working Group (CWG) consists of representatives from key offices in the Defense Intelligence Agency, Defense Mapping Agency (including the Defense Mapping School), the Services' MC&G offices, and producers of target materials. This joint committee supports the target intelligence, target materials, MC&G and operational communities.

In its relatively short exist-

tence, the group has accomplished the following:

- o Provided input and feed-back for the development of DMS's MC&G Impact on Combat Operations (MICO) course, a popular resident and mobile training team course, which is taught by DMS worldwide to operational commands, DoD services/agencies, and NATO.

- o Had the CWG included as a committee within the Military Target Intelligence Management Structure (MTIMS), a structure identifying/describing target materials programs.

- o Revised DIA Regulation 57-2 and DIA Manual 65-2-1 to include discussions of coordinates, including a coordinate index to the Automated Installation Intelligence File (AIF).

- o Coordinated DMS course instruction to DIA's Introduction to Defense Intelligence Research and Analysis (IDIRA) course and the USAF Target Intelligence course, at Goodfellow AFB.

- o Developed the Coordinate Selection Guide, a coordinates accuracy reference wall chart, and is currently preparing an instructional video tape on coordinate accuracy.

On this last item, the CWG, with substantial input by Department of Management and Technology (MT) representatives, published in April, 80,000 copies of the DMA/DIA Coordinate Selection Guide (CSG), which depicts a prioritized graphical flow for coordinate selection. The purpose of this product is to provide an uncomplicated, easy-to-use mission planning tool for laymen and operators in the field. The CSG is an attractive 22 inches by 34 inches multicolored poster for use as a combat support reference guide which addresses five ways the intelligence personnel, planners or operators may receive or derive coordinates:

- o DMA-Derived Coordinates
- o Point Positioning Data Bases
- o Maps and Charts
- o Data Bases and Publications
- o Messages

The CSG discusses map accuracies, datums and accuracy values for the more commonly used

Aeronautical, Hydrographic and Topographic products and Air Target Materials. In addition, the selection guide highlights pitfalls of how inaccurate or incomplete coordinate data can degrade the delivery accuracy of the weapon system. DMA will automatically distribute copies of the chart to every DoD/Executive Branch MC&G account starting May 89.

The CWG's current project is the production of a DMA/DIA video tape on coordinate accuracy. Joint Operations Division (MTJ) representatives are providing over 50 percent of the input in preparing the tape script. The video will avoid the technical aspects of coordinates, appealing to the operational community with the inclusion of historical live action tape footage. It will be a joint production, to include examples from the Army, Navy, Marines and Air Force.

Through the efforts of the CWG and with direct involvement by DMS personnel, the CWG will aggressively highlight and address coordinate problems that currently exist throughout DoD. The publication and distribution of the Coordinate Selection Guide and the upcoming video tape on coordinate accuracy will certainly help to educate and clarify misunderstandings of coordinates and their accuracies, thereby supporting the critical targeting applications of the Unified and Specified Commands, Joint Strategic Targets Planning Staff and the Services.

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800/424-9098-toll free  
223-5080-Aurora  
693-5080-FIS  
693-5080 Washington, D.C. Metro area

OR WRITE:  
DEFENSE HOTLINE  
THE PENTAGON  
WASHINGTON, D.C.  
20301-1900

IDENTITIES OF WRITERS & CALLERS  
MAY BE PROTECTED



## Director's Call



### PROMOTIONS

CPT Larry C. Shubat (USA)  
Department of  
Management and Technology  
Promoted to Major

SGT Vel V. DeBerry (USA)  
Department of Graphic Arts  
Promoted to Staff Sergeant

### AWARDS

CPT Bruce J. Donaldson (USA)  
Department of  
Management and Technology  
Defense Meritorious Service  
Medal

MSgt David J. Okerblom (USAF)  
Department of Graphic Arts  
Joint Service Commendation  
Medal

SSG James M. Murphy (USA)  
Department of Graphic Arts  
Army Achievement Medal

SSG Vel V. DeBerry (USA)  
Department of Graphic Arts  
Army Achievement Medal

### SENIOR INSTRUCTOR CERTIFICATES

Capt David A. Brumbaugh (USAF)  
Department of  
Management and Technology

SFC Jose Pereira (USA)  
Department of  
Management and Technology

### ACHIEVEMENT AWARDS FOR SEMI APFT

CPT Thomas F. Milo (USA)  
Department of  
Management and Technology

SFC James H. Brown (USA)  
Department of  
Geographic Sciences

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

### SUGGESTIONS

Charlotte Faehn  
Office of the Director

### NEW ARRIVALS

#### Military

Capt Rickey I. Durkin (USAF)  
Department of  
Management and Technology

SSgt George M. Hamblen (USMC)  
Department of Graphic Arts

SSG Vel V. DeBerry (USA)  
Department of Graphic Arts

#### Civilians

Joyce J. Beck  
Office of the Director

### DEPARTURES

#### Military

CPT Bruce B. Bureson (USA)  
Department of  
Management and Technology

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

SFC Michael A. Johnston (USA)  
Department of Graphic Arts

MSgt David J. Okerblom (USAF)  
Department of Graphic Arts

## DMA Deputy Director Announces Retirement

Rear Admiral William J. M. O'Connor, DMA Deputy Director, has announced his intent to retire from active military service effective Sept. 1, 1989.

Admiral O'Connor has been with DMA since May 1988. He began his Naval service in 1955. Immediately prior to DMA service he was Commander, U.S. Naval Forces Caribbean.

Rear Admiral Daniel Charles Richardson, USN, has been selected as replacement for Admiral O'Connor. Admiral Richardson currently holds the position of Director, Force Level Plans Division (OP-70) in the Office of the Chief Naval Operations, Washington, D.C. He began his military service in 1955 as a midshipman in the U.S. Naval Academy.

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## DMA Announces Promotion, Reassignment

The Director of DMA, Maj Gen Robert F. Durkin, USAF, has announced a military reassignment and a civilian promotion among members of the agency senior management.

Colonel Joel Cain, USA, was reassigned from the headquarters Research and Engineering Directorate to the position of deputy director, DMA Hydrographic/Topographic Center. Colonel Cain replaces Colonel Leonard Hasse, Jr. (USA), who has announced his retirement. The reassignment was effective in June.

Selected for promotion to the Senior Executive Service position of deputy director for Programs, Production and Operations (PP) at the Aerospace Center was A. Clay Ancell. Ancell currently serves as a DMA liaison officer at the Pentagon. The assignment will be effective after appropriate approvals are received from the Office of the Secretary of Defense and the Office of Personnel Management.

# Special Pay Rate Approved For D.C. Area Cartographers

The Office of Personnel Management has approved a special pay rate for Washington, D.C. metro area Federal employees in the cartographer series (1370). The new pay rate affects cartographers in the GS 5 thru 11 pay grades who are employed within the Department of Defense, Commerce Department, Interior Department, Agriculture Department and State Department. It also applies to new applicants to cartographic positions within those organizations in the Washington metro area.

The action is a result of a proposal submitted by DMA through DoD for consideration and forwarding to OPM. The proposal was approved by DoD and endorsed by the other organizations employing cartographers. DMA is the lead agency employing 75 percent of the cartographers in the D.C. metro area.

In a memorandum to the Deputy Assistant Secretary of Defense for Civilian Personnel, Maj Gen Robert F. Durkin, DMA Director, said, "We must create economic incentives to retain employees, including those who reach retirement eligibility. Our staffing/turnover projections for the next five years indicate an increased need for cartographers. At the same time, demographic project

tions reflect a declining applicant pool for the skills and education we require."

According to personnel officials one Component, the Hydrographic/Topographic Center (HTC), lost 13.7 percent of cartographers at the GS-7/9/11 levels. Seventy percent of those losses were at the GS-11 level. This fact, combined with replacement of losses sustained in higher level positions due to retirement, increases the Agency's total staffing needs.

The Hydrographic/Topographic Center fell short of their 1988 hiring targets by 292 cartographers. Records indicate approximately 5500 potential applicants were contacted in fiscal 1988 for entry level cartographer positions at production activities in the Washington, D.C. area. The contacts netted 738 applicants to whom job offers were made. Of that number 314 were hired and tentative offers were made to another 40. Between October 1988 and April 1989 an additional 3300 potential candidates were contacted resulting in 495 D.C. area job offers, pending successful completion of the security review. Based on experience, not more than 50 percent of those to whom offers were made will be hired.

The Agency also noted the high cost of living factors for the

Washington, D.C. area indicating higher salaries are necessary to assist entry level personnel in offsetting the cost. The cost of living is a key factor resulting in declination of job offers.

In granting the special pay rate OPM recognized these trends would not meet the Agency's staffing needs in the production activities in the Washington metro area thus directly affecting DMA's ability to execute its combat support mission.

The new rates will be effective with the pay period beginning June 18, 1989 for DMA employees in the D.C. area. Currently there are 843 employees affected by the new rate. Payroll is working to reflect the pay changes in the paychecks as soon as possible. The 18th of June will be used as the retroactive date.

Increases are significant. The GS-5 Step 1 level changes from the regular \$15,738 to \$20,463; GS-7 Step 4 changes from \$21,443 to \$27,293; while a GS-11 Step 10 moves from the regular salary of \$37,510 to \$40,396. The within grade amounts are GS-5 \$525, GS-7 \$650, GS-9 \$795, and GS-11 \$962.

## Social Security Planning Made Easier

The new Social Security Administration system makes it easier for Americans to plan for their retirement and provide for spouses and dependents in case of disability or death.

The system -- called the Personal Earnings and Benefit Estimate Statement -- will give workers a listing of the benefits they have earned under Social Security and using anticipated future earnings, will give an estimate of retirement benefits.

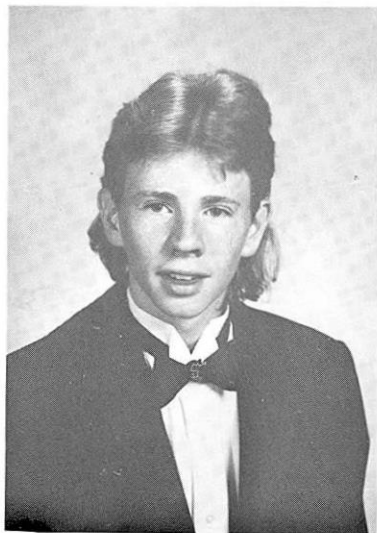
Anyone can request a personal earnings and benefits estimate statement from Social Security by filling out SSA Form 7004, "Request for Earnings and Benefit Estimate Statement." Call 1-800-937-2000 to request this form. Embassies have the forms for military members overseas.

**SPECIAL SALARY RATES  
CARTOGRAPHER, GS-5/7/9/11  
WASHINGTON, D.C. METROPOLITAN AREA**

GRADE	STEP									
	1	2	3	4	5	6	7	8	9	10
5	20463	20988	21513	22038	22563	23088	23613	24138	24663	25188
7	25343	25993	26643	27293	27943	28593	29243	29893	30543	31193
9	27821	28616	29411	30206	31001	31796	32591	33386	34181	34976
11	31738	32700	33662	34624	35586	36548	37510	38472	39434	40396

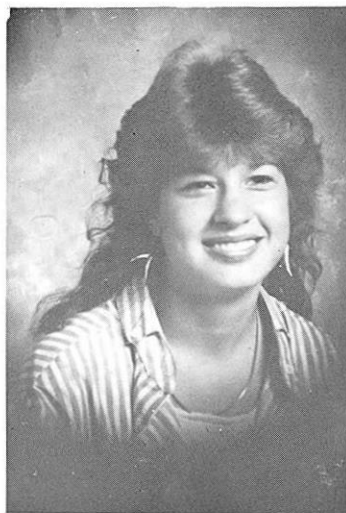
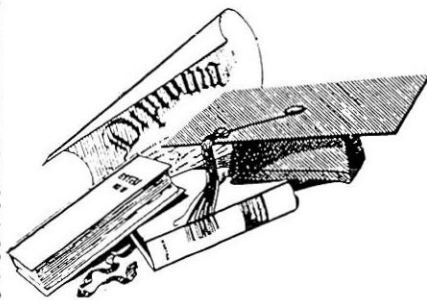
EFFECTIVE DATE: 18 JUNE 1989

# Congratulations, Graduates!



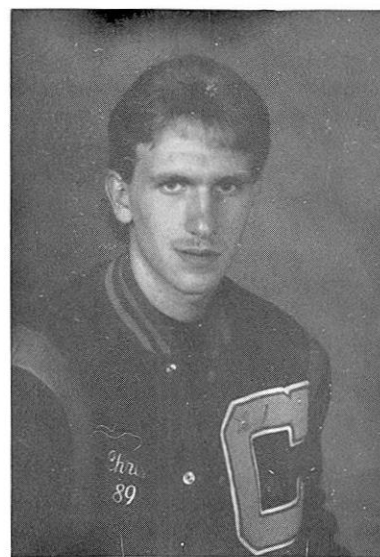
**John Emory Batt**

John, son of John (Jack) and Mary Batt, is a graduate of Spotsylvania High School and was in the top 20 percent of his class. He plans to attend Germanna Community College and major in Business/Computer Sciences. John is especially proud of his '73 VW Super Bug (chip off the old block!), likes fishing and playing tennis.



**Charleen D. Miller**

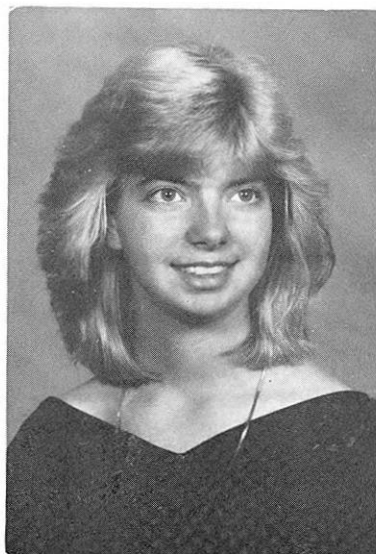
Daughter of David E. Miller, Charleen is a graduate of Valley Senior High School, New Kensington, Pa. She plans to attend a local community college in Pennsylvania to pursue a possible career in medical research.



*Courtesy of Morris Berryman Photography*

**Christopher L. Kommes**

Christopher, son of Paulette and Larry V. Kommes, is a Courtland High School graduate. He plans to attend Radford College and major in Physical Education. Baseball is Chris' favorite sport.



*Courtesy of Bill Buttrman Photography*

**Laura E. Sakowicz**

Ms. Sakowicz is the daughter of LtCol Charles A. and Jeanne M. Sakowicz. She is a Distinguished Honor Graduate (3.8 grade point average or above) and was 10th in her graduating class of 450 at North Stafford High School. Laura plans to attend Virginia Tech and major in Liberal Arts for the first two years, then possibly pursue an education in Marine Biology.



## Fourth of July Message from the President

**T**his Fourth of July, Barbara and I send a special message of greetings and gratitude to our men and women in uniform around the globe.

Exactly 213 years ago this week, General George Washington asked his troops to do more than merely fight for political independence; he urged them to show the whole world that "a free man, contending for liberty," is "superior to every slavish mercenary on earth." Those early American fighting men did show it, at Valley Forge, at Yorktown, and on every battlefield during the Revolutionary War. The world took notice then and it has remembered ever since.

Today, as Americans celebrate the proud heritage made possible by those patriots, we reflect with gratitude upon the continuing sacrifices of our military personnel—sacrifices that include separation from loved ones, long days of service at sea, or standing watch in a foreign land. The liberty we hail today, you defend every day. The rights we enjoy as Americans, we could not enjoy were it not for you who willingly bear the sword to assure peace.

On the 213th birthday of our country—so blessed with peace and freedom—I urge all Americans to join me in expressing our gratitude, publicly and joyfully, to you, the Guardians of our Independence, the men and women of the Armed Forces of the United States.

Happy Fourth of July!

**George Bush**  
President

## Fourth of July Message from the Secretary of Defense

**I**ndependence Day 1989 finds the United States at peace. It hasn't always been that way, of course.

On July 4, 1776, the Declaration of Independence was announced to a country already at war. It gave meaning and direction to the glorious struggle in which the 13 colonies were already embroiled.

Since that first Independence Day, the United States has had many "birthday" celebrations, many of them muted by war.

On July 4, 1863, a bitterly divided country waited for the results of the two Civil War campaigns at Gettysburg and Vicksburg.

The Glorious Fourth in 1918 saw American doughboys in France preparing to storm the World War I trenches on the Western Front.

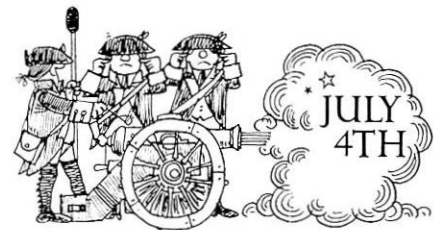
July 4, 1944, found those doughboys sons also in France, getting ready for a breakout from the Normandy beachhead of World War II.

On July 4, 1950, Americans were entering battle on the Korean peninsula, and on several July 4ths, from the mid-60's through the early 70's, Americans were patrolling, fighting, and dying in Vietnam.

July 4, 1989, finds our soldiers, sailors, airmen, and Marines standing guard around the world. Just as surely as those who have gone before you, you are protecting our interests, our values, and our precious heritage and independence.

As we watch the fireworks and enjoy this Independence Day with our families or friends, we would do well to remember all of the sacrifices that made our freedoms possible. The dedication that you display today is the same dedication that has sustained our nation in freedom for 213 years.

**Richard B. Cheney**  
Secretary of Defense



# The Twins Have Arrived

by SSG Marvin Frith

In the past, my wife, Jackie, and I pretty much did what we wanted during our off duty time. Life was uncomplicated and we spent a lot of time fishing and boating. If we decided we wanted to go somewhere, we would simply go. If we wanted to lay on the couch and watch movies all day, that's exactly what we would do.

Since we had so much fun raising Michael, age 13, and Destinie, age 8, we decided to have another baby. Three miscarriages and two years later, we had pretty much given up hope. But then it happened! Jackie was pregnant again.

Jackie is a nurse and works at Dewitt Army Hospital. She has a good working relationship with the doctors there. One particular obstetrician, Dr. Yole, took a personal interest in our case. Several weeks into the pregnancy, he conducted an ultrasound and it revealed not one but two heartbeats.

Of course we were extremely excited. Research of our family trees revealed twins on both sides of the family.

The pregnancy went well until the 20th week, when Jackie

started dilating due to the excessive amount of pressure being exerted by twins. Jackie was sent home from work and was given bed rest. At 28 weeks, she started having contractions and was hospitalized. Further complications developed at 32 weeks and Jackie was rushed to Bethesda Naval Hospital since Dewitt does not have the neonatal intensive care unit the twins would require if they were born early. At 36 weeks of pregnancy, Jackie was discharged from Bethesda.

The twins, Kelly and Cory, were born May 22, 1989, weighing 4 pounds 15 1/2 ounces and 5 pounds 4 ounces respectively. Mom and the twins were discharged May 26th and all are doing well.

Upon leaving the hospital, a major discovery was made. Our family took up more room than our present car provided. After loading two car seats, a double stroller, and a very large diaper bag, there was not room left for the rest of the family. Needless to say, our first stop was at the neighborhood car dealer for a new, larger car.

We now feed the twins every 2 to 4 hours, change diapers about

25 times a day, and get approximately four hours of sleep each day (not necessarily in that order).

No more quiet times to ourselves and forget those long leisurely weekends watching television. Our house also took on a change. We now have bottles, diapers, and wipes everywhere and have two cribs, play pens, and swings strategically placed around the house.

Many thanks to the understanding staff and friends at DMS, Dewitt Army Hospital, and supporting neighbors. We are well on our way to developing a routine with the family we love so dearly.



Kelly



Cory

SSG Marvin Frith, Department of Geographic Sciences, and his wife Jackie are the proud parents of the twins (above).



## Kids Count

They are:  
today's joys  
tomorrow's recruits  
tomorrow's leaders  
our most precious natural resource  
our country's future

Kids are individuals with rights  
They grow best in families  
The capabilities they develop are theirs for a lifetime  
They need good role models  
Healthy children become self-sufficient, productive adults  
They contribute to our families and



communities as they grow  
They are the source of values, energies and ideas for the 21st century  
They remind us that we were kids once that we cherish the child in ourselves  
Their vision of our world is refreshingly simple  
They force us to answer "why?"  
They help us keep our perspective  
They remind us of the freedoms we value  
We serve so that they may have a future  
We serve so that they may be free  
A Nation is measured by its concern for children.

Armed Forces Information Service

## Advertising Agency's Unfortunate Luck is DMS's Gain

by Nick Mosura

The newest member of the Visual Information Division, Office of Plans, Programs and Operations, is the vivacious Paula Croisetiere (cross-a-tear), a recent Magna Cum Laude graduate of Northern Virginia Community College.



**Paula Croisetiere**

With her degree in Commercial Art, Paula plans to continue her education by attending George Mason University part-time this fall. Her goal is to obtain a bachelor's degree in Fine Art,

with a concentration in painting. Paula was born in Jacksonville, Fla. and grew up a Navy brat, having lived in California, New Jersey, Maryland, Connecticut, and Morocco. Yes, Morocco.

Her father's career as a Navy weather officer and an engineer brought the whole family to northern Africa for one year. During that time, Paula learned to speak French and Arabic fluently, although she admits to being extremely "rusty" in those languages today.

She grew up a tomboy, and always enjoyed building and making things with her hands. Her strong interest in arts and crafts led to a very active career in graphic design and commercial art.

Paula began as a teacher's aide in Commercial Art at the Arlington Career Center. The Center is an extension of the high schools in Arlington County where technical skills are taught. Working with the high school students at the Center proved to be a highly

rewarding experience for Paula that almost led to a career in teaching.

She has worked as a commercial artist for People's Drug and Dart Drug stores. At V.V.K.R., an architectural firm, she was called upon to videotape rehearsals for presentations and photograph construction sites for presentations and brochures.

The Freeman Advertising Agency, her previous employer, was a full-service advertising agency. While working there, she had the opportunity to expand her design and client relations skills. If not for the unfortunate luck of Freeman Advertising going out of business, DMS would not have the good fortune of having Paula working here.

In her spare time, Paula enjoys gardening, reading long novels, and bowling. Her team, "The Snail Draggers", came in second this year and a ladies' team she recently bowled with took first place in a tournament. Paula is also a cat lover and is very proud of P.K., a black and white tomcat, and Rasper, a female calico.

Paula lives with her husband, Ken, in Alexandria.

## The Fun of Being a Twin

by SSG James M. Murphy

Being a twin is a very unique thing. You always know that you can share a birthday with another person. I find that I am always thinking about my twin, George, and wondering if we will ever be together again as often as we were in our childhood days.

George and I are not identical twins and we were born 25 minutes apart. I believe that my parents always treated us the same in every way they could.

My family has a history of twins. My mother has sisters who are twins, one of whom has two sets of twins. I have a set of twins (a boy and a girl), and my twin brother married a twin.

During our school days, we had twins in our homerooms, even through our senior year. At our

high school graduation, we learned that there was a total of 20 sets of twins at our school.

When I was growing up, I liked the idea of my twin and me wearing the same type of clothes. This lasted until about the 8th grade. Then we started dressing differently. It was at this time that we started changing our life-styles.

George and I shared good times and bad times. From 6th grade to 9th grade, George and I delivered newspapers for the whole community, both morning and afternoon. When one was sick, the other would do the whole route.

I was always the one who played sports. During the summer of my 9th grade year, I was trying out for baseball on the last day of tryouts. George said he wanted to play, too. But he just didn't have the patience to wait until the coach got there, so he



**SSG James M. Murphy**

went home. That night, the team roster was made up and we received our uniforms. George was somewhat disappointed because then he realized he should have waited. We laugh about that from time to time.

George and I got our driver's license on the same day. He got a ticket that afternoon for not

See TWINS page 12



## They Conquered Old Rag Mountain

SFC Paul S. Barker  
 Mr. John L. Bassett  
 Mr. John L. Batt  
 Mrs. Cris Becerra  
 SSG Lawrence Brombach  
 SFC James H. Brown  
 Capt David A. Brumbaugh  
 CPT Bruce B. Burlison  
 COL Daniel R. Clark  
 LTC Louis R. DeSanzo  
 SGM John S. Dodge  
 CPT Bruce J. Donaldson  
 Mr. Patrick D. Donovan

Mrs. Charlotte M. Faehn  
 SSG Susan L. Fortune  
 Mr. Fred Kelley  
 Mrs. Susan H. Kersey  
 Mrs. Kelley B. Lillegard  
 Mr. David E. Miller  
 GySgt Henry Garcia  
 SFC Kenneth J. Klopp  
 DPI Calvin Lloyd  
 PFC George McEnroe (medic)  
 CPT Thomas F. Milo  
 SFC Jose A. Pereira  
 PFC Dale J. Robertson (medic)

MSgt Michael S. Sepinski  
 SFC Gary L. Sperger  
 Mr. Floyd M. Spicer  
 CW3 John A. Stokes  
 SFC Paul Swartz  
 MAJ Arthur G. Thompson  
 Mrs. Judith A. Thompson  
 Ms. Jill E. Tompkins  
 Ms. Ronda Trent  
 Ms. Deborah K. Vaughn  
 Mr. Alan S. Williams  
 Mr. Daniel B. Wilson  
 Mrs. Barbara J. Windland

**TWINS** from page 10

stopping at a stop sign. I never have gotten a ticket!

He and I used to tag up against my older and younger brothers to wrestle. We always called ourselves George Baker and Johnny Weaver (who were good wrestlers back then.) My father never liked for us to fight and when we wrestled, he thought we were fighting, so all four of us got it (a strapping) from him.

When we finished high school, I joined the Army in June and George joined in July. Throughout our careers, we have never been stationed together. At times, though, we have been close enough to visit. When I was in Germany, my twin was coming as I was leaving and just this year, as I was leaving Fort Bragg, N.C., George was arriving. So, unfortunately, we are still not stationed together.

I've learned that having a twin is fun. We share secrets that no one else knows about, even in the family. Sometimes we simultaneously come up with the same ideas. We have a special closeness to each other.

The thing I like best about being a twin is remembering the great childhood George and I shared. I thank him for putting up with me from childhood until now because it hasn't always been easy!

## Candid Shots

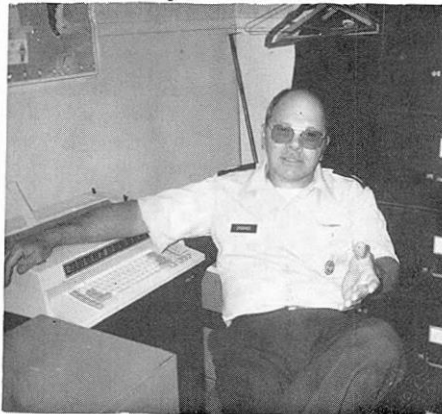
Photos by Joyce Beck,  
Public Affairs Office



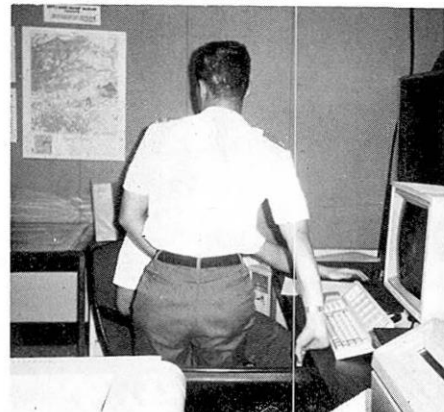
Ches Cummings, Chief, Mission Support, wishes Personnel Specialist Jill Tompkins a "Happy Birthday and many more."



"Neat! I knew you all would remember my birthday," exclaims Jill as she thanks her coworkers for their well wishes.



SGM John Dodge -- "Now I'm telling you, this is the way it's going to be!"



"Pardon my back side!" Guess who. My guess is that it is someone in Wheeler Hall.



The CONTOUR is an authorized newspaper, published monthly by and for the Defense Mapping School, Defense Mapping Agency. Views and opinions expressed in this publication are not necessarily those of the Department of Defense.

Address all communication to:

Contour Editor  
Defense Mapping School  
Fort Belvoir, VA 22060-5828

Director  
Colonel Daniel R. Clark  
Public Affairs Officer  
and Editor:  
Irene L. Bellefeuille-Peine

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# CONTOUR

Volume 16, Number 11

Defense Mapping School, Fort Belvoir, Virginia

August 1989

## From the Inspector General

by LtCol Charles A. Sakowicz

With a successful DMA IG special inspection behind us, I would like to focus on two other areas under the cognizance of the IG.

**DOD Hotline.** Hotline is an 800 toll-free telephone number for reporting incidents of fraud, waste, or abuse in the Federal Government. Since the inception of the Defense Hotline in 1979, over 75,000 contacts have been made. Of those, more than 14,500 substantive complaints have had corrective action taken and a documented saving of over \$88 million has been realized in the past four years. Most of us have read about the Pentagon acquisition investigation "Ill Wind" and the recent theft of three F-16 engines at Hill Air Force Base, Utah. Such actions weaken our defense and waste tax dollars. We all have an obligation to report information if we have witnessed or are aware of actions that are detrimental to efficient and economical operations. Hotline is one means of doing this, and the caller is protected against identification and/or retaliation. The Agency Director and Component Directors are in full support of this program.

**CHANGE.** Morale of the Work Force. "If you haven't changed in 10 years, then you are probably doing something wrong." In my two years at DMS, we have changed several times and are presently adding the IAGS Carto School. Winning cooperation for change is vital!

"Failure to consider employees' concerns when introducing change

can have a devastating effect on supervisors' ability to manage effectively. Workers like to feel they have some control over their lives; a change that is introduced arbitrarily and without notice threatens employees' sense of power and security and arouses their fears about performing well in the new environment. Whether justified or not, these fears frequently manifest themselves as anger and resistance, both of which undermine the supervisors' ability to get a job done.

Identifying and minimizing resistance to change is not easy, but cooperation can be obtained when employees are prepared adequately. Managers not only have to understand the factors that provoke resistance, they also have to take time to listen to and communicate with their subordinates.

### Guidelines for Overcoming Resistance

Changes that seem to provoke the most resistance from employees usually involve the introduction of new technology or work methods, organizational restructuring, relocation, rapid organizational growth, and job cutbacks and layoffs. Each of these types of change presents employees with new challenges and raises very real concerns about job security, advancement opportunities, and performance ability. Frequently, such changes also threaten workers' sense of self-esteem, disrupt informal relationships with peers, and spell economic loss.

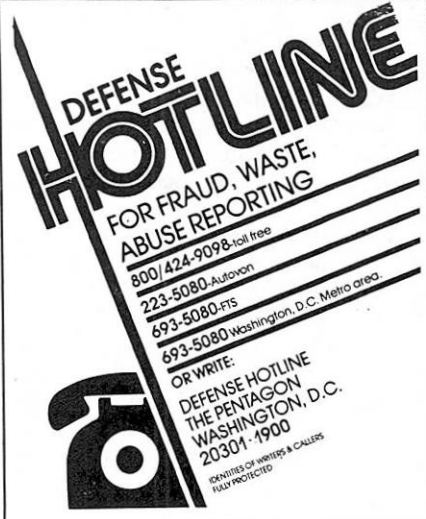
Minimizing resistance to different kinds of changes, or managing a situation well when resistance occurs, takes foresight and skill. Steps supervisors can take to ensure the smooth and successful implementation of change include:

- Provide advance notice -- Give your employees plenty of advance notice about any proposed change so that they can get used to the idea. Be sure they understand the reason for the change and how it will help them to perform their jobs better. Make a point of stressing the positive aspects of the change, without neglecting potential stumbling blocks.

- Introduce changes slowly -- Try to phase in new programs or new equipment gradually. Employees who are given an opportunity to make necessary adjustments step-by-step are less apt to feel overwhelmed and out of control.

- Encourage employee participation -- Whenever possible, invite employees to take part in discussions about proposed changes and to contribute their insights. Workers who are allowed to participate in the decision-making process not only gain a sense of control over their jobs, they also

See IG page 11



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# The Direct Line

by  
**Maj Gen Robert F. Durkin, USAF**  
Director  
Defense Mapping Agency



**Maj Gen Robert F. Durkin**

## Good Leadership Team

Recently, change of command ceremonies have taken place at the three production Centers as Captain John Chubb, USN, Colonel Pete O'Neill, USA, and Colonel Jeff Boyle, USAF, each assumed the responsibility for leading the Hydrographic/Topographic Center, the Reston Center and the Aerospace Center, respectively, in the accomplishment of the DMA mission.

The responsibility of leadership is not one to be taken lightly, particularly when that leadership entails the transition of major production Centers to a new production system, or in the case of the Reston Center, the initial implementation of the DPS system. The new directors realize the challenges they face and are committed to working within and outside their respective organizations to bring about as smooth a transition as possible.

Most importantly, the three incumbents personally know each other and are familiar with DMA.

Captain Chubb was Deputy Oceanographer of the Navy, a position in which he worked closely with DMA. He also served with HTC in the late 70's. Colonel O'Neill, in moving from the directorship of HTC to RC, takes with him much DMA experience. Colonel Boyle takes to AC his senior management experience gained as the DMA Chief of Staff. Each officer's familiarity with the agency and the other individuals, coupled with his respective service background, provides an excellent opportunity for candid discussion on common issues between these directors.

The ability to identify similar issues and resolve agency problems as they occur is critical to the success of any transition effort. I believe we have a good leadership team in place throughout the agency dedicated to the modernization task ahead.

Modernization is not only a DMA issue but it is a critical element in the strength of our Armed Forces. Keeping America strong demands that we develop

weapons and equipment that will give our forces a battlefield advantage against any type of enemy. We really have no choice in the matter. If we miss the modernization train today, it is the future generations of Americans who will be left at the station.

However, keeping America strong takes more than ships, tanks, and airplanes. It takes a combat support agency, like DMA, committed to providing the vital products which keep those ships, tanks, aircraft and other weapon systems operating efficiently and effectively.

In short, it takes all of us, regardless of rank or position, working together for the betterment of all.

## "Symposium 89" Called Success

"SYMPOSIUM 89", hosted by the DMA Systems Center, has been termed a success, based on the comments on evaluation questionnaires submitted by attendees. The symposium, held in May, emphasized the operational applications of digital MC&G data within the users' environment.

Some 800 people from government and industry heard 50 presentations on technical issues and viewed 29 government-owned systems which use MC&G data in support of operational requirements.

Attendees were able to learn about DMA's current activities and

future plans in the digital arena and share their thoughts and experiences on the use of digital MC&G data.

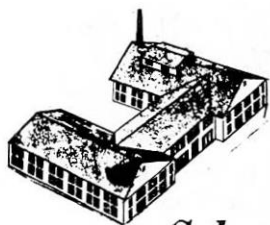
The system exhibits included several categories of applications -- user environment workstations and prototypes; new digital products, prototypes and services; geographic information display stations from the Army, Air Force, Navy and National Ocean Service; as well as a variety of positioning/locating and navigational safety systems and displays.

A paper was presented on each new DMA digital product and prototype. Many of these were fol-

lowed by one or more papers, authored by members of the user community, on experience gained in using the data for mission specific applications.

According to symposium coordinators, "The unquestionable success of 'SYMPOSIUM 89' was the result of efforts of people both from DMASC, as well as from DMAAC, DMAHTC, DMACSC and DMS."

Systems Center currently plans to host a series of future conferences on the scale of "SYMPOSIUM 89", with the next event scheduled for the fall of 1990.



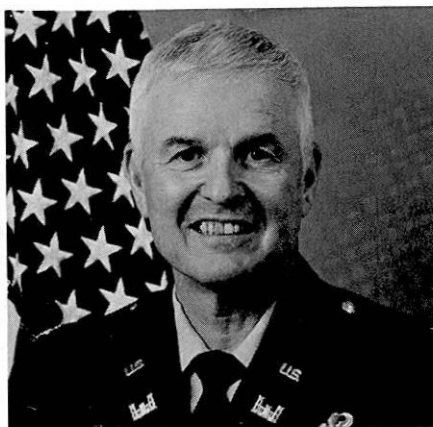
*From  
the  
DMS  
Schoolhouse*

As we move into August, I hope everyone can share my view that we're having a truly enjoyable summer. Things are going well at the School.

We have had our DMA IG inspection. There were 13 findings -- four commendables and no surprises. The School is once again certified by external evaluation as one of the healthiest components in our agency.

Our faculty has been especially productive. We graduated more than 250 students from our resident courses in June and again in July. The year is far from over, and already we've graduated more than 350 students from our Instructor Training Course and another 350 from our Effective Briefing Techniques Course. All segments of the DMA Initial Orientation Program (DIOP), as well as the DMA Mappers Orientation Program (DMOP), are completely developed and ready for implementation by the training centers. As usual, we also have several new courses under development.

We are continuing to provide strong support to the relocation of the Carto School from Panama



**Colonel Daniel R. Clark**  
Director  
Defense Mapping School

to Fort Belvoir. The first group of instructors from Panama is settling in extremely well. We are now giving priority attention to the redesign of the curriculum for our new IAGS Division. Our Director's guidance is to firmly establish a causal link between specific course offerings and the production of specific native edition MC&G products to satisfy specific priority requirements of U.S. SOUTHCOM.

So the work is going well and we're doing our job in style - but are we having fun? I sure am.

Several weeks ago, one of the Friday weekend inserts in the Washington Post carried an article about bicycle paths in the general area. I borrowed a bicycle carrier and two pairs of saddlebags

from Major Jerry Thompson, grabbed one of my unsuspecting sons, and hit the trail over the 4th of July weekend. We trucked the bikes to Hancock, Maryland, and then rode down 125 miles of the Chesapeake and Ohio Canal Towpath Trail. A high point was riding into Harper's Ferry early Sunday morning and visiting the National Park there before the crowds arrived. A low point was providing free meals to squadrons of attack mosquitos at the Turtle Run Campgrounds! All in all, it was a great adventure.

I guess I didn't get quite enough of it because the next weekend, starting right from Fort Belvoir, I tried the Potomac River Bike Trail and rode it north towards its junction with the Washington and Old Dominion Trail. I followed that from its origin in Shirlington, through Leesburg to its terminus at Purcellville. I was amazed and delighted to be able to ride all the way from Fort Belvoir to within 10 miles of the Blue Ridge on continuous bike trails without having to compete with other kinds of traffic.

I hope all of you are enjoying your favorite summer activities and taking advantage of the limitless recreational opportunities in our part of the country. I'd be very interested to hear about some of your adventures and even publish some in our next edition of the Contour so the entire DMS family can share in them.

## **New Assistant Deputy Director for External Activities Established**

Consolidation of external activities functions with the headquarters under a new assistant deputy director for External Activities has been approved by the DMA Director, according to an announcement by John R. Vaughn, DMA Comptroller.

The new assistant deputy director for External Activities, HQ DMA (ADD/E) will fall under the direction of HQ DMA Programs, Production and Operations (PP).

External activities functions being consolidated include existing HQ DMA (PPE) functions, native edition collection, coproduction training, representation/chairmanship on international mapping, charting and geodesy committees and conferences, Foreign Military Sales Program, equipment

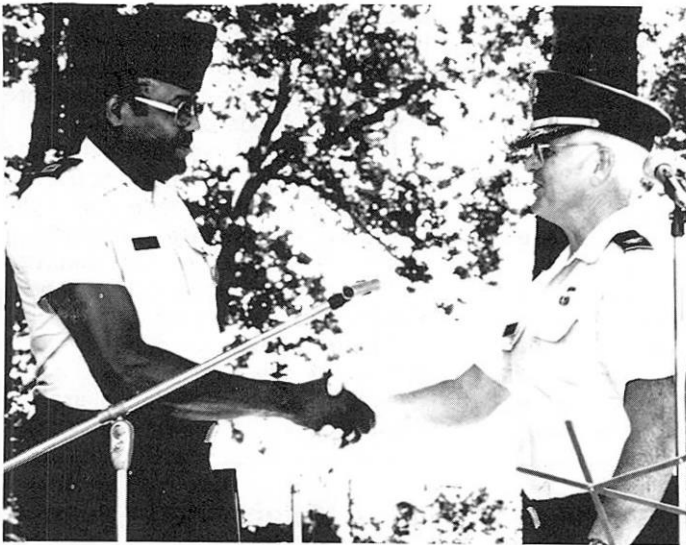
loans/ leases program, Pan American Institute of Geography and History (PAIGH), and liaison officers and representatives who fall under the program control of the headquarters.

The liaison officers are being consolidated organizationally under HQ DMA (ADD/E) but will continue to receive supervision and program direction from HQ DMA PP, PR and RE. The new organization will be responsible for the overall DMA Liaison Program and provide administrative and logistics support to liaison officers and representatives.

Target date for implementation of the External Activities is October 1, 1989. HQ DMA PP is currently designing an organization structure.



DMS Director Colonel Daniel R. Clark (L) is surprised by Deputy Director LtCol Charles A. Sakowicz, who presents him with an ICG Certificate for maxing the Army Physical Fitness Test.



MSG James M. Cowan (L) is congratulated by COL Clark on his retirement from the U.S. Army.



## Director's Call & DMS Annual Picnic Held at Castle Park

by Irene Peine

The June DMS Director's Call, followed by the DMS Annual Picnic, was held in Castle Park, here at Fort Belvoir. The day was near perfect -- the temperature in the mid-80s, the clear blue sky, the cool breezes and the shaded park surrounded by the clear waters of Tompkins Basin made this year's picnic the best I have attended in my five years at DMS.

The food was good despite the problem of keeping up with the hungry DMSers and their families.

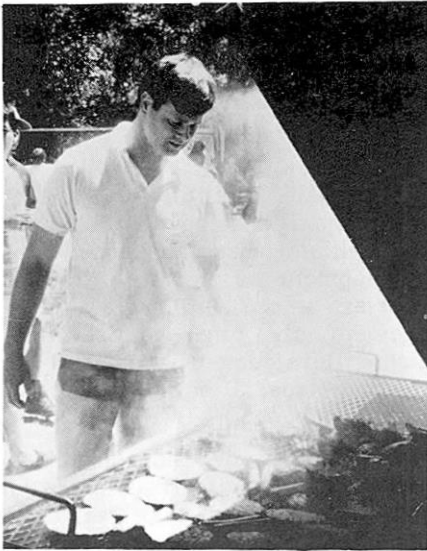
Activities included horseshoes, volleyball, fishing, canoe racing and other games. Members of the Mohine Bailey's Halau Hawaiian entertainers added to the delightful atmosphere of the picnic. Their music was outstanding and everyone enjoyed the Hula dancers. They even taught brave and daring DMSers to do the Hula!

Staff Sergeant Dwayne A. Strong, Department of Graphic Arts, is a member of Mohine Bailey's Halau (group). He sings and does his fire dance as part of their entertainment. Because it is a "Kokua" (meaning "help") custom of the Hawaiians to donate their time for functions of their members, this entertainment was at no charge to DMS. The DMS staff, employees and their families extend a heartfelt "thanks" to this Hawaiian group for the gracious donation of their time and talent.

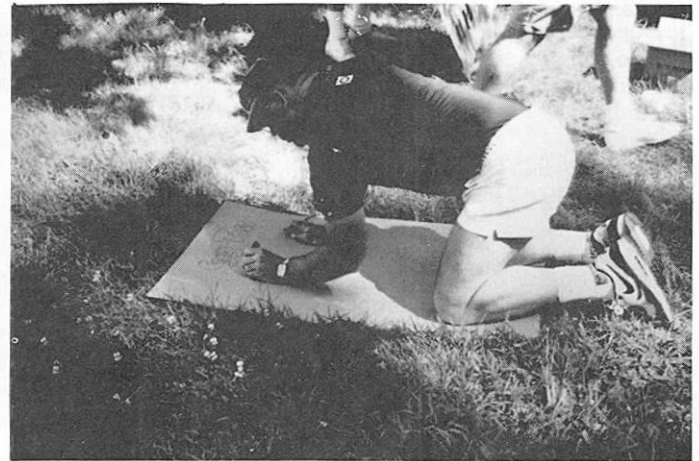
A special thanks also to the picnic committee and all the DMSers who worked so hard to make this year's picnic such an enjoyable social event.



(Left) Are LT Robert Bassett, and Capt and Mrs. Andrey Aristov teaching a class on "How to Overturn a Canoe in One Easy Lesson?" (Above) SGM John S. Dodge III (L) and Maj Robert J. Alcaparras watch as fishermen get ready for the big catch.



Mark Lane, (left) from MSL, helps the caterers out while DMSers and family members (below) enjoy a game of volleyball.



(Left) DMSers and cadets "get down" learning the Hula while (above) MGySgt Paul Mason "gets down to business" preparing a sign for the egg throw.

Is that SGM Dodge pulling sentry duty in front of his 1930 Ford street rod?



Maj John P. Husar and family enjoy a quiet moment amidst the activities.

# Director's Call



## AWARDS

CW2 Kathleen Hawes (USA)  
Department of  
Geographic Sciences  
Defense Meritorious Service  
Medal

MSG James M. Cowan (USA)  
Department of Graphic Arts  
Defense Meritorious Service  
Medal

SSgt James A. Chism (USMC)  
Department of  
Geographic Sciences  
Joint Service Achievement  
Medal

## SENIOR INSTRUCTOR CERTIFICATES

CPT Thomas F. Milo (USA)  
Department of  
Management and Technology

Capt Nelson J. Mora (USAF)  
Department of  
Management and Technology

ISC Scott E. McDonald (USN)  
Department of  
Management and Technology

TSgt Kevin Hartfield (USAF)  
Department of  
Geographic Sciences

## ACHIEVEMENT AWARDS FOR SEMI APFT

COL Daniel R. Clark (USA)  
Office of the Director  
Letter/Certificate

MAJ Larry C. Shubat (USA)  
Department of  
Management and Technology  
Letter/Certificate

SFC Paul Swartz (USA)  
Department of  
Geographic Sciences  
Letter/Certificate

CPT William P. Smith  
Department of  
Management and Technology  
Letter of Congratulations

## NEW ARRIVALS

### Military

Lt Col Erwin L. Williams (USAF)  
Office of Plans, Programs  
and Operations

SFC Kenneth Harvey (USA)  
Department of Graphic Arts

GySgt Michael J. Kocheran (USMC)  
Department of  
Geographic Sciences

### Civilians

Jacqueline Darby  
Office of Mission Support

## DEPARTURES

### Military

MAJ John P. Husar (USMC)  
Office of Plans, Programs  
and Operations  
Reassignment

CW2 Kathleen L. Hawes (USA)  
Department of  
Geographic Sciences  
Reassignment

MSG James M. Cowan (USA)  
Department of Graphic Arts  
Retirement

### Civilian

Irene L. Bellefeuille  
Office of the Director  
Retirement

John L. Jacobs  
Department of Graphic Arts  
Retirement

## Two New Developmental Training Courses Announced

The DMA Director for Management and Technology, Mr. Penman R. Gilliam, has announced the development of two new training courses -- one in Program Management, the other in Specifications Development, designed to meet the special training needs of the agency.

In making the announcement, Mr. Gilliam said, "It is essential that our managers understand the need to properly use their knowledge and skills in their daily work environment to improve program effectiveness."

The Program Management course will be presented to Headquarters and Component program managers five times from July through September. The course is designed to establish a consistent approach to manage DMA mission and mission support programs, improve cross-function communications among program managers, reduce work time, increase professionalism through mastery of basic proven skills, and help managers through the Digital Production System (DPS) transition effort. At the end of the course, participants will be able to better understand fundamental program management and will be able to improve their personnel program management effectiveness.

The Specifications Development course will be presented to selected specialists, primarily within the Components, who are engaged in determining and specifying DMA hardware and software requirements prior to acquisition. There will be two presentations given this month.

Both courses will be one-week residential, off-site sessions, with locations to be announced at a later date. The courses, hosted by the DMA Personnel Office Education and Training Division, will be presented by the firm Booz, Allen and Hamilton, Inc.

# Purple Heart Anniversary Celebrated

This month marks the 207th anniversary of the establishment of the Purple Heart medal. Originally known as the Badge of Military Merit, it was created by General George Washington August 7, 1782. Many soldiers were wounded or killed during the Revolutionary War period but received very little recognition in the way of medals or decorations for their bravery. General Washington sought to change this by creating the Badge of Military Merit.

Unlike the Purple Heart Award of today, a soldier did not have to be wounded in order to be eligible for the Badge. It was given primarily to recognize "singularly meritorious action."

The original medal was heart-shaped and covered in purple cloth. It was edged in silver rope and had the word "Merit" embroidered within a wreath.

Sergeant Elijah Churchill, 2nd Regiment, Light Dragoons, received the first medal. The medal was redesigned shortly after that,

with all embroidery removed. Sergeant William Brown, 5th Connecticut Regiment, and Sergeant Daniel Bissell, 2nd Connecticut Regiment, were the first to be presented this revised version.

This form of recognition of soldiers' heroics during battle was quickly discontinued and these three men were the only soldiers to receive the Badge.

The official Purple Heart Award was established on February 11, 1932 for Army personnel. It wasn't until January 21, 1943 that it was instituted for Navy personnel.

Any person serving the armed forces of the United States who is wounded in combat or enemy action is presented the Purple Heart. Families of those military personnel killed in action after April 5, 1917 are also awarded the medal.

The medal kept the original heart design of the Badge of Military Merit with some changes. A profile of General George Washington in gold-tone metal is



placed on a purple heart set on a gold-tone metal heart. Directly above the purple heart is General Washington's coat of arms. On the gold-toned back, there is the inscription "For Military Merit" and a space for the recipient's name underneath.

Many of these medals have been presented to military members and military families over the years. It is one small way to remember and honor our brave men and women in the armed forces who have been wounded or killed in the defense of our country.

*(Editor's Note: The above was adapted from an article by Kristi Yeargin, Contour, 1985.)*

## Keep Your Cool

by MSgt Richard L. Johnson

Sitting in a hot place is downright uncomfortable. Working in a hot place can be fatal. This is because the body is a chemical heat engine. Muscle power heat must be cast off from inside the body, or else certain temperature regulators in the brain will shut down. The result can be heatstroke.

Heatstroke is a medical emergency, treated by immersion in ice water to cool the blood, nerve tissues, and especially the brain to prevent permanent damage.

Heat exhaustion is a more common result of body heat buildup when the skin's blood supply shuts down. It starts with headache, a tingling sensation in the hands, arms, and legs, pale complexion, troubled breathing, and sometimes nausea and vomit-

ing. Treatment requires moving the person to a cool place and getting him to drink water. Other results of a hot environment are rash, cramps, fainting, and dehydration.

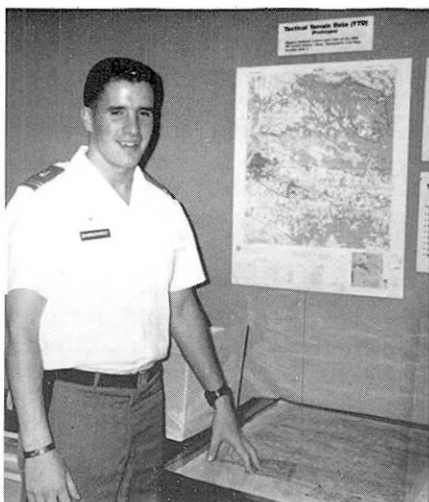
The best way to avoid heat illness is to drink cool water in quantity. The body can lose almost four quarts each hour when a person is working in hot weather. Drink cool water and other fluids beyond the desire to slake thirst. Along with drinking water, one should heavily salt his food to replace the salt lost through sweat. Salt pills are out; the use of salt pills has caused nausea, vomiting, and kidney damage.

Spot cooling is desirable to evaporate sweat. Sweat evaporation is the only way the body can rid itself of internal heat in hot confined spaces. Sweating skin is the body's radiator; air blowers evaporate the sweat.



The dog days of summer are upon us. Drink plenty of water, salt down your food, and be on the lookout for your fellow workers who are showing signs of illness. Of course, all heat casualties are to be taken to the hospital as soon as possible.

Remember alcoholic beverages dehydrate body cells. Cold, clear water is the body's answer to preventing heat illnesses.



Cadet Brad Branderhorst points to a Tactical Terrain Data Overlay used by the cadets in one of their projects.

## Cadets Forfeit Vacation for Training at DMS

by Joyce J. Beck

Not everyone is willing to give up a vacation just to take more training -- but that's exactly what four military cadets did this summer.

Brad Branderhorst and Jae Pak from the U.S. Military Academy, West Point, and Joe DeCaro and Forrest B. Hare from the U.S.A.F. Academy, Colorado Springs, opted to take the Academy Summer Intern Program course at DMS, and forfeit their leave for this year.

There was no housing available on post when the cadets arrived in Virginia. Consequently, they were quartered at a motel in Alexandria -- which was quite acceptable to the cadets!

Branderhorst arrived a day early but he said that was a help because he had an informal introduction around the School and plenty of time to check into the motel.

They all seemed to enjoy the working hours--7:30 a.m. to 4:00-4:30 p.m.

Pak related, "Never before

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See CADETS page 9

## Cadets Evaluate DMS Projects

by CPT William P. Smith

Cadets Branderhorst, DeCaro, Hare and Pak were assigned projects from DMS staff and the DMA Systems Center.

One project was to evaluate DMA's prototype digital Tactical Terrain Data (TTD). TTD is the basic Joint Services digital terrain data base for the 1990s and beyond, supporting many aspects of Close Air Support, Amphibious, and Land Combat operations. It will enable users to perform such diverse tasks as terrain visualization, mobility/countermobility planning, site/route selection, reconnaissance planning, fire planning, communication planning, navigation, and munitions guidance. The question is: How useful is the prototype TTD and how can it be improved? The cadets provided some significant contributions to answering this question.

The parameters they used in evaluating TTD were accuracy, content, resolution and adequacy.

Accuracy means how close the TTD digital data is in reference to its actual location on the ground. Accuracy for the TTD data is checked, using the highly accurate Analytical Photogrammetric Positioning System (APPS).

Content is evaluated in two ways.

One way is to determine if the feature attributes of the data support the standard terrain analysis products. For example, a bridge is a feature. The attributes of a bridge include such things as length, width, overhead clearance, and load class. The cadets had to determine if these attributes were enough to satisfy the production of standard terrain analysis products.

The other way to evaluate content is to examine the actual data input into the data

base. In the same example, the length of the bridge in the TTD data base might be 20 meters, when in reality, it is 22 meters long. How significant is this difference?

Resolution refers to the amount of detail -- Is there too much or too little? Too little detail obviously means that the products cannot effectively be supported. Too much detail consumes unnecessary computer storage space, and often confuses the terrain analyst.

The results of the accuracy, content and resolution evaluations are then statistically combined into a final rating called adequacy. Each feature of the TTD is rated on a scale of 1 to 10 on its adequacy in supporting the terrain analysis products.

Another project the cadets worked on was preparing a demonstration showing military applications of various digital data bases such as TTD, multi-spectral imagery and Digital Terrain Elevation Data (DTED).

They had two computer systems to work with, one driven by a SUN processor and the other by Intergraph. One of the challenges for the cadets was to learn these different systems. The train-up time can be steep. Learning the systems without formal training and evaluating their user friendliness without prior experience were also tasks the cadets had to accomplish.

They did outstanding work, often exceeding the requirements placed upon them. The cadets learned the systems, becoming some of the most experienced people within DMA using Geographic Information Systems. The support that DMS and the Systems Center is gaining from their expertise is very beneficial.



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CADETS from page 8

have I come to work at 7:30 a.m." (When he was at Fort Bliss last summer, Pak said he had to get to work at 3:30 a.m. in order to get the cadets up at 4:00 a.m.)

The cadets would grab breakfast somewhere, go to lunch off post or at the Officers Club and then, at day's end, they were on their own.

The cadets experienced only a few minor problems.

They found the Washington area "too expensive" and none of them liked the humidity.

Finding their way around town proved a little difficult. Pak and Hare got lost trying to get to Arlington and ended up in D.C. DeCaro got lost on Richmond Highway because he didn't know it was Route 1.

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*"Actually, this seems kind of like a vacation. The people here are really nice."*

- Cadet Jae Pak

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The cadets were unanimous in their approval of the program.

Hare found that the training allowed him to see what the "real world application" will be. He did have a hard time trying to figure out "who was in charge, who was running the show." He said, "All of them say they're our bosses!"

Pak appreciated working with the computers and believed that he was doing something meaningful. Working on a prototype, he felt there would be a return for the effort invested.

Branderhorst enjoyed being introduced to the new computer system and especially liked the math/science application. He said he had received a lot of help from Captain Bill Smith, on the Intergraph, and from the Administration and CWO3 John Stokes was "really good at terrain. Branderhorst said, "It seems like everyone is here to help us."

DeCaro appreciated the fact that the training dealt with his major (geography) and liked the



Kathleen Durako, Systems Center, supervisor of the Program, is shown here with (L to R) Cadets Jae Pak, Forrest B. Hare and Joe DeCaro. CWO3 John A. Stokes (far left), provided technical guidance to the cadets.

whole idea behind what they were doing.

Pak said he had been through primitive conditions, using a compass, protractor and map. Using that kind of equipment on a field exercise at the Academy, he and other cadets had gotten lost. He hoped that with the computers used in this training something portable could be developed which would prevent that from happening.

It wasn't all work for the group.

"Actually, this seems kind of like a vacation," said Jae Pak. "The people here are really nice."

Major Ron Murray, from Systems Center, took Pak to dinner in Old Town Alexandria and showed him the former World War II torpedo factory (now an art gallery). Pak thought Washington, D.C. would be "kind of scummy", so he was pleasantly surprised at the beauty of the area.

Entertainment for the cadets included a barbecue on Memorial Day at the home of LCDR Virginia Oard, from HQ DMA, and one at Major Murray's in June.

They also attended the breakfast held in June for four people departing from the Department of Management and Technology.

The young men did some exploring on their own, discovering

Georgetown, touring museums, and visiting relatives.

On a visit to Arlington Cemetery, Branderhorst, Pak and Hare watched the changing of the guards and saw the John F. Kennedy gravesite.

Branderhorst said it was "... eerie, kind of strange" seeing the President's grave. He added that he "felt bad for the people who were there because of their families" with the press all around taking pictures.

Some of the cadets had planned to visit other friends in the area but instead, they spent time with each other. Pak said it was "a neat experience" working with the other services and he enjoyed comparing academies.

The cadets' overall impressions of the Intern Program were very favorable.

Branderhorst liked the comfortable working atmosphere at DMS and thought it was "laid back" compared to West Point.

DeCaro, too, was pleased, and said it was interesting for them to be out on their own.

Hare commented on how nice it was here and said he had never been to a post like this. "I like working out here," he said. "It kind of motivates you to stay in the Air Force."

## Focus on the Components

# FIRST DIGITAL PRODUCTION SYSTEM BEING INSTALLED AT RC

DMA's newest production center, the Reston Center, is gearing-up to become the first DMA element to receive and implement the new digital production system (DPS).

In order to meet the challenge of tight schedules to achieve transition of the DPS, the nucleus RC staff of 136 people has undertaken a teamwork approach to accomplishing the preparatory work required for installation and activation of the DPS. Engineers, logisticians, planners and mapping experts, including government and contractor personnel, are working together to plan, lay out, construct, equip and staff the Center to meet its revolutionary digital production goals.

Activities continue at a brisk pace to finish the preparation of facilities to accommodate a multitude of new computer equipment and applications software of the DPS segments. RC is actively hiring the people necessary to operate the new DPS.

The Center is expanding both its Digital Products (DP) Department headed by Barbara Ivery and its Data Services (DS) Department headed by Leroy Kuykendall. The DP Department is preparing for receipt of the first Data Extraction and Product Generation segments of the DPS. They will play a key role with the Systems Center in the installation, checkout and testing of this new equipment. The DS Department, which is now the DMA focal point for source acquisition and management, activated the collection of mapping source materials at RC in January. Source Acquisition Segment operations are being refined following a highly successful demonstration of this new capability. The tools and facilities to maintain source material and support mapping production activities under the DPS concept have become a reality. Computer links are in place with AC

and HTC for the passing of source data in support of each Center's production requirements.

In addition to an operational role, the Reston Center will host the initial and most intensive of DMA on-site testing phases of the digital production system.

Reston Center personnel along with members of HTC, AC, TSC and Hq will participate with the Systems Center personnel in the testing and system operability assessment activities including installation, checkout and test, demonstrations, exercises and rehearsals.

An agency transition management team has been established by the Director of DMA to manage the total

MARK 90 transition. Complementing this, an RC transition management team is being formed to direct the transition of the initial DPS into the RC production environment. The team will be comprised of personnel currently assigned to RE and PPM at the Reston Center. Bob Hall, who was recently reassigned to RC as deputy director for Programs, Production and Operations will serve as team chief. Darryl Crumpton, currently chief of RE, and Bob Thibodeaux, chief of PPM, will also have key leadership roles in the transition process.

RC personnel will also be heavily involved in production readiness activities including staffing, training, documenting procedures, and planning for production operations.

The process of activating the DPS within DMA and completing the transition of map and chart production to this new system is, indeed, a complicated undertaking.

All participants will gain firsthand experience from the initial activities which should contribute significantly to a smoother transition at the other production centers, minimizing potential production impacts.



## Thrift Savings Plan

If you are a FERS or CSRS employee with continuous service and were hired before July 1, 1988, you are already eligible for the Thrift Savings Plan.

Eligible employees can choose to contribute or change the amount of their contributions to the Thrift Savings Plan only during open seasons. An open season is held every six months -- May 15 through July 31 and November 15 through January 31.

FERS employees can also allocate or change allocation of their contributions among the three investment funds only in connection with an open season.

If you are a FERS employee, your agency automatic (1%) contribution should have already begun.

For additional information or for forms, contact your serving personnel office within the components or CPSO for the headquarters.

The 1989 C, F, and G Fund monthly returns below represent the actual total rates of return used in the monthly allocation of earnings to individual accounts of participants in the Thrift Savings Plan.

	C FUND	WELLS FARGO EQUITY INDEX FUND*	F FUND	WELLS FARGO BOND INDEX FUND**	G FUND
1988***	11.84%	16.60%	3.63%	7.58%	8.81%
1989					
January	7.14%	7.32%R	1.27%	1.33%	.76%
February	(2.51%)	(2.47%)	(.68%)	(.74%)	.67%
March	2.21%	2.30%	.50%	.53%	.78%
April	5.14%	5.20%	2.05%	2.11%	.75%
<b>4 Months</b>					
Period	12.24%	12.65%	3.15%	3.24%	3.00%

NOTE: The C, F and G Fund period returns are four-month returns and are not expressed on an annualized basis. These returns should not be compared to the 1988 returns or to any other annual investment returns.

\* Tracks the S&P 500 index  
\*\* Tracks the Shearson Lehman Hutton Government/Corporate bond index

\*\*\*The first C and F Fund investments in Wells Fargo's Equity Index Fund and Bond Index Fund, respectively, occurred on January 29, 1988. The February-December 1988 return for the C Fund was 12.06%, 13.21% on an annualized basis, and the Wells Fargo Equity Index Fund return was 11.88%, 13.02% on an annualized basis. The February-December 1988 F Fund return was 3.70%, 4.04% on an annualized basis, and the Wells Fargo Bond Index Fund return was 3.98%, 4.34% on an annualized basis.

R - revised  
Numbers in ( ) are negative.

IG from page 1

feel some ownership for the change and tend to work harder to make it a success.

o Allow employees to air their feelings -- Be sure to allow workers to express their criticisms or objections to proposed changes so that you can confront their feelings head-on. Gripping will only continue, and productivity decline, if you fail to take stock of legitimate complaints.

o Put yourself in your workers' shoes -- Try to view a change from your workers' per-

spective. Consider how the change will affect employees' social relationships and status among co-workers. Take steps to minimize any adverse effects.

• Be a role model -- Always set a good example. Managers who are inflexible and resistant to new ideas cannot expect their subordinates to accept change and innovation with an open mind."

(Supervisory Management, Vol. 30, No. 12, American Management Association, Trudeau Rd., Saranac Lake, NY 12983)

## NEWS FACT FILE

The so-called Bermuda Triangle refers to an area bounded by imaginary lines connecting Bermuda, Puerto Rico and Florida. It was first defined in an article by Vincent H. Gaddis published in Argosy magazine in February 1964. Within this area, ships and planes were said to have disappeared without a trace and with no apparent cause. Science fiction and Sunday supplement authors attributed the disappearances to a variety of sinister phenomena - time warps, gravitational anomalies, flying saucers and even death rays from the legendary Atlantis. Later, better researched works looked to less mysterious forces for the cause. The area has natural features posing significant hazards to ships - perilous reefs and shoals, the Sargasso Sea and the Gulf Stream. It is also frequented by hurricanes. These more scientific accounts never enjoyed the mass popularity of the sensational fictional pieces they refuted.

---Naval Oceanography  
Command News

"If you have a job without aggravations, you don't have a job."

--- Malcolm Forbes  
American Publisher

## BIRTHS



Congratulations to Mr. and Mrs. Dale Cuave on the birth of their daughter, Amanda. Amanda was born July 13, 1989 and weighed 8 lbs. Mr. Cuave works in the Geodetic Survey Division.

# Florida, Here I Come!

by Irene Peine

Alas, it is time for me to say "Adieu!" I guess I made one trip too many to Florida, because those beautiful beaches at Daytona, St. Augustine, and Cocoa Beach have enticed me to give up working and go into retirement. That's right, I am now a resident of Florida, and I plan to spend my time beachcombing and getting a gorgeous tan!

The past five years that I have been the editor of the Contour have flown by with the speed of light. I found this task the most challenging one I have ever attempted. And because of the challenge, it was enjoyable and made me strive for perfection. I can honestly say that, despite the hard work involved, I will miss being your editor. As editor, I found a lot of friends among the readers of the Contour and I thank all of you for the moral support you have given me.



Irene Peine, the retiring PAO, proudly exhibits the plaque she received for her years of service at DMS.



Joyce Beck, (L) the new PAO, is shown here with Irene Peine.



Co-workers listen intently as Irene Peine talks about her years with DMS.



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Address all communication to:

Contour Editor  
Defense Mapping School  
Fort Belvoir, VA

Director  
Colonel Daniel R. Clark

Public Affairs Officer  
and Editor:  
Joyce J. Beck

DEFENSE MAPPING SCHOOL  
FORT BELVOIR  
VIRGINIA 22060-5828

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# CONTOUR

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September 1989

## Army Topography Begins New Era

by CW3 Ed Huth

On June 23, 1989, Army topography began a new era when four U.S. Army Warrant Officers completed the MOS re-certification process and graduated from the Warrant Officer Terrain Analysis Certification Course, Class 1-89.

The four, CW3s Dave Knox and Norm Price, with CW2s Ray Reuter and Scott Petersen, were joined by a fifth graduate, SFC Doug Inman, in ceremonies presided over by the Defense Mapping School Director, Colonel Daniel Clark. Guest speaker for the occasion was Colonel Jack Sweeney, Office of the Assistant Chief of Staff for Intelligence and former G-2 of the Second Infantry Division. Breathing a sigh of relief was CW2 Kathy Hawes, who had been the primary instructor for the class during the intensive nine-month course.

Re-certification was mandated by the U.S. Army's decision to eliminate three topographic warrant officer military occupational specialties from the inventory. A total of seven warrant officer Photomapping, Reproduction and Survey Technicians were selected to re-train as Terrain Analysis Technicians, the only topographic warrant officer MOS retained. The Defense Mapping School was charged with instructing some 136 tasks, from basic, advanced and technical courses to the officers selected for re-certification. The Warrant Officer Terrain Analysis Certification Course covered basic and advanced training in the areas



Graduates of Class 1-89 of the Warrant Officer Terrain Analysis Certification Course were (l to r) SFC Doug Inman, CW2 Scott Petersen, CW3 Norm Price, CW2 Ray Reuter and CW3 Dave Knox.

of geology, hydrology, terrain analysis data base production, remote sensed imagery, digital data, tactical terrain analysis, division operations, and the effects of weather on military operations. The course ended in a week-long command post exercise with the 29th Infantry Division (Light), Virginia U.S. Army National Guard at Fort A.P. Hill, Virginia.

Assessed as one of the most successful end-of-course CPXs ever held at DMS, the exercise enabled the students to support brigade and division forces in a realistic tactical scenario and was highly praised by 29th ID staff and commanders. The students also lauded the realistic training experience.

The graduates have moved on to occupy some of the senior ter-

rain analysis positions in the U.S. Army. CW3 Dave Knox is now the Army's ranking Terrain Analysis Technician and is serving as the Theater Terrain Tech, 649th Engineer Battalion (Topographic). CW3 Norm Price, assigned to the Department of Topographic Engineering at Fort Leonard Wood, will work on doctrinal and training issues to mold and shape the face of terrain analysis in the army of the future. CW2 Ray Reuter has been assigned as the Commander, 84th Engineer Detachment, supporting the First Infantry Division (Mechanized) at Fort Riley, Kansas. CW2 Scott Petersen assumed similar duties in support of the Army's Third Armored Division, Frankfurt, West

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See TOPO page 15

# The Direct Line

## DPS Update

One of the questions often asked when I visit the components and hold breakfast meetings with work force members is -- "What's the status of MARK 90?" Mr. Gilliam indicates similar questions have been asked of him at his Town Hall meetings.

The answer is positive. The transition to the Digital Production System (DPS), of which MARK 90 is the second phase, is on schedule.

To place the DPS effort in perspective, one must understand the first phase of the transition, MARK 85, was one of the largest initiatives that this agency has ever undertaken--a magnitude of 20 to 30 times larger than any previous development and acquisition project. In terms of software development alone, some two million lines of code were required. MARK 90 is four times larger than the MARK 85 effort and much more complex.

Any such development effort is not without challenges. Certainly, during MARK 85 problems occurred and lessons were learned. We are applying that corrective knowledge to the MARK 90 efforts. That is not to say we won't encounter new problems and won't make errors. But we firmly believe the system can be brought in on schedule and will meet the original goal of 75 percent improvement in production calendar time and 50 percent reduction in

production work hours. The management of this agency is committed to that objective.

We will begin testing the new digital production system at the end of this year at the Reston Center to assure that things are working properly before major deliveries of the final elements to the other production centers. The Reston tests will involve production of four selected products designed to test all aspects of the system.

This and other efforts will bring us to our initial operational capability as projected. From there we move toward full operational capability (FOC). Before FOC can be achieved to satisfaction, we must assure those employees who will be associated with the new system are fully trained so their skills and knowledges can be fully utilized. This massive training effort will be time consuming and, like the system with which it is associated, forging new ground.

There have been two publications produced which offer more information on the Digital Production System. If you haven't seen them, I urge you to obtain copies. One, a special DPS newspaper, was distributed to all employees in April; the other, a Modernized Production System Operations Concept Summary, was distributed to components in June for distribution as reference material at operational levels.

Perhaps the most difficult part



Maj Gen Robert F. Durkin

of implementing a new system is keeping the old production system operating while the new system is transitioning into the work place. It takes team work at every level. I know we have dedicated employees willing to do what must be done to meet the agency's mission requirements. It is up to the management structure to coordinate the team effort; to keep every player informed; to be objective in view, willing to listen as well as talk, so that problems are solved by those that see them most clearly.

The Digital Production System is a reality. It will provide DMA with capabilities never before realized. It will allow our employees to be an integral part of state-of-the-art technology implementation. Most importantly, it will allow the Defense Mapping Agency to meet the critical MC&G requirements of the combat forces around the world.

## New DMA Deputy Director and Inspector General Take SEO Course at DMS

by Joyce J. Beck

Rear Admiral Daniel C. Richardson, new DMA Deputy Director, and Colonel Raymond L. Abrahamson, USAF, newly-appointed DMA Inspector General, came to DMS on August 9 to take the Senior Executive Orientation Course.

The course, which is tailored to fit the time available and level of interest, was presented to

Admiral Richardson and Colonel Abrahamson over a two-day period.

Among the many presentations were an introduction to the production of mapping, charting and geodesy, modern applications in all three areas, digital data, multispectral imagery, and the DMA modernization program.

Admiral Richardson said he took the course to learn how the system works, what the School has to offer, and to meet the people.

Speaking of the quality of the course, the Admiral said, "They hit the nail on the head."

He appreciated DMS being able to tailor the course to the particular levels of interest. Admiral Richardson remarked on the ability of the staff to answer even those questions which were off the beaten track.

He noted that staff members

See DEPUTY page 5



## *From the DMS Schoolhouse*

Every so often we have the opportunity to present an orientation course for newly assigned senior members of our Agency. The course is tailored to fit the time available, but normally consists of a series of presentations scheduled over a two-day period. Attendees are introduced to the mapping, charting and geodesy production community. They learn the mission and organization of our Agency and have the opportunity to examine samples of a large number of standard DMA products. They participate in discussions about product life cycle, product distribution, war reserve stock, international mapping agreements, and crises and exercise support. They are normally treated to one-hour cram courses in geodesy, photogrammetry, and error theory. The course begins with a brief historical review of mapping, charting and geodesy, but builds very quickly to a concentration on modern approaches and challenges with specific classes on digital data, support to advanced weapon systems, multi-spectral imagery, and the Defense Mapping Agency modernization program. My experience is that attendees are universally impressed with the breadth and depth of our Agency's mission, and also with the large amount of technical and general information one must acquire in order to function effectively as a senior manager in DMA.

Last month as I was updating the lesson plan on the Defense Mapping Agency overview portion of the senior executive orientation course, I had the occasion to do a modest amount of research on the history of mapping. I found it to be a fascinating subject which I expect is of some interest to all of us. Perhaps you'll find this short review enjoyable.



**Colonel Daniel R. Clark  
Director  
Defense Mapping School**

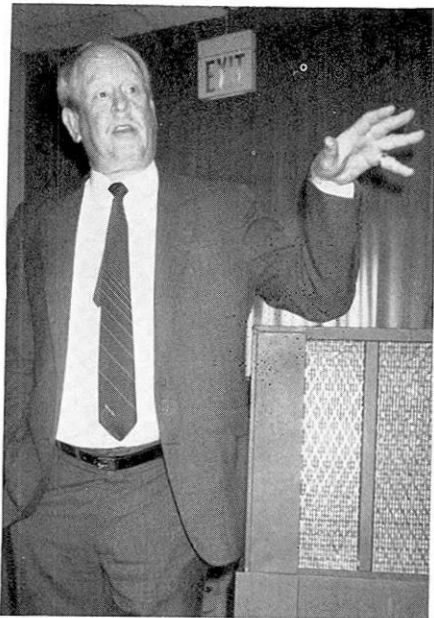
Maps have been part of the human scene since the dawn of history. The first map forms were probably those used by sailors for navigation. As early as the 5th century B.C., Mediterranean mariners were recording landmarks and making coast pilots. Researchers have discovered maps of Babylonia dating from approximately 2500 B.C. At about that same time, equinoxes and solstices were being determined in China. The first prominent individual map maker was probably Ptolemy, who drew maps of various countries around A.D. 170. Although Ptolemy's products were not very accurate in accordance with today's standards, they did have a scheme of latitude and longitude and they served as the universal reference for many centuries. Maps and charts, like other manuscripts, were comparatively rare before the invention of printing. A pioneer in map printing was Gerardus Mercator who published a volume containing 27 of Ptolemy's maps in 1578. Mercator was also a master cartographer who worked out a projection for representing a segment of a sphere on flat paper. The 16th and 17th centuries were characterized by an era of exploration, a revival of learning, and marked advances in the sciences of astronomy and earth measurements. All of that prompted and contributed to the revision of old maps and the making of new ones. In

1612, Captain John Smith constructed a useful map of Virginia; in 1725, Guillaume Delisle produced a revised map of Europe with greatly increased accuracy. In 1750, Johann Tobias Mayer produced a map of the moon.

By the time our nation formed, maps were an integral part of successful military operations. When General Washington assumed command of the Continental Army, he appointed Robert Erskine as geographer and tasked him to prepare maps of the area of operations. During the Civil War, hot air balloons were used for reconnaissance based on the opportunity to look at the ground from high in the air. One of the first applications of the airplane was for obtaining aerial photography which was the main source material for accurate mapping. World War II was characterized by a proliferation of weapons with greater ranges calling for more mapping, charting and geodetic precision. That era witnessed the beginnings of inertial guidance, radar, greater resolution in aerial photography and advances in photogrammetry. As we have progressed into the modern age, increasingly sophisticated weapon systems have emerged which require ever more precise positional information. Mapping technology is closely tied to remote sensing and to computers. The progress of mapping, charting and geodesy has been enormous, and the rate of that progress continues to expand rapidly in our time. Our Agency operates at the leading edge of this important field.

### **Toll Free Number for DMA Job Vacancies**

Want to inquire about jobs available in DMA? A toll-free telephone number (800-777-6104) has now been installed by the DMA Recruitment and Examining Division so that our work force can readily obtain information regarding vacancies.



Penman R. Gilliam responds to a question during the DMS Town Hall meeting.

## Gilliam Holds Town Hall Meeting at DMS

Penman R. Gilliam, DMA's Deputy Director of Management and Technology, held a Town Hall meeting with employees of the Defense Mapping School on August 17.

This was the second in a series of such meetings which are being incorporated into Mr. Gilliam's quarterly visits with components.

Headquarters DMA staff who accompanied Mr. Gilliam were: David L. Black, Director, Public Affairs; Curt Dierdorff, Director of Personnel; Charles D. Hall, Deputy Director for Research and Engineering; William N. Hogan, Director, Programs, Production and Operations; Carolyn Schwaller, Special Assistant; and John R. Vaughn, Comptroller.

Preceding the afternoon Town

Hall session, Mr. Gilliam held a DMS Production Quarterly meeting, followed by a tour of the Graphic Arts Department, and several classrooms. Geographic Sciences Department and Management and Technology Department personnel concluded the morning with graphic and oral presentations.

At the Town Hall meeting, Mr. Gilliam spoke briefly on agency issues, and then addressed written questions on employees' concerns, which had been submitted in advance. Employees were then given the opportunity to ask questions from the floor.

The Town Hall meetings were established to provide an avenue of communication between Mr. Gilliam and DMA employees.

## New Training Available In-house

The Defense Mapping School Department of Component Training has been busy coordinating a training development effort for new secretaries, clerk typists, administrative assistants, and any other personnel who perform administrative duties. The DMA Standardized Secretarial Administrative Course will be implemented on October 1, 1989 throughout the agency and will include training in duties common to all components. This training will be conducted in-house by various component representatives and will include an introduction to DMA's procedures and forms.

The decision to train in-house, using DMA personnel, came as a direct result of budget constraints but will have the added benefit of using experienced administrative personnel to conduct the training.

Administrative and secretarial experts from all components contributed their time in a cooperative effort with course developers at the Defense Mapping School. This agency-wide collaboration was crucial to the development process of this much-needed training. Component supervisors supported the effort by releasing key employees for several day-long planning sessions in order to produce a quality product.

We are indebted to the following people for their teamwork on the development of the DMA Standardized Secretarial Administrative Course:



Working together to develop the DMA Standardized Secretarial Administrative Course are (L to R) Paulette Kommes, Debbie Smith, Laurie Bartel, Mary Cutting, Debbie Stutz, Judy Bowles, Barbara Windland, Charlotte Faehn, Kathy Ayrandjian, and Wanda Shoemaker.

Barbara Windland, Charlotte Faehn and Paulette Kommes from DMS; Laurie Bartel from TSC; Debbie Smith from CSC; Wanda Shoemaker from AC; Judy Bowles and Kathy Ayrandjian from HTC; and Debbie Stutz and Mary Cutting from SC.



# GS Invades Kings Dominion

by MSG Herb Schmeling

As the noonday sun hit high in the sky on Wednesday, July 19, 1989, about 50 "dudes and dudettes" from the Geographic Science family descended on Kings Dominion for an afternoon of fun, adventure, and excitement, hosted by the Geodetic Survey Division.

Led by Major "Daniel Boone" Thompson, the "fun trekkies" explored the theme park from the raging rapids of White Water Canyon to the caverns of the Haunted River.

For many, it was an afternoon of screaming and yelling at the top of their lungs as they "looped the loop" standing up, spinning around endlessly in a "vertigo chamber" as their faces melted into the wall, speeding down inclines steeper than stomachs could take, and flying 360s in circular formation.

For some, it was a time to "chill out" and watch others entertain them in the many shows and attractions the park has to offer.

For the teenagers, it was a new location to do the same old thing--watch each other.

For the children, it was a day in "Make Believe Land", a time when the child in everyone came out and fun was the order of the day.

Although most DMS fun-seekers had difficulty in choosing which ride to try first, second, and even



SSgt James A. Chism and family plot their next adventure at Kings Dominion.

third, everyone knew to be down at Candy Apple Grove at 4 o'clock. CWO4 Borgeson and CW4 Besch, also known as "B & B" or the "Warrant Officer Connection," hosted a pizza feed. Okay, it wasn't your local pizza palace, but it gave everyone a chance to kick back, relax, and mingle. For Beverly Eppolito and others, it gave them an opportunity to gain their second wind.

The outing was a success and a good time for all.

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DEPUTY from page 2

were able to show their areas on short notice and said he was impressed with the uniform quality of all the people. He also commended DMS for the cleanliness and upkeep of the physical plant.

Admiral Richardson extended to Colonel Daniel R. Clark, Director of DMS, and the staff and faculty a "Well done" and his appreciation for the cordial welcome he received.

A native of Pueblo, Colorado, Rear Admiral Richardson was appointed to the U.S. Naval Academy in June, 1955. He was commissioned an Ensign in June, 1959. He attained the rank of Rear Admiral in September, 1986.

His career covered a wide range of naval service. His previous assignment before coming to DMA was as Director, Force Level Plans, in the Office of the Chief of Naval Operations.

The Admiral received an MS in Mechanical Engineering from the Naval Postgraduate School in Monterey, California in 1969, and a master's in Business Administration from George Washington University in 1976. He graduated from the Industrial College of the Armed Forces in 1976 and from the Naval War College in 1983.

Admiral Richardson is married to the former Leslie A. Sullivan of Newport, Rhode Island. They have a son, Daniel, 27, and two daughters, Jill, 25, and Jane, 23.



## Hispanic Heritage Month Celebrated Sept 15-Oct 15

by SGM Rudi Williams, USA  
American Forces Information Service

The first ever Hispanic Heritage Month observance will take place Sept. 15 to Oct. 15. A bill passed the House and Senate in August 1988 expanding the celebration from a week to a month.

This year's theme is "500 Years of Hispanic Heritage 1492-1992... The Continuing Adventure." It coincides with the upcoming 500th anniversary of the discovery of America by the Spanish.

DoD installations worldwide will celebrate the ethnic observance with special menus, plays, skits, exhibits and guest speakers.

# On My Summer Vacation, I ...



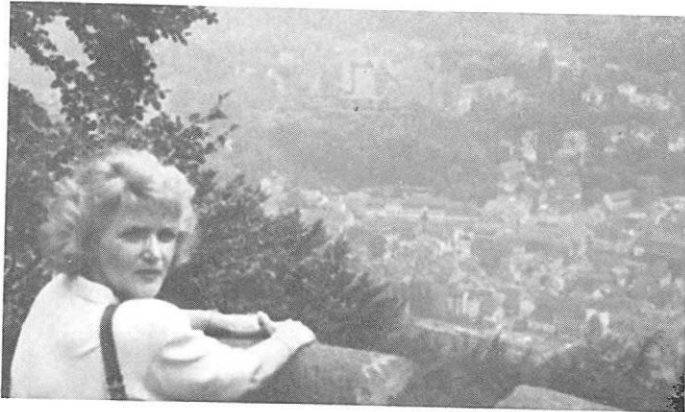
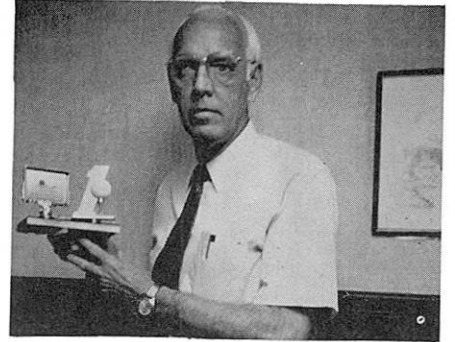
*Editor's Note: Many of us remember that, as children, one of our first assignments when we returned to school in September was to write about our summer vacation. Here's what some of our DMSers did this summer on their vacation.*

William Revell, OD

I've been playing golf for 30 years now, and I finally hit "THE ONE"! A hole-in-one, in fact.

I was playing the River Course at the Litchfield Club, south of Myrtle Beach, in June, with a long-time friend, Walt Cook (USA Engineer Topo Lab retiree). When I hit the ball, I knew it was a good stroke and commented "That's in the cup!" Walt, however, was not a believer and suggested I was "dreaming", or some similar remark. How wrong he was!

Incidentally, for those still hoping, I hit a 5 iron on the 176-yard par 3!



by Helga Yovorsky, PP

Heidelberg--romantic city on the Neckar River. City of castles, vineyards, poets, musicians and "Heidelberg" printing presses. What other place would be more appropriate for a DMSer's vacation?

SGM John S. Dodge III, OD

I do the same thing every year! I organize my camping gear, video camera, extra batteries, shorts, T-shirts, and sun block and load it all in my 1930 Ford Street Rod and head for the East Coast Street Rod Nationals at the state fairgrounds in York, PA.

Four days later, I return to Hollywood, MD to show hours of video and tell stories of the many 1948 and earlier automobiles my friends and I saw.

Most cars are just shined up and displayed, but if you want to get involved, there are cars for sale also. One 1934 Ford two-door sedan had a price tag of \$62,000!! (Cheap hobby, huh!)

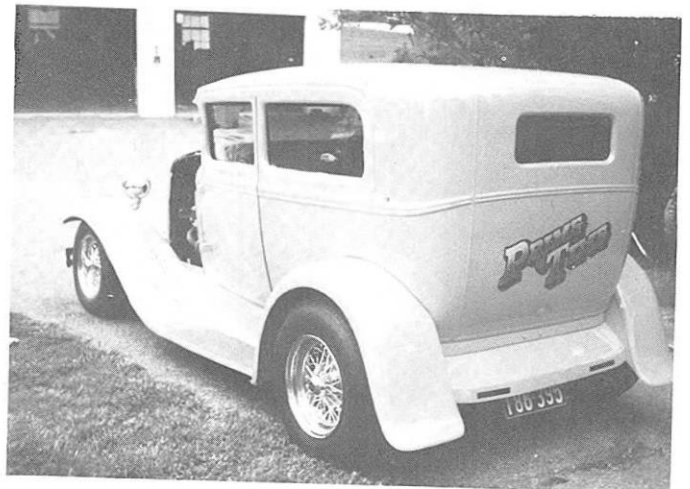
This year, the "Nats" had over 300 street rodders attend. See you next year?

The first thing we did in Heidelberg was to take a walk to the upper slopes of one of the many hills surrounding the city. There stood the ruins of Heidelberg's castle high above the narrow streets and picturesque maze of roofs of the Old Town. What a marvelous view of one of Germany's most beautiful cities!

During our stay, we explored the historical streets of the city and its countryside. We took excursions out of town, visiting Schwetzingen, with its castle park and rococo theatre; Speyer, with its great cathedral and wine museum; and Strasbourg, France, with its many sights and places of interest. Strolling through Strasbourg, we happened upon the statue of Gutenberg, the inventor of printing.

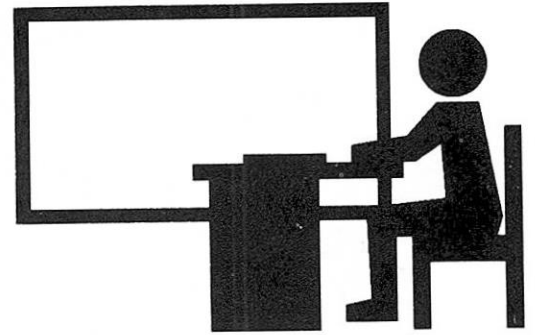
In the evenings, we visited an array of restaurants specializing in different national cuisines and had lengthy conversations with the local people and with travelers from all over the world.

This was my vacation in Germany and it was "wunderschoen" being home again!





(L to R) Norman Cameron, Solomon Cameron, Jr., Charles Allen, and Ella Allen wear souvenir T-shirts at the Cameron reunion.



#### Ella Allen, Safeguard Maintenance

This was the second year for the Cameron Family Reunion. My sister, Pauline McIntyr, and brother, Solomon Cameron, and I were in charge of the festivities. We solicited money from the individual families for the printed program; planned the program and arranged for the special singing; ordered souvenirs commemorating

the reunion; and made reservations at the Sand Lee Park in Sanford, N.C., where the reunion was held. Each family was responsible for bringing their own food. Pauline, Solomon and I cooked our food together and were up until all hours the night before.

Approximately 200 family members attended. My 87-year-old aunt was the oldest one there.

The program began with prayer, then family members talked about their life and their parents. My brother and cousin, who belong to a choral group, sang, as did the "Cameron Ladies" (of which I am a part). We also had some singing by the grandkids, who did better than the grownups!

Next year, someone else gets the fun of setting up the reunion!

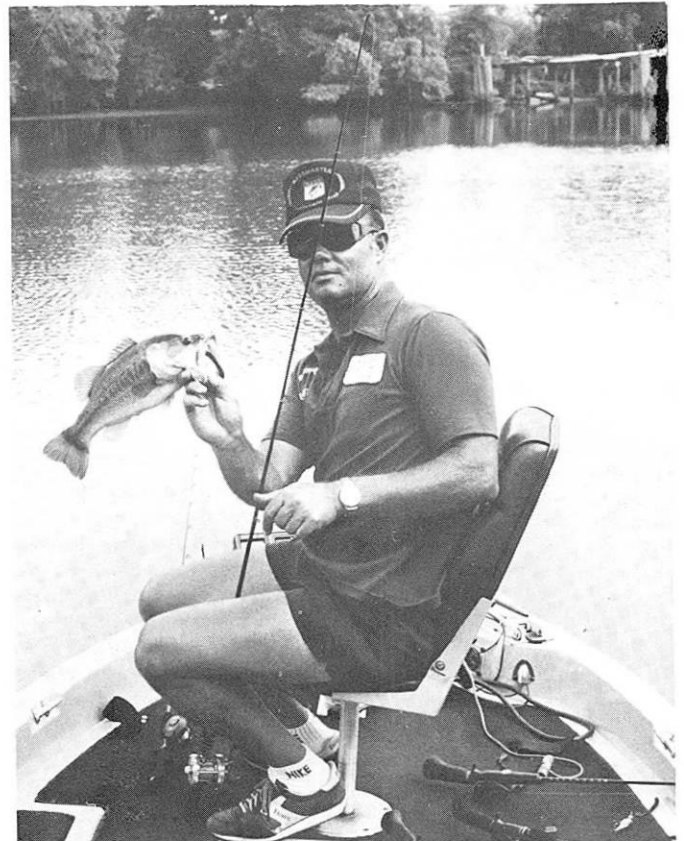
#### SGM Carlos Sellers, PP

At last that time of year arrives--time to leave the office and work behind and go have fun. It's vacation time. How fortunate that vacation just happens to coincide with the National Bass Federation Classic in sunny Tuscaloosa, Alabama.

The fun begins. Depart Fort Belvoir at 0230 and drive non-stop for 15 hours. Upon arrival at the Sheraton (my bivouac site), I am presented with a six-day itinerary, with each day beginning at 0300 and ending at 2200. This fun-filled, leisurely schedule, in conjunction with 9-1/2 inches of rain, 100 degree temperatures, 99 percent humidity, hoards of mosquitos (which I first thought were deformed turkeys), and uncooperative fish, made time pass so quickly!

It's already Saturday afternoon and I depart beautiful Tuscaloosa at 1830. I drive non-stop to Henderson, N.C. and arrive at Kerr Lake at 0630 to meet my fishing partner, launch the boat, and eat breakfast (doughnut and coffee) while a tournament official inspects my boat. My fishing partner asks if I'm tired--"No, why should I be tired!"

Eight more hours of heat and humidity and four more hours driving in Sunday afternoon traffic on Interstate 95 and I arrive at Fort Belvoir at 2300, realizing that fun and vacation are over for another year. Was this vacation really fun? You betcha!



See VACATION page 10

## DM Talks About Mobility

# Future Demands Call for 'Qualified People In Right Place'

The following is an interview with the DMA Deputy Director, Management and Technology Penman R. Gilliam conducted by David L. Black, DMA Director, Public Affairs.

*Q. The Personnel Office has just issued a revised Civilian Mobility Program instruction. Mobility is an issue that has met with some criticism. Why is mobility so important to the agency?*

**Mr. Gilliam:** First of all, we need a little clarification of terms. While the commonly used term is "mobility", the real emotional issue, of which there has definitely been criticism, is relocation! Very few people have objected to the mobility issue as long as it does not involve relocation. You are absolutely right! Mobility is a volatile issue. It has met with a great deal of criticism and is one of the toughest problems the agency faces. Why is mobility and relocation important to the agency? Because we have growth within the agency. Because we are making changes in the way we do business. Because new positions are being created. Because changes are occurring in the agency work force. All these factors, and others, require we move people from various components to the Headquarters and from various components to other components. Unfortunately, some of these moves require relocation. The rate at which we move people will fluctuate over time but the need will not go away.

*Q. Is Reston Center staffing a major player in the mobile work force issue?*

**Mr. Gilliam:** Certainly, the Reston Center staffing is important to the mobile work force. Within the next 18 months there is a requirement for a substantial number of employees with specific MC&G backgrounds to be placed at Reston. We are hiring and training as many entry level people as we can to fill vacancies. We are hiring for Washington and training at the Hydrographic/Topographic Center. Hopefully, we will be able to slide these people into the Reston Center when needed. But we also need some senior level people. We have been, and will continue to be, looking for leaders to move from other components to staff key positions in Reston. To their credit, Reston Center people, in conjunction with their servicing personnel office, have made several recruitment trips to components outside the Washington area, including the Aerospace Center and IAGS, in an effort to obtain employees who are willing to be voluntarily reassigned. Four trips have been completed to St. Louis, one trip to Kansas City, one trip to San Antonio and two trips to Louisville. As a result of these trips 26 employees have already been reassigned to Reston. Another 48 have expressed a serious interest in reassignment. All this is helpful.

*Q. People, particularly those in the early stages of their careers, have expressed concern about moving to Washington because of cost of living considerations at their grade levels. What is the agency doing to lessen these concerns?*

**Mr. Gilliam:** Many young people start their careers in Washington and appear to get along very well. We recognize the cost of living is higher in Washington than in some other parts of the country, specifically, St. Louis. We have been working to make the Washington area more attractive to our existing work force as well as new comers. DMA took the lead and has now obtained special salary rates for cartographers in the Washington area. Cartographers in the 5 thru 11 pay grades who move to the Washington area would receive significant increases. The GS-5, Step 1 level changes from the regular \$15,738 to \$20,463; GS-7, Step 4 changes from \$21,443 to \$27,293; while a GS-11, Step 10 moves from the regular salary of \$37,510 to \$40,396. The Agency may also offer relocation services to our employees who are making the geographical moves. This option allows for guaranteed home sale at fair market value, payment of closing costs, etc. The Agency also pays transportation cost associated with movement of household goods.

*We hope employees would carefully evaluate their career objectives and recognize the potential benefits to be gained by taking positions in varying geographic locations and with varying work challenges.*

Q. The mobility program instruction was recently revised. Why?

**Mr. Gilliam:** DMA is a living, growing entity. As such, we learn from the past to better the future. We realize that for some mobility, or more correctly relocation, has become an ugly word, while for others it has taken on a good meaning as a result of career advancement and new challenges. In modifying the Civilian Mobility Program (CMP) we have attempted to clarify program requirements and promote equitable treatment of employees who were in positions covered by CMP when the program was initiated. (Key points are identified in the box below.)

Q. Any final thoughts you want to add?

**Mr. Gilliam:** Dave, just let me summarize for a moment. Again, the real issue, I believe, is not mobility per se but the relocation that is sometimes associated with mobility. We get very few complaints from people who have demonstrated mobility within a local commuting area. In fact, mobility has been a big plus to many of our employees in the Washington area because of increased opportunity for promotion and advancement. I can assure you that few of these people complain. A negative side to rapid advancement is that frequently people come up almost too fast in the organization before they have time to acquire the necessary experience at the various job levels. **We have the majority of the agency high grade positions in Washington...about 72 percent. However, 38 to 40 percent of the work force, which ultimately must contribute to filling those jobs, is in St. Louis.** We have a built-in anomaly which means from time to time we are going to have to look to St. Louis to fill the higher grade jobs in Washington. In a way, this is an opportunity for St. Louis people to get ahead. Sometimes there is an opportunity for a two-grade promotion. On the other hand we know relocation does cause some hardship. Individuals face issues like cost of living, spousal employment and separation from children and older members of the family. Careerwise it seems to be a good move. Economically, with all the benefits we put in the relocation package, it is at least a break even proposition. **There is one other negative side to the lack of movement.** If outside Washington people, particularly St. Louis people, don't participate in the higher grade opportunities in Washington, the St. Louis, or non-Washington, operation tends to stagnate. **Opportunity is reduced for upward movement within an organization because people in management jobs stay in those jobs. They don't create opportunities at the top in St. Louis by taking the higher grade positions.** As a result, we are seeing demographic trends which indicate a much older work force in St. Louis with much older supervisors. Finally, let me make sure we all understand what the future holds. This agency is undergoing a tremendous change in the way we produce our products. The transition to the Digital Production System is necessary, critical, to our existence. We all know it won't be a piece of cake but we all also know that if this agency is going to successfully accomplish its stated mission we must have qualified people in the right place at the right time.

### Key Modifications to Mobility Instruction

● Applicability, has been modified to exclude (grandfather) any DMA employee who was permanently assigned to a GS/GM-14 level position as of September 11, 1980, the date of the first DMA mobility instruction covering GM-15 level positions only or a GS-12 or GS/GM-13 level position as of May 30, 1986, the date of the revised DMA mobility instruction which covers all Performance Management and Recognition Positions (PMRS), GM-13 and above. Therefore, employees who were permanently assigned to a GS/GM-14 level position as of September 11, 1980, can compete and be selected for GM-15 positions in their local commuting area. Those GS/GM-14 employees who meet these conditions and have signed mobility agreements since September 11, 1980, will not have the agreements activated. The same logic applies for GS-12 and GS/GM-13 level employees as of May 30, 1986. They will be allowed one promotion in their local area before they must sign a mobility agreement and those employees whom DMA has obtained mobility agreements from will not have them activated unless they have had more than one promotion.

● Employees involuntarily reassigned to another geographic location under the provisions of DMAINST 1404.1, Reassignment of Civilian Employees, are not required to sign mobility agreements as a condition of employment.

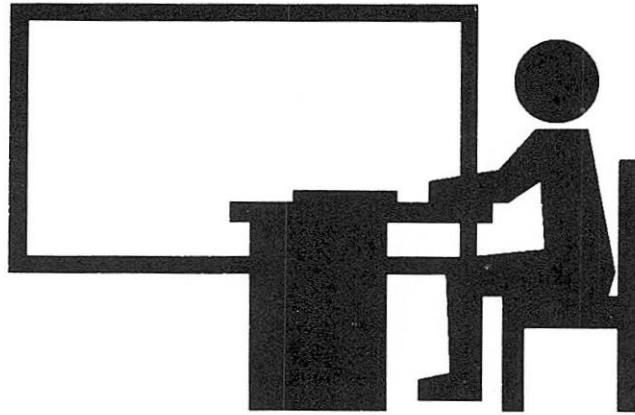
● A section on "Requests for Exception" has been added to the instruction to clarify the procedures to be used by employees who wish relief from a reassignment directed under the provisions of this instruction. It specifically states that exceptions are granted at the point that a relocation is proposed not when the em-

ployee signs the mobility agreement. When employees sign mobility agreements they are agreeing to relocate when the Agency requests them to do so unless there are grounds for undue hardship or gross inequity at the time the reassignment is proposed by the Agency.

● Priority Return Provisions, details a program under which employees who have been reassigned to another geographic location can apply for assignment back to the geographic area from which assignment was made after completing at least 36 months in the new duty location. The main stipulation is that return is to their original geographic area is at the grade from which they left with the gaining Component paying all relocation costs. Under this provision, affected employees could make application to HQ DMA(PO), in writing, explaining the circumstances of the relocation and grade level at the time of the move. HQ DMA(PO) will provide the gaining Component's servicing personnel office with this information. The servicing personnel office will in turn refer the employees, to the selecting official, prior to issuance of any competitive referral under merit promotion procedures. This priority referral in no way precludes the employees from applying, or selecting official from considering other candidates, through merit promotion procedures.

● DMA Personnel Offices will no longer obtain mobility agreements at the time application for a covered position is made. Instead, DMA Form 1400.24-1 will be obtained at the time the job offer is made and will be considered a condition of employment. Failure to execute the mobility agreement will result in non-selection, unless the employee meets the provisions of the grandfather clause.

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VACATION from page 7



Sue Kersey, CT

After having been made to feel so welcome and "at home" during our tour in Germany, we were able to return our former neighbors' hospitality this summer. Their daughter came to spend three weeks with us. Not only was it her first trip to the United States, it was her first airline travel.

My daughter and her American friends treated Simone to all the "everyday" sights in our area. But the girls did some unique things, too -- D.C. lights and buildings by night, the 4th of July fireworks, the Marine Evening Parade, and, on top of that, saw President Bush, Vice President Quayle and the astronauts at the Air and Space Museum. Not bad for an initial U.S. visit!

We took a week to get away from city scenery. A beach trip and combination sightseeing and college campus visiting took us over Virginia, Maryland, and Delaware. It was a nice respite for what was to come later--the much-acclaimed Old Rag Mountain, complete with cloud-covered vistas and even a big (4,166 feet) long snake!

To make her visit complete, Simone was introduced to some wonderful victuals -- grits, butter beans, corn-on-the-cob, catfish and hush puppies. Along with some new vocabulary words ("taters," "dadgum" and "doggone"), she went home with many, many pictures, fun memories, and her favorite -- Aunt Jemima pancake syrup!

### Charlotte Bernard, CT

My vacation was a trip home to Baton Rouge, Louisiana to visit my Dad and family and -- do nothing! This year, my daughter, granddaughter and my youngest son, Jeffrey, came along. It was the first time my Dad had seen his great-granddaughter and we were all excited about the trip. The flight to New Orleans went great; however, the rental car agent had overbooked and no car was available. But this problem was quickly solved.

We had a wonderful week, did a lot of visiting, and got to meet all the new nieces and nephews that had arrived since last year. We ate a lot and the catfish were great!

Oh, yes, we were able to enjoy something else that Louisiana is known for -- HEAT, HUMIDITY, and RAIN! We enjoyed all three every day!

After a week of visiting and eating, and eating and visiting, we were ready to come back home and do nothing but rest.



Shown here with Charlotte Bernard at her family home in Louisiana are (L to R) her daughter, Terri; son, Jeffrey; father, Louis Cook; and granddaughter, Jessica.

## *‘Jake’— A Part of DMS History*

by William H. Sutton

On July 14, 1989, after 41 years of combined federal and military service, John L. "Jake" Jacobs retired with honors.

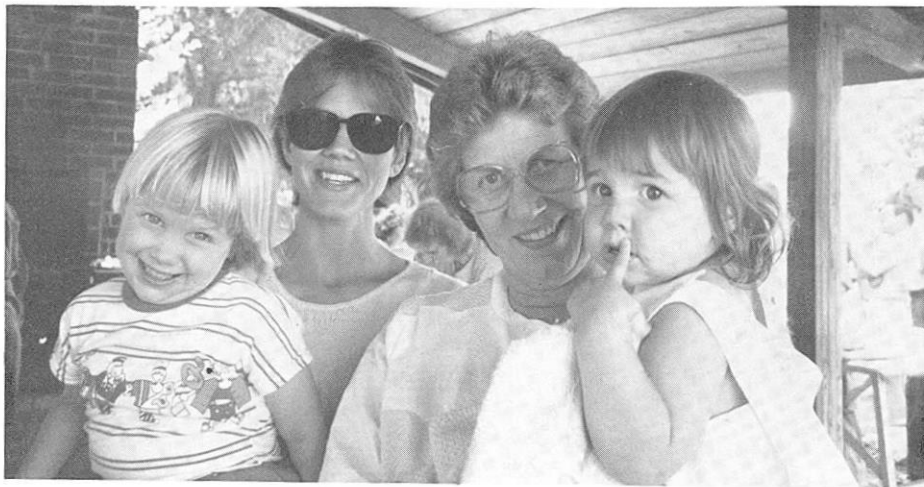
During a retirement luncheon for Mr. Jacobs, Colonel Daniel R. Clark, Director of the Defense Mapping School (DMS), presented him with several awards, which included the Defense Mapping Agency Superior Civilian Service Award -- a first to be presented to an employee of DMS.

Jacobs' distinguished career began when he joined the U.S. Army in 1948. He served 20 years, half of which was spent training students at the Department of Topography (now DMS), U.S. Army Engineer School, here at Fort Belvoir. As a military training instructor, Jake trained hundreds of students to be camera operators and lithographic platemakers. He also served tours of duty in Panama, Germany and Vietnam.

After retiring from the Army, Jake worked in the commercial printing business for a short time before rejoining the staff of the Department of Topography, USAES, as a Civilian Training Instructor, in 1969. A charter member of DMS, Jake again taught students ("my kids," as he often referred to them) the basic skills of photolithography.

Over the years, Jake earned a worldwide reputation throughout the Mapping and Charting community and all the Armed Services. He continually received plaudits as one of the finest Training Instructors assigned to the School. Jacobs was awarded the Defense Mapping School Master Instructor rating in 1970. He was cited as the Instructor of the Quarter for the years 1971, 1973, 1974, and 1977. Students, his product, helped him earn many outstanding performance ratings. In 1975, he was named the Outstanding DMS Civilian of the Year. Never too old to learn, Jake received his associate's degree in Printing Technology from Montgomery College in 1978.

Jacobs' distinguished career has demonstrated the true meaning of dedication to service. He has brought great credit upon himself, the Defense Mapping Agency and the federal employees of this country. All of us here at the School wish Jake and his wife, Shirley, the very best as they begin their retirement years in Nebraska.



(L to R) Granddaughter, Becky; daughter, Karen; wife, Shirley; and granddaughter, Mary, are shown here at Jake's farewell luncheon.



John L. Jacobs



DMS Director Colonel Daniel R. Clark presents one of several awards given to Jake for his many years of service.

# Director's Call



## PROMOTIONS

SSG Dollen J. Garrison (USA)  
Department of Graphic Arts  
Promoted to Sergeant First Class

SSgt James A. Chism (USMC)  
Department of  
Geographic Sciences  
Promoted to Gunnery Sergeant

## AWARDS

### Military

SFC Paul S. Barker (USA)  
Department of  
Management and Technology  
Defense Meritorious Service Medal

SFC Kenneth Harvey (USA)  
Department of Graphic Arts  
Meritorious Service Medal

### Civilian

Dennis Dodson  
Inter American Geodetic  
Survey Carto School  
Recognition of service with IAGS

## OUTSTANDING PERFORMANCE CERTIFICATES

Maria Becerra  
Office of Plans,  
Programs and Operations

Chesley Cummins  
Office of Mission Support

Patrick Donovan  
Department of  
Component Training

James Harnden  
Office of Plans,  
Programs and Operations

L. Gayle Shelnett  
Department of  
Management and Technology

## MASTER INSTRUCTOR CERTIFICATES

SFC Juan Buentello (USA)  
Department of  
Geographic Sciences

SFC Peter E. Rossi (USA)  
Department of  
Geographic Sciences

SSG William F. Belokon (USA)  
Department of  
Geographic Sciences

SSG Marvin E. Frith (USA)  
Department of  
Geographic Sciences

## SENIOR INSTRUCTOR CERTIFICATES

### Military

GySgt Werner V. Hofer (USMC)  
Department of  
Geographic Sciences

SFC Paul Swartz (USA)  
Department of  
Geographic Sciences

SSG Maria L. Vigil (USA)  
Department of  
Geographic Sciences

### Civilians

Robert T. Murphy  
Department of  
Geographic Sciences

Janel L. Thomas  
Department of  
Geographic Sciences

## SERVICE PINS

Daniel B. Wilson  
Department of  
Component Training  
10 years



# Director's Call

Joseph Quigley  
Office of  
Mission Support  
10 years

## LETTERS OF APPRECIATION

### Military

LtCol Charles A. Sakowicz (USMC)  
Office of the Director

MAJ Larry C. Shubat (USA)  
Department of  
Management and Technology

CPT William P. Smith (USA)  
Department of  
Management and Technology

CW3 Edwin Huth (USA)  
Department of  
Geographic Sciences

ISC Scott McDonald (USN)  
Department of  
Management and Technology

SSG Theodore Mohn (USA)  
Department of  
Geographic Sciences

### Civilians

Mark Altman  
Department of  
Component Training

Lynn Keleher  
Office of Plans,  
Programs and Operations

## NEW ARRIVALS

### Military

CPT Michael R. Mason (USA)  
Department of  
Management and Technology

Capt Timothy McCaig (USAF)  
Department of  
Management and Technology

GySgt James A. Rawllins (USMC)  
Department of Graphic Arts

TSgt Michael S. Mustard (USAF)  
Department of  
Management and Technology

SSgt Clinton W. Newbold (USMC)  
Department of Graphic Arts

### Civilians

Karen King  
Department of  
Management and Technology

Gloria Tomita  
Department of  
Geographic Sciences

Mary Alice Troy  
Department of  
Management and Technology

## DEPARTURES

### Military

SFC Juan Buentello (USA)  
Department of  
Geographic Sciences

SFC Peter E. Rossi (USA)  
Department of  
Geographic Sciences

### Civilian

Karin Aristov  
Department of  
Geographic Sciences

Ruth Garfield  
Office of Plans,  
Programs and Operations

Catherine Graybill  
Office of  
Mission Support

L. Gayle Shelnett  
Department of  
Management and Technology

Daniel Wilson  
Department of  
Component Training



Awards

## Sergeant Survives Five Years in POW Camp

by SGM Rudi Williams, USA  
American Forces Information Service

Donald J. Rander was homesick. Two months in war-torn South Vietnam had created in him a fierce desire to see the wife and children he left behind. So he re-enlisted in January 1968 to get a free 30-day round trip home.

But a twist of fate delayed the Army staff sergeant's trip more than five years. North Vietnamese soldiers captured him three days before his scheduled flight.

Rander and his fellow prisoners of war, those who came home and those still missing in action, will be honored for their sacrifices during POW/MIA Recognition Day on Sept. 15.

"I was half packed, with Christmas presents and all, when the attack came," said Rander, now a retired warrant officer working for the Army's Foreign Counterintelligence Activity at Fort Meade, Md. "I was supposed to leave on Feb. 4, 1968, but I was captured on the 1st."

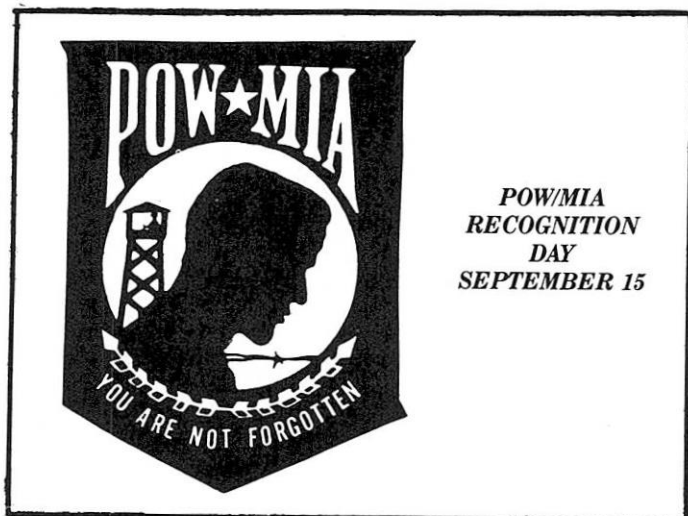
All his efforts to evade capture by enemy forces were futile. Enemy rockets and mortar rounds exploded around the villa Rander and his four intelligence-gathering counterparts occupied. They peeped out of windows as enemy troops whisked past the house. Low on ammunition and seriously outnumbered, the five beleaguered Americans crept next door to consolidate their small force with four civilians.

Rander's small group survived a night filled with shelling and sporadic gunfire, although he was knocked unconscious and another soldier was seriously injured when a rocket slammed through the roof during the night. "It was like Custer's last stand the next morning; all the North Vietnamese in the world seemed to be outside the door," he said. "We were out of ammunition, surrounded by the enemy and two men were dead; so we went downstairs and surrendered."

Hopes of visiting his family thwarted, Rander's greatest desire became survival.

With their hands tied behind their backs with telephone wire, the Americans were taken across backyards and over fences to a house down the street. Six of the remaining seven men were forced into a small shower stall; the wounded man was placed on a table. Rander cut his ankle on some barbed wire while helping to carry the wounded soldier. The cut became infected during the long trek over mountainous terrain and through the leech-infested jungle.

After two days, the enemy soldiers headed north with their prisoners, leaving the wounded man behind. When American infantrymen retook the town about two weeks later, they rescued him.



POW/MIA  
RECOGNITION  
DAY  
SEPTEMBER 15

Four reached North Vietnam about three months later; two had escaped on the trail north, Rander explained.

Hairy times plagued the route to North Vietnam. That's when enemy soldiers protected them from other enemies, such as the villagers who demanded the prisoners be beheaded.

"Initially, the North Vietnamese were not brutal," said Rander. "I think they wanted to take prisoners. There were some threatening gestures-- lie 'still,' while pointing a gun at you and that sort of thing."

But that changed when they reached a camp near the Laotian border. That's when the interrogation began.

"I was immediately singled out and told by one of the English-speaking cadre that Martin Luther King Jr. had been assassinated by (former President Lyndon B.) Johnson and the CIA," said Rander, the only black in that camp. He later used the North Vietnamese's impressions of how blacks were treated in America to his advantage.

Rander, afraid of revealing two classified projects he had been working on before his capture, agreed to talk; but he didn't disclose anything about the two classified projects. "When they asked me the names of commanders and stuff like that, I used names from the roster of the 1951 World Series, Dodgers: all the infielders were officers--lieutenant colonel and above--and all the outfielders were NCOs."

When the North Vietnamese couldn't get the answers they wanted, tormenting interrogations ensued. Yelling and screaming echoed across the compound from prisoners being tortured. When Rander refused to answer questions, his torture was kneeling.

"Try kneeling on the ground for six hours in 95 degree weather with sweat dripping out of your eyelids," said Rander. "I'd eventually keel over, and they'd start beating me. I'd cover up enough to pro-

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See POW page 15

POW from page 14

fect my head, my kidneys and my privates and just let them beat on me. When I had enough of that and had the circulation back in my legs, I'd let them put me back on my knees. This went on for about three days. At night, they would put my feet in stocks and harass me all night."

While kneeling in the blistering hot sun, Rander made up a story that eventually got him off the hook. When "Rat Face", his interrogator, started questioning him again, Rander looked up and said, "Don't you realize that I'm just a black soldier and the white man don't tell me nothing?"

"I threw the propaganda back to him," Rander laughed. "He just looked at me, and I laid it on thick: "The white guys go out and do all that important stuff. They wouldn't let me do anything like that."

The interrogator, with a smirk on his face, looked at him and said, "Get up."

"I couldn't stand up," Rander said. "So he told me to sit on a stool. I pulled myself up onto it."

"I didn't have any more problems with Rat Face," Rander laughed.

During captivity, a heavy, doughy French loaf-type bread, made from a poor grade flour spiced with rocks, insects, rat feces and other impurities, was one of Rander's main staples. That and a bland vegetable soup, three months of cabbage soup and three months of pumpkin soup rounded out his menu.

Rander, who spent several months in solitary confinement, said he went from 190 pounds down to about 125, but his captors fattened him up to 148 be-

fore his release on March 27, 1973. "I saw more meat in the two months before our release than I did in five years," he said.

Rander, like most prisoners in his group, fared much better on holidays--May Day, Ho Chi Minh's birthday, Tet (the North Vietnamese New Year) and the American Christmas day. "They'd really go all out on those days," Rander said. "We'd get turkey buzzard--a good portion of meat. On Tet, they'd give us traditional North Vietnamese foods, which was a special meal for us. We'd get a little more meat and something they called 'Bahn Tet', a rice cake with a little pork fat in the middle. It's really tasty."

"On your birthday, you'd be given a couple of extra cigarettes and maybe some extra food," said Rander, adding that cigarettes were important and scarce. "We were given three cigarettes a day, and I would steal paper from them and make six cigarettes out of each one. It was part of surviving--I was beating them at something by stealing their paper."

When he returned to the United States in 1973, the changes that had taken place in the world dumbfounded him. He had missed the Afro hairstyles, black power and women's liberation movements, and a host of other things. Rander received a warrant officer appointment in March 1974. He retired on Sept. 1, 1983.

His days as a prisoner of war changed his attitude about life. "I took a good, long look at Don Rander, and I didn't like what I saw," he said. "I think I'm now more honest with myself and with other people. I don't sweat the small stuff; most people get all upset about money... That doesn't bother me anymore--that's all trivial, material stuff."

## Minuteman Flag Flies Over DMS

Captain David A. Brumbaugh, his team of coordinators, and those DMS employees who enrolled in or increased their U.S. Savings Bonds are commended. The Minuteman Flag will fly below the DMS flag in front of Building 214, symbolizing our patriotic support of the nation. It shows that we have achieved a 50 percent or greater participation rate in the U.S. Savings Bond Program. Congratulations to all!

TOPO from page 1

Germany. The seniority, diversity of assignments and responsibility placed on these four officers will ensure their opportunity to have a lasting impact on their new career field.


MOS re-classification training for three remaining warrant officers began with Class 2-89 of the Warrant Officer Terrain Analysis Certification Course on July 17, 1989. CW3s Tom Folgate and Bill Benning, along with CW2 Mike Noderer, will complete the re-certification process in the near future and formally close the era of four separate topographic warrant officer specialties in the United States Army.


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September 17 - 23

Commencing with Citizenship Day, September 17



 Commission on the Bicentennial of the United States Constitution  
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## BIRTHS

Mr. and Mrs. Jeffery Hamn announce the birth of their son, Jeffery Lorenzo Hamn, Jr., born June 28, 1989, weighing 6 lbs. 7 ozs.

Mr. Hamn works in the Logistics Division of Mission Support.

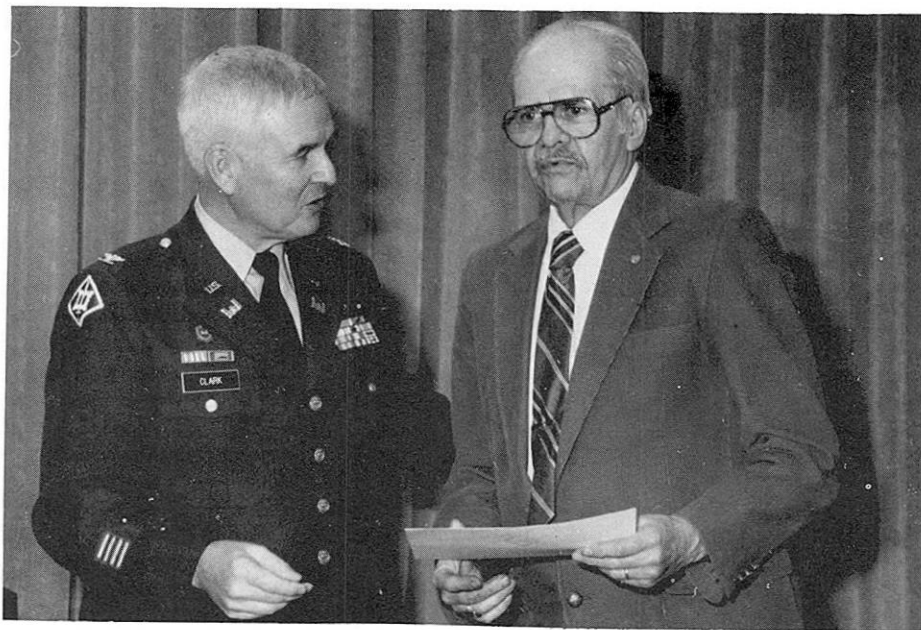
## Instructor Retires After 45 Years Federal Service

by William H. Sutton

The Defense Mapping School has lost the services of Albert Marvel, a Training Instructor in the Reproduction Equipment Repair Course, who retired earlier this year after 45 years of combined military and federal service. Mr. Marvel has continued his residence in the Northern Virginia area.

Mr. Marvel began his military career when he entered the U.S. Army in 1945. He was assigned to Fort Leavenworth, Kansas and worked in the field printing plant as an offset pressman. While serving in the Army, he was assigned to Psychological Warfare Printing Units, the 40th Engineering Company (Topo) (Corps), Korea and as the Branch Chief of the Reproduction Equipment Repair Course when the now-designated Defense Mapping School was the Department of Topography, U.S. Army Engineer School. Mr. Marvel retired from military service in 1966.

Al came back to the School shortly after his retirement from the Army and was assigned as a Training Instructor in the Repair Course.



Colonel Daniel R. Clark, DMS Director, congratulates Albert Marvel on his retirement from federal service.

Throughout his career as a civilian, Mr. Marvel was highly recognized as an innovative and energetic instructor by the hundreds of students he taught. He continually received plaudits for his teaching abilities. Al has a reputation that is recognized worldwide throughout the military services. He often received calls asking for his advice on how to repair or troubleshoot problems on equipment.

Since his retirement, Al has

been in touch with us here at the School, even at 6:30 a.m. on a cold winter morning, just wanting to say "Hello" and that he is going to miss coming in to work that day. Al is enjoying his retirement and we here at the School wish him all the best in his retirement years.

We encourage all of our retired members to keep in touch and let us know where they are and what they are doing.



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Address all communications to:

Countour Editor  
Defense Mapping School  
Fort Belvoir, VA 22060-5828

Director  
Colonel Daniel R. Clark

Public Affairs Officer  
and Editor:  
Joyce J. Beck

DEFENSE MAPPING SCHOOL  
FORT BELVOIR  
VIRGINIA 22060-5828

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# CONTOUR

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October 1989



The new IAGS team, (L to R) Carlos Angel, Milda Stone, Angel Santiago, Dennis Dodson, and Eduardo Elinan, reviews their recently approved teaching curriculum.



## IAGS Division Curriculum Established

by Bill Reven

Twenty-four courses have been established as the core curriculum for the Inter American Geodetic Survey Division at DMS. The new division was established within the DMS Department of Geographic Sciences as the successor organization to the IAGS Cartographic School, effective 1 October 1989. The division's function is to "maintain a Spanish speaking multinational training school to provide training in cartography, geodesy, and geophysics, and to act as a forum for the transfer of technology relative to the entire spectrum of MC&G."

The courses listed in the accompanying table are the result of an analysis of a DMAIAGS proposed curriculum specifically designed to support validated U&S command requirements. The analysis team was coordinated by DMA/PO, with representation from PP, PR, RE, DMS and IAGS.

### INTER AMERICAN GEODETIC SURVEY DIVISION CURRICULUM

#### COURSES BY TITLE

#### PRODUCTION

C-101 Color Separation Technician  
 C-111 Basic Photographic Sciences  
 C-201 Cartography  
 C-203 Cartographic Edit  
 C-204 Nautical Cartography  
 C-205 Aeronautical Cartography  
 C-311 Photo Lab Quality Control for MC&G Products  
 P-101 Stereocompilation  
 P-201 Photogrammetry  
 P-202 Photogrammetric Edit  
 P-304 Semi and Analytical Aerial Triangulation  
 F-101 Survey Instrument Operator  
 F-102 Field Methods of Identification and Annotation of Aerial Photos  
 F-201 Field Surveys

F-203 Automated Geodetic Computations  
 F-301 Advanced Geodetic Surveys  
 I-201 Map Maintenance  
 I-10X Imagery Interpretation and Classification  
 I-30X Computer Assisted Production Technology

#### PRODUCTION CONTROL

C-303 Cartographic Production Supervisor  
 P-303 Photogrammetric Production Supervisor  
 F-303 Field Surveys Supervisor  
 I-304 MC&G Management  
 I-20X Quality Control

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 See CURRICULUM page 5



*From  
the  
DMS  
Schoolhouse*

It wasn't a resort location. We didn't stay at a Hyatt-Regency or even a Marriott. Instead, we selected the 4-H Education Center, located about four miles south of Front Royal, Virginia, as the site for the Defense Mapping School Off-Site. There in that rustic and remote setting the senior leadership of the Defense Mapping School conducted the most effective planning meeting I've ever attended.

On the first day, we talked over and reached consensus about our mutual expectations for the off-site. We reviewed our current mission statement and analyzed the functions we are performing in support of that mission. We added, deleted and modified functions, as appropriate, to reflect current MC&G training reality. Next, we assessed our strengths and weaknesses using the results of the DMA Workforce Survey input from work group feedback sessions, the draft findings from our recent DMA IG Inspection, and the personal observations of the individuals present. That analysis set the stage for the next day's work.

On the second day we turned our attention to the Long Range Plan for the Defense Mapping School. We want a plan that will provide comprehensive and consistent planning guidance to our DMS



**Colonel Daniel R. Clark**  
Director  
Defense Mapping School

management team as we chart the future of our School. We want a plan that will assist the Defense Mapping Agency leadership to adequately resource DMS by improving the capability to forecast needs. We also believe the plan will be most useful to inform the MC&G community about our vision of the future of DMS. We started with a 40-page draft and made great progress in adding clarity to our long term objectives as we talked over some of our concerns. We agreed on an objective to complete the DMS Long Range Plan by Thanksgiving.

On the third and final day of our off-site, we concentrated on goals and objectives for the new fiscal year which began this month. Our fundamental goal is to continue to provide the highest quality instruction in MC&G and related subjects. As we do that, we'll continue to make a balanced use of mobile training teams which complement our resident program and assist us to provide timely, tailored and cost-

effective instruction. We want to improve our academic evaluation program by making better use of course critiques and student follow-up. We want to enhance our faculty development program by scheduling monthly professional development events. We want to execute a greater percentage of individual development plans for our civilian faculty and staff. Another important objective is to move quickly to identify the IAGS Division resident student demand. These and other near term goals and objectives were circulated to all DMS departments and support offices during the last week of September.

I feel very good about the results of our off-site. Our leaders have a common understanding of our mission. We know what our current capabilities are in relation to our mission. We know what strengths we can build upon and we know what shortfalls need attention. We have the makings of a useful plan to guide us over the long term, and we have the goals and objectives we need to establish our priorities for doing effective work right now.

I also feel especially good about the cost effectiveness of our off-site. We took 15 people to an area free from day-to-day distraction. We stayed in austere but adequate accommodations. We stayed two nights in rooms furnished with bunk beds and a single chair. We had five meals together. They were simple but nourishing, prepared with care, and served buffet style in a spotless cafeteria. We had full use of ample, well-furnished meeting areas. The total cost for all of that for all 15 people was less than \$1,100.

***SOUTH OF THE BORDER***

Help DMS welcome IAGS and all those countries south of the Rio Grande!

**DMS Cultural Awareness Day**

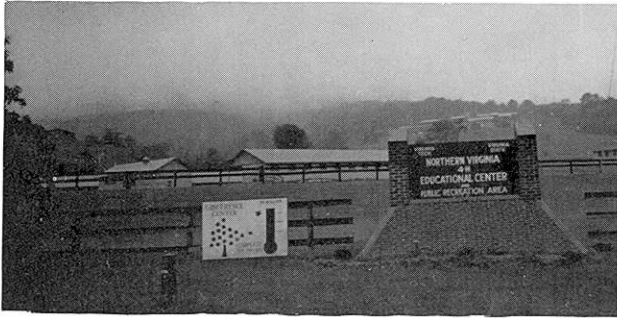
Wednesday, 18 October beginning at 1100 hrs in Heitmann Auditorium for presentations and lunch at 1200 hrs in Bagley Park.

*Participate in the Chili Cookoff, taste-tested by a distinguished panel of judges!*

Don't forget your covered dish or your pesos!

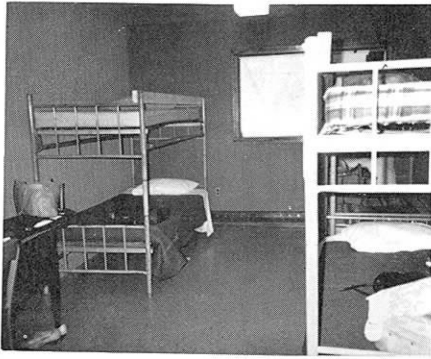
***Hasta Luego!***

# The DMS Off-Site



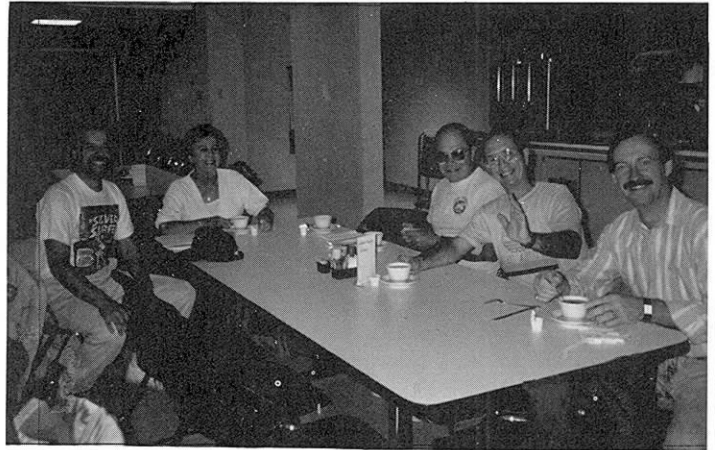
The remote and rural refuge for the Off-Site.

*Workforce Survey  
Strengths/Weaknesses*



The beds were comfortable in these 4-star accommodations!

**Long  
Range  
Plan**

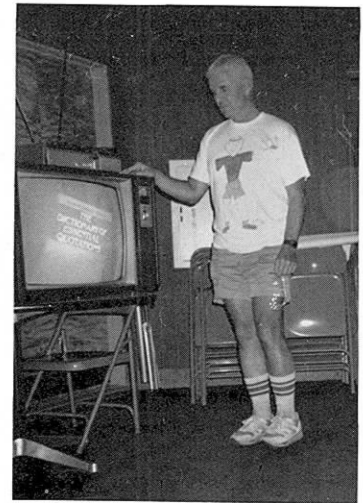


Meals were served buffet style in a spotless cafeteria.

*Mission/Functions*



The library was the setting for the Long Range Plan discussions.



Evenings were reserved for professional development classes.

*IG Findings*

**FY 90 Goals/Objectives**

## The Direct Line

### Actions on Survey Continue

You and I spent a lot of our time in conducting a survey to determine what you thought was good and what was bad about working for DMA. By now, you should know that all the replies are being worked on. I thought it would be timely to give you a status report.

We have a lot of data that requires analysis through the combined efforts of managers and employees to help all of us identify areas for improvement, and develop and implement short-term and long-term initiatives to address those improvements.

We have not been inactive. The past three months have been filled with activity related to the work force survey. Here are some highlights:

In July, "focus groups" were held with first-line supervisors in several components. The purpose was to look at major areas of concern identified through the survey and discuss why employees raised these issues. The groups proved to be insightful and the

information they provided was used by the Steering Committee to review survey results.

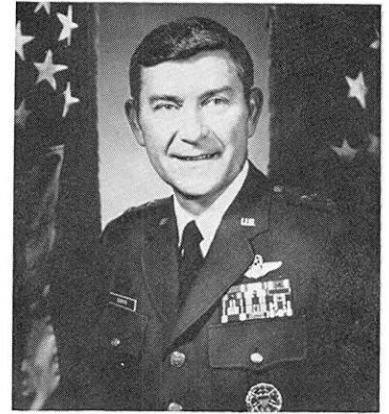
In early August, senior managers and union officials at each component were briefed about the survey results.

In late August and September, managers and supervisors throughout the agency attended a one-day training session designed to assist them in conveying results to their employees and gaining employee feedback.

Based on the activity that has occurred, some important things are now taking place.

Each manager and supervisor is in the process of sharing the survey results with employees and deciding what improvement initiatives can be undertaken at his/her level of responsibility. If your work group meeting hasn't been held, ask your supervisor when it's going to happen.

On a broader scale, each component director and headquarters staff office chief will submit, by 20 October, an overall action plan for their respective organizations. At the same time, they will sub-



Maj Gen Robert F. Durkin

mit recommendations for DMA-wide improvement initiatives.

If you have suggestions for either your component or office-wide plan, or the DMA-wide plan, let your supervisor know so that the information can be evaluated.

Everyone must realize that we have over 22,000 pages of data which require time and effort to digest before successful improvement initiatives can be developed and implemented.

It is important that we all become involved to assure a correct understanding of the issues so that prudent actions can be taken.

### Dierdorff Receives Presidential Rank Award

Curtis L. Dierdorff, DMA director of Personnel and Equal Opportunity, received the President's Meritorious Executive Rank Award on September 14 in Washington, D.C. President Bush presented the award in the Daughters of the American Revolution Constitution Hall. Along with the award, Mr. Dierdorff received a stipend of \$10,000.

To receive a Presidential Rank Award, a nominee must have exhibited exceptional performance for at least three years. The director of the Office of Personnel Management, with the assistance of review panels composed of leading individuals from inside and outside the Government, recom-

mends awardees to the President, who makes the final selection.

Mr. Dierdorff was nominated for the award by Major General Robert F. Durkin, DMA director, who cited Mr. Dierdorff's "strong and innovative approach to major issues," including revamping the Agency's personnel management team, automating the personnel and management information systems and implementing the Executive Leadership Program.

Prior to joining DMA, Mr. Dierdorff was the deputy associate commissioner for management for the Office of Hearings and Appeals in the Social Security Administration, a Senior Executive Service position.

### Air Force Major Named Chief of Military Personnel for DMA

Air Force Major Sylvia D. Walker has been named chief of the Military Personnel Division of the Defense Mapping Agency. She replaces Lieutenant Colonel John E. Coon, who is retiring. Major Walker is the daughter of Inez Tolbert Wright of Camp Hill, Ala.

Before assignment to DMA, Major Walker was director of personnel programs, Headquarters Electronic Security Command at Kelly Air Force Base in San Antonio, Texas. She also held positions there from 1985-1989 as chief, Airman Assignments Division, assistant for Senior Officer

See WALKER page 12



# Terrible 2s - Do They Ever End?

by Paulette Kommes

Do you remember when your children were getting close to the age of 2 and seemingly, day by day, they were getting on your nerves more and more? Everyone told you it was just a stage they were going through. Maybe if your children haven't reached that age but are nearing it, you're saying to yourself, "Aha! That's what's wrong."

I do not profess to be an expert on the subject but between the families I've encountered and my own family, one thing seems to become predominant -- we're parents! At the age of 1 day to 1 year, you just couldn't get over how cute they were. From 1 year until sometimes 2 or older, you were wishing that they would suddenly surprise you and be "potty trained." Once in a while during that time, you may have seen a stubborn streak which, naturally, didn't come from your side of the family! There were times when you wished the "Terrible 2s" were over and you could return to your normal, well-disciplined life. From age 2 to 5, it seemed as though they had their cute times, stubborn times, naughty times, loving times and just times in general. From age 5 or, in some cases, 6, they started school. The first "four letter" words they used would never have come out of their mouth if it hadn't been for "some of those kids" in school. For the next few years, you did



what you thought was your best, trying to bring them up with a well-rounded personality. You disciplined them but didn't want to be too strict. You spent quality time with them, which was usually running them to soccer, baseball, football, basketball, Scouts, etc. You may even have had them go to church and Sunday school so they'd learn that there was such a thing as religion. Only once, maybe twice, during this time did you wonder why those "Terrible 2s" hadn't ended. Was there something wrong with your child? Did they forget to outgrow the "Terrible 2s"?

Suddenly it happened! They became teenagers and Mom and Dad became the enemy. Well, not actually, but there were times that you felt you definitely

needed a foxhole or bunker for protection. It was especially bad when you knew, or at least were told, "Things are different now; it's not like when you were kids, any more! You are too old-fashioned!" You got the funny feeling you were supposed to have been a minister because you were always told to "Stop preaching to me!" You knew that these were just stages they were going through.

Parents are not perfect! Our kids told us that so we can't say we haven't been told.

I think if we all take a long look back or a look into the future, we need to realize two things: one, we are not perfect; and two, neither are our kids. Maybe they didn't outgrow the "Terrible 2s", or maybe they did and we just didn't realize it.

I guess the only thing to remember is that we did our best by giving them love and understanding, taught them right from wrong, and were there when they needed us.

The things to remember are that, no matter what --

- o You've given them love.
- o You've given them understanding.
- o You've given them trust.
- o You've been there when they needed you.

Most of all, no matter what happens, we, as parents, love our children through it all. Love is the key. No matter how good or how bad the "Terrible 2s" or "22s", we love our children.

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## CURRICULUM from page 1

The curriculum provides a balanced program of survey, cartographic, and photogrammetric training, along with selected specialized courses directed to satisfying the needs of our Latin American co-producer mapping agencies. The planned curriculum does not propose to present every

course on a fixed annual schedule but will be based on a formalized process of documented individual country requirements, reviewed and validated in cooperation with DMAHTC with key input from their in-country project teams. While the program of instruction is to be in a residential mode at Fort Belvoir, some training may be done in-country, using DMS mobile training teams when appropriate.

## CORRECTION

In the last paragraph of SGM John Dodge's vacation story in last month's Contour, the sentence should have read: "This year, the Nats' had over 3000 street rodders attend." -- (not 300). The editor regrets this error.



## PRCA Rodeo Held Locally

by SFC Richard V. Corum

The Professional Rodeo Cowboy Association (PRCA) is alive and kicking in the eastern United States. The Marriott Ranches, a subsidiary of the hotel chain, hosted a PRCA-sanctioned rodeo at their arena in the Blue Ridge Mountains at Hume, Va., on August 26 and 27. It might not have been quite as large as some rodeos in the West, but was just as professional and maybe a bit more fun.

The arena was a little small, but adequate, and the grandstand (bleachers) seated only about 200-300 people. The ingenious hands at the ranch put out tiers of hay bales on a sloping hillside facing the arena to provide seating for the unexpectedly large crowd, especially on Sunday, the 27th.

The rodeo was produced by the Barnes Rodeo Company of Iowa, a former Producer of the Year in pro-rodeo. A new twist for this rodeo fan was that the rodeo announcer had a remote microphone and roamed the arena on his horse, Elvis, throughout each afternoon.

The full slate of events included bareback riding, calf roping, saddle bronc riding, steer wrestling (bulldogging), ladies barrel racing, and bull riding.

Many of the cowboys came from

New Jersey, New York, Pennsylvania, Delaware, Virginia, and Maryland. There were even a few from as far away as Louisiana, Oklahoma and Texas.

DJs from the country western radio station, WMZQ, set up a booth to offer music, T-shirts, and other memorabilia.

There was plenty of entertainment between events from rodeo clowns, a trick roper, cowboy-ridden buffalo, and other specialty acts.

One of the highlights was a high winning score of 85 on a former National Finals rodeo bull, Weedeater, by a consistently good rider, Joe Wimberly. Other unofficial winning scores and times were: Bareback - 75; Calf Roping - 8.9 secs; Saddle Bronc -74; Bulldogging - 4.6 secs; and Barrel Race - 17.55 secs. All are respectable scores by any standard.

A perquisite for the rodeo fans who also like football was Sam Huff, former linebacker for the New York Giants and Washington Redskins, being in attendance at the Sunday performance. He stayed on after the rodeo to chat and sign autographs. Not many people have Sam Huff's autograph on a PRCA rodeo program -- but I do!

It was a great weekend. Marriott is going to try to make this an annual affair, so plan on attending next year in August. See you at the rodeo!

## VETERANS DAY

Nov. 11

# VETERAN



By Davic Leusner  
USASC, Philadelphia

There's quiet now, the guns are stilled  
Yet in the fight our ranks were filled.  
No trench, nor other lowly place  
Has need of us for war's embrace.

We are veterans — inured from war  
We know the tyrants off our shore.  
Peace was our goal our lofty aim  
It was our single hope to claim.

And — some have fallen, glory draped  
Paid full measure for freedom's sake  
We ask for them, your pledge, your vow  
You'll keep in trust this peace somehow.

That each of you in somber thought  
Holds high this peace so dearly bought.  
That you will guard with love, esprit  
This land of hope and liberty!

## DMS Fans Named "Most Valuable Player"

by MSG Herb Schmeling

For their faithful devotion and steadfast loyalty, the fans of the DMS "Over 30" softball team were named as this season's "Most Valuable Player". Win or lose, the fans were always there. Through 10 regular season games and six post-season tournament games, neither rain, nor heat, nor dust, nor sloppy play could keep them away from the ballfield. The DMS "bleacher creatures" were staff, faculty, students, and family members alike. When they were needed, they rose to the occasion and vocally showed their admiration for great plays, timely hits, and even in some cases, close calls of misjudgement by the "guys in blue." To the opposition, the DMS fans were "the 11th player" on the field. The fans enjoyed DMS' version of "Billy Ball." In tough games, the team would grab a lead, give it up, and then through some late inning heroics, emerge as victors. But when each game was over, the team came off the field to the warm reception of vocally exhausted fans.

After a slow 2-win/3-loss start, DMS closed out the regular season with five straight wins and finished in a 1st place tie with "The Stars" and MEDDAC. The difference in the post-season tournament was the play-off pairings. DMS, by virtue of their two forfeit wins over regular season opponents, was seeded 3rd, while "The Stars" bumped off MEDDAC in a one-game play-off to determine the top two spots.

To vie for the championship, the DMS "softballers" had to play six games in three days. In the first game of a possible triple header on Friday, September 8, DMS (4-1) quickly disposed of HHC, 610th Ord Bn 13-3, thus paving the way for their showdown with "The Stars" (2-0).

As the dust cleared following the final out, "The

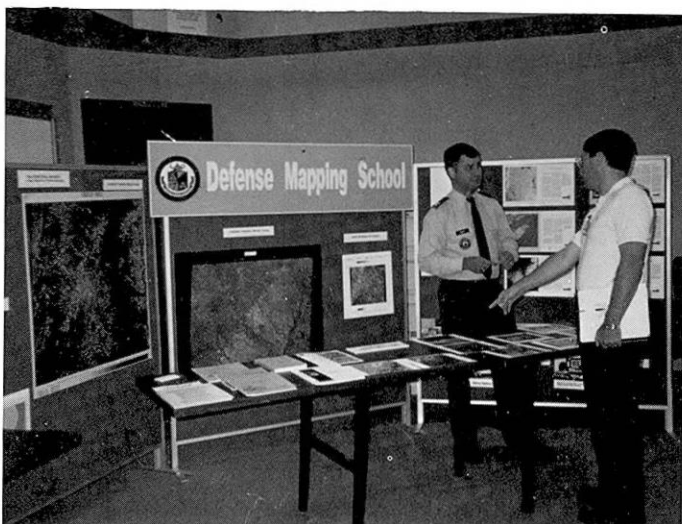


The DMS "Over 30" softball team finished the regular season in a 1st place tie with "The Stars" and MEDDAC, then went on to finish 2nd in the championship tournament.

"The Stars" had emerged as champions 14-9. For the DMS team, it was not humiliation. For the second straight year, DMS had finished no lower than second in the tournament. Coach Bill Belokon can be proud of his team. They paid their way into the league and defeated every opponent at least once during the 16-game season.

Congratulations, team! Congratulations, fans! And -- congratulations, DMS!

This season's players were: Rocky Garrison (GA), Stu Lobel (GA), Dave Miller (GA), Bill Belokon (GS), Bob Sowards (GA), Charles Edwards (ATAC), Laverne Taylor (ATAC), Paul Mason (GS), Herb Schmeling (GS), Jim Rawllins (GA), Nelson Mora. (MT), Tom Folgate (TAWOC), Bob Fitzgerald (ATAC), Dewey Johns (Fort Belvoir family member at large), Steve Holder (Fort Belvoir player at large), Tony Hyde (Fort Belvoir at large), and Harry Lovell (Fort Belvoir at large).



### DMS Display at DSMC

CPT Michael Mason recently manned a display booth at an Open House at the Defense Systems Management College. The DMS display turned out to be the most elaborate and popular there. Information displayed included photos from various departments in DMS, GIS products from our MSI lab, course catalogs, and our ever-popular "Geodesy for the Layman."

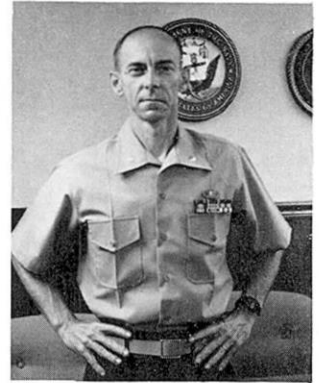
# DM Sers

With over 20 years of military service, one would think **Lieutenant Colonel Charles A. Sakowicz** would have learned not to volunteer. But he hasn't!

As a member of the Knights of Columbus, he has held two offices, acts as usher at Masses, has called at bingo nights, transported nursing home patients to church and sporting events, participates as a member of a second degree team, and collects funds for Retarded Children of Virginia.

For 10 days this summer, LtCol Sakowicz accompanied 24 Boy Scouts on a 1400-mile summer camping trip. The trip included two nights aboard the aircraft carrier Yorktown in Charleston, S.C.

He also serves as a merit badge counselor and has been a den leader, assistant cub master, and a committee chairman. In support of the county youth program, he is an assistant coach, league chairman, and occasional referee for soccer.



**Major Larry C. Shubat** is Den 3 Leader (Bobcat Den) for the Fort Belvoir Cub Scout Pack 118. Cub Scouting is a phase of the Boy Scouts of America program, carefully designed to meet the needs of millions of Cub Scout age boys (8, 9, and 10) and their families.

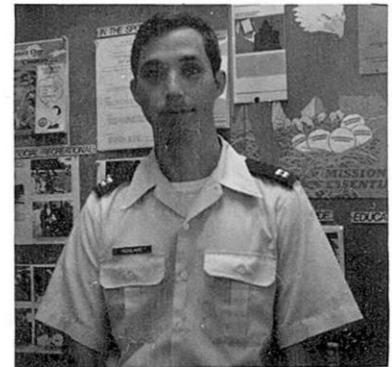
Den 3 meets weekly to enjoy

crafts, ceremonies and play games. The Pack meets monthly to show the families the progress and achievements of the Cub Scouts.

Major Shubat received his Eagle Scout award in 1963 and is a member of the National Eagle Scout Association.

**Captain Harold Huslage** is Assistant Den Leader for Den 5 (Bobcat Den), Fort Belvoir Pack 118. Not all Dens have assistants! Den 5 is very fortunate to

have Capt Huslage provide training in the principles of citizenship and the development of the physical and mental fitness of the Cub Scouts.



**Captain Nelson Mora** is an active committee member of the Fort Belvoir Cub Scout Pack 118. His duties include maintaining the membership roster and cub scout data base. He is responsible for

membership activities for the Pack, to include fund raisers.

If you are interested in getting involved with Pack 118, Capt Mora is the person to contact.

# Volunteer

Lieutenant Colonel Lou DeSanzo has been active in his community of Lake Ridge, Va., for the past three years. He chairs the Citizens Advisory Committee (CAC) of the Lake Ridge Homeowners Association, which, with over 6500 homes, is the third largest such association in the United States.

The CAC, which fluctuates between 20 and 30 members, acts as the association's legisla-

tive branch, making budgetary and operational policy recommendations to an elected board of directors. They are the primary catalyst for new programs in the community, such as youth activities. And, the CAC is the association's sounding board where homeowners can surface concerns and recommend improvements.

LTC DeSanzo has also been active as a soccer coach in Lake Ridge.



Barbara Windland is a team mother for her son, Doug's soccer team, the Barbarians.

Barbara also teaches 5th graders in the Religious Education Program at St. Elizabeth Ann Seton Church in Lake Ridge. The church does not have a classroom facility so classes are held one hour a week in the homes of the teachers.

Barbara recalls a challenging situation last year when she was discussing the Ten Commandments. The time to discuss the commandment "Thou shalt not commit adultery" was fast approaching and she had belabored all day how to tactfully define adultery for her 4th graders. At her moment of truth, one of her students raised his hand and provided what she considered a logical definition to satisfy the minds of 10-year-olds, and consequently Barbara accepted the definition with little comment.

The Lead Reader at her church, Barbara is also responsible for reader training and scheduling.



Captain Michael Mason joined the Boy Scouts on his 11th birthday, in June 1959. He never quit.

"My father was a Navy officer so I often had to look elsewhere for father-son things to do. Boy Scouts filled the need for fun and adventure in my adolescent years, especially during the periods when my father was away. There are several very important contributions that scouting made to my life: I was never in trouble as a youth; I learned self confidence; I learned skills that I use to this day in everyday life; I learned how to be a team player; and I had a good time. I feel I owe it to the Boy Scouts of America to return the favor."

Because of his military lifestyle, CPT Mason has been a member of 11 different Scout troops, including a Sea Scout ship. He has held every boy leader position and the adult positions of scoutmaster, assistant scoutmaster, committee member, and several district commission staff positions. He is a formally trained adult leader.

Having recently arrived at Fort Belvoir, CPT Mason is looking for scouting work which is compatible with his frequent travel schedule.

# DMSers Volunteer

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VOLUNTEER from page 9



## One Way to Build a House

by CPT William P. Smith

Most of us want to have a house of our own at some point in our life. In the military, this often means waiting until retirement to key into the location of the country and the type of house that is desired. In the civilian sector, it is often desirable to own a house early in one's career, say soon after marriage. But what does one do when he earns his living doing "Chalk in Concert" shows through continuous travel around the country and living out of a motor home. Well, for him, too, there comes a time in life for settling down in a house he can call his own.

Such was the case with a very good friend of mine, Bruno Zaffina. He had been doing these chalk shows for over 30 years all over this country and abroad. But the time came for him to have a permanent home. I offered to help him, should he decide to settle down in our community. Early this year, he accepted my offer and we have now completed his new home. It is small, but it has all the conveniences of any other house.

To build a house is interesting, challenging and very rewarding. It also cuts costs by at least 50 percent.

Years ago, you could build a basement and then live in it until you could afford to build the rest of the house. This is no longer permitted--at least not in Virginia.

Another way is to build a small house, complete in itself, which allows for expansion when funds permit. The house built for Bruno is centered on this concept. We put in a three-bedroom drainfield even though the house has only one bedroom. One side of the house allows for a 50-foot addition, if desired. So it is set up for convenient expansion.

To begin a house, plans must be approved and permits obtained. This may take up to two months. By mid-February of this year, the materials were ordered and construction began. One weekend, the footers were dug; the next, the foundation posts were placed; and so on. This procedure went on every weekend for five months. But persistence paid off and a house now sits where grass and honeysuckle once grew.

A house must be built according to national and local codes and is periodically inspected by county authorities. Probably the most exciting times are when a stage is reached for a required inspection. You wonder if it will pass. And when it does, one's confidence jumps up a mile. Of course, the inspectors would sometimes find some little things to change or to add to meet all of the codes they are so familiar with--but these were easy to correct.

A house encompasses many different phases. There is the footers and foundation, then the floor, walls and roof. The electrical and plumbing rough-ins are then completed, and the house is finished out with insulation, drywall and flooring. Finally, the bathroom and kitchen utilities are emplaced, the electrical work is completed and the light fixtures are installed.

It is interesting to note that there was not one penny of paid labor in this house. Sometimes a neighbor came over to help, but it was all on a volunteer basis. The house cost only about \$20 per square foot, which is less than half of the going rate of at least \$50 per square foot in that area.

Friday, August 4, we had the final inspection and the county inspectors approved the house for occupancy. The only thing they wanted me to add was a pull-chain light in the crawl space under the house. No problem! That was wired and completed within two hours.

Now that the house is completed, what's next? What about a weekend off!

## **News You Can Use: Cultural Enlightenment**

### **DO:**

- Get used to shaking hands.
- Use **FORMAL** title (MAJ, DR) until the International Student suggests first names.
- Allow time in business appointments/counseling sessions for socializing.
- Criticize in private, praise in public.
- Counsel students on American time standards.
- Explain American "cheating on tests" policy and punishment.
- Provide plenty of official paper documentation and ceremony (i. e., Certificate of Attendance, Completion, Welcoming and Graduation ceremonies).
- Be prepared for special problems: International Students may want to converse with their face 6-18 inches from yours or with their hand on your knee.
- Be aware that certain gestures (thumbs up, OK, V for Victory) can often have different and perhaps obscene meanings in other cultures.
- Allow for cultural/religious differences when serving food: no pork for Moslems and Jews, no beef for Hindus. Chicken is usually safe. Offer fruit juices as well as sodas and alcohol.
- Be aware that family responsibilities come before school/mission for many International Students.
- Be prepared for more gift-giving occasions (dinners, farewells, etc.).
  - Give small inexpensive items, preferably connected with the military (plaques, patches) or reminiscent of the United States.

### **DON'T:**

- Use competition between individuals or groups as motivation.
- Use the term "American" to refer exclusively to U.S. citizens, especially when working with Latin American students.
- Post grades in public.
- Accept a "Yes" to a "Do you understand?" -- Make the students demonstrate or explain in their own words that they understand.
- Admire the International Students' possessions too much--they might feel obligated to give them to you.
- Open gifts immediately--unless in a public presentation.
- Ask questions about or specifically invite wives and families to parties, until you are sure of the custom of that culture.
- Ask questions about polygamy, witch doctors, animism, tribes, or other areas, where an International Student might feel that the American is condescending or laughing at him!!

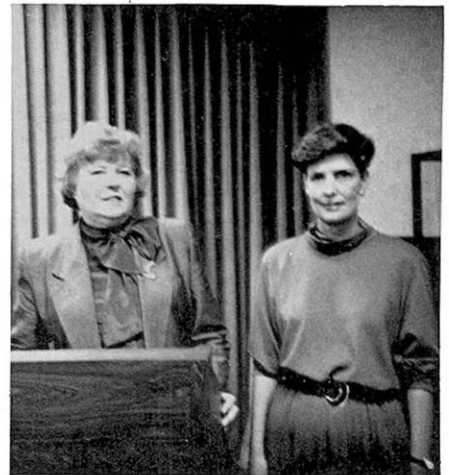
### **LEARN:**

Which American mannerisms can cause emotional reactions:

### **DON'T:**

- Show the soles of your feet/point your toes at someone else.
- Pat children on the head.
- Use your left hand to eat or offer something.
- Cross your legs "American style" with one ankle resting on the other knee!
- Put your arms behind your head, exposing armpits.

--Comments courtesy Cross Cultural Communications Course



(L to R) Monica Koshuta, administrator of the Washington Hospice, was guest speaker at the DMS CFC Kickoff on September 29. Jeanne Elmore is DMS coordinator for the 1990 Campaign.

## **CFC Time Again!**

by Jeanne Elmore

Yes, it's CFC time again! The DMS keyworkers were trained 25 September by Jim Jenkins, DMA's loaned executive.

The School CFC Kickoff followed the Director's call 29 September and featured guest speaker Monica Koshuta, administrator of the Washington Hospice. The film "Chain of Caring" was also shown.

Keyworkers are: Charlotte Faehn, OD; Maria Becerra, PP; Paulette Kommes, MS; TSgt Michael Mustard, MT; SSG Maria Vigil, GST; TSgt Kevin Hartfield, GSS; Edwardo Elinan, GSI; Sue Kersey, CT; MSG James Mayer, GAR; and SMSgt Raymond Poole, GAP.

These wonderful volunteers should have contacted each and every DMS employee by now. Why don't you contribute 1 percent of your annual salary and receive an Eagle Award?

Help someone have a better tomorrow by supporting the CFC. Show that DMS employees do care!

# PMRS Noncompetitive Examining Consolidated at HTC

Agency non-competitive examining for the Performance Management and Recognition System (PMRS) positions (GM13-15) has now been consolidated at the Hydrographic/Topographic Center, according to personnel officials. The consolidation is part of the larger reorganization of the DMA Personnel Program.

The PMRS examining consolidation is designed to reduce time in filling positions and time spent by employees in completing and filing applications for PMRS positions agency-wide.

The first announcement under the new program was issued by the HTC Personnel Office the latter part of June for positions in the MC&G career groups. Announcements will be issued for high volume positions as they are identified for coverage.

According to officials, the positions will be grouped, by a task group from the components and headquarters, based on similar knowledges, skills and abilities required. The crediting plan for examining applicants will be developed by subject matter experts, who will also serve on the ad hoc rating panel.

Position vacancy announcements

(PVAs) will be published annually. The first rating panel will meet approximately 30 days after the opening date with panels meeting quarterly thereafter. Applications and updates will be accepted during the life of the announcement.

Candidates who meet time in grade or similar requirements anytime during the life of the announcement may apply before these requirements are met. However, if selected, they may not be officially placed in the position until fully qualified.

The ad hoc rating panel, composed of subject matter experts, will rate and rank applications. A standing register will be established and referrals will be made from the register for vacancies.

Applicants will be notified of their scores and qualitative rating (best qualified, highly qualified, qualified, etc.).

Candidates may be referred concurrently to more than one component. All candidates referred must be rated at least highly qualified. Normally, three to five but not more than 10 names, with exceptions, will be certified for consideration. Candidates will be notified when they are being referred. For a six-month trial ba-

sis, which began when the first referral certificate was issued (mid-September), candidates will be allowed unlimited declinations for consideration before interviews without penalty.

After interview, employees who are exempted from executing a mobility agreement under the provisions of the new DMA instruction 1430.6 may decline a position at the next higher grade outside the geographic area without penalty.

Employees not covered by DMAINST 1430.6 will be removed from the register after two considerations. However, the applicant may reapply but the application will not be rated until the next quarter.

The selected candidate will be removed from the register. Candidates not selected will be returned to the register for consideration for other vacancies.

The servicing personnel office will notify candidates of selection or non-selection.

Employees may be qualified and may apply under more than one announcement. Employees must submit separate application materials for each announcement.

---

## WALKER from page 4

Management Division, and executive officer.

Major Walker served as executive support officer of the Resources Management Directorate, Keesler Technical Training Center, and commander, Headquarters Squadron, 3380 Air Base Group, Keesler Air Force Base, Biloxi, Miss. From 1979-1982, she was assigned as section commander, Component Repair Squadron, 3rd Tactical Fighter Wing, at Clark Air Base, Republic of the Philippines. Her first assignment was executive support officer of the Resources Management Directorate, 379th Bombardment Wing, Wurthsmith Air Force Base, Oscoda, Mich.

Major Walker earned a bachelor of science degree in social work from Tuskegee University, Ala., in 1976, and a master's degree in management from Webster University, St. Louis, Mo., in 1988. She is a graduate of the Squadron Officers School and the Air Command and Staff College, Maxwell Air Force Base, Ala.

Air Force awards and decorations include the Meritorious Award with one Oak Leaf Cluster, the Commendation Medal, the Organizational Excellence Award, the Longevity Service Award, and the Training and Overseas Ribbons.

Major Walker and her husband, Algie, also a Major in the Air Force, have two children, Natosha and Kevin. The family resides in Burke, Va.

## Reassignments Announced of Key 15s

The DMA Director, Maj Gen Robert F. Durkin, USAF, has announced the reassignments of five GM-15s within the agency.

The non-competitive reassignments include:

Mary Beth Goodwin, from HQ DMA PPI to HQ DMA PPH;

Jerry J. Becker, from TD IAGS to D DMAHTC San Antonio office;

Arthur S. Burnside, Jr., from DMAHTC RE to HQ DMA PPI;

Richard V. Halbert, from DMAAC PPG to HQ DMA PPE;

Albert B. Larson, Jr., from D DMAHTC SXO to HQ DMA PPI.

Actions are now being taken to effect the reassignments.





Career interns in management, administration, and facilities engineering assemble prior to the start of their first work week at DMA. Seated in front (L to R): Trudy Barker, Deanna O'Bryan, Margaret Bocciare, Carla Townsend and Beatrice Vicks. Standing (L to R): Timothy May, Isaiah Barnwell, Theodore Davis, Verna Jean Nightingale, Robert Duchesneau, Donna Farrell, Kevin Staker, Michael Urbain, Howard Pierce, Denise Humphrey, Gerard Piller, Daniel Collins, Cindy Bartlam and Edmund Karoly, director, DMA Education and Training Division. Not pictured are Bonnie Lynn Gregory and Dirk Bronson.

### **Career Interns Enter Work Force in Management, Administration and Facilities Engineering**

DMA career interns entered the work force on September 25 with a full week of orientation. The interns were selected under two separate announcements last spring, with 17 applicants for the Management and Administration program and two for Facilities Engineering.

The objectives of the Career Intern Program are to attract, select, train, and retain quality individuals who demonstrate potential for advancement to managerial positions in acquisition, administration, comptrollership, facilities engineering, human resources, logistics, information systems and industrial and personnel security. The program establishes a pool of highly competent and broadly developed individuals capable of assuming key mission support positions in the Agency. Interns will acquire superior general and specialized management skills.

The Career Intern Program is a three-year career develop-

ment and placement program leading to target journey-level positions. Interns receive formal and on-the-job training beginning at the GS-5 or GS-7 entry level with noncompetitive promotion potential to grade GS-11, except for those under the facilities engineering program, who may be promoted to grade GS-12.

Those selected for the intern program are:

#### Business/Administration

Trudy Barker, Emporia State University

Isaiah Barnwell, III, Hampton Institute

Cynthia S. Bartlam, University of Virginia

Margaret T. Bocciare, Catholic University

Daniel L. Collins, Park College

Theodore W. Davis, University of Maryland

Donna E. Farrell, University of Virginia

Bonnie Lynn Gregory, Western Maryland College

Denise D. Humphrey, Western Maryland College

Timothy J. May, University of Virginia

Verna Jean Nightingale, American University

Deanna V. O'Bryan, University of Maryland

Howard W. Pierce, University of Virginia

Gerard A. Piller, Grambling State University

Kevin B. Staker, Brigham Young University

Carla Y. Townsend, Syracuse University

Beatrice E. Vicks, University of Maryland

Michael H. Urbain, University of Massachusetts

#### Facilities Engineering Management

Dirk Bronson, University of Colorado

Robert E. Duchesneau, University of Connecticut

## Second Advanced Lithography Course Presented

by MSG James Mayer

Recently, the Department of Graphic Arts, DMS, presented the second Advanced Lithography Course (ALITH).

The course is designed to provide senior Army soldiers, serving in grades E-5 and above who possess the 83 series and related Military Occupational Specialties, with the knowledge required for them to excel in their careers.

The 42 academic days, some 303 long and arduous hours (if you listen to the students!), are divided between Pre-Press Operations, (Process Camera and Layout Equipment); Printing Operations (Offset Press and Bindery Equipment); and Supervisor and Management Operations (Production Control and Quality Assurance).

Surprisingly for the GA staff, this course proved to be somewhat of a challenge. The six noncommissioned officer students arrived with a wide spectrum of talent and expertise.

SSG Timothy M. Brennan, a former instructor at the Defense Mapping School from 1985 until 1988, was selected as the Distinguished Graduate of the Repair Course at DMS in 1982. He has served in all three phases of Army Printing — Adjutant General (AG), Psychological Operations (Psyop), and Topography (Topo), and currently is assigned to the 29th Engineer Battalion, Fort Shafter, Hawaii.

SSG Lowell W. Haskin, an instructor at DMS since December 1988, has completed over 760 hours of vocational training and has a diploma in Graphic Arts. He has 10 years military service in the Topographic Printing field and has completed the apprenticeship program in his MOS.

SSG Benjamin E. Milburn, an instructor at the Defense Mapping School since December 1986, has both AG and Psyop printing experience. SSG Milburn is on orders to Panama upon graduation.

SSG Jesus J. Andino-Aquino, a

native of Puerto Rico, enlisted in the Army in July 1977. His 12 years of military printing has been in the area of small duplicators. He is currently assigned as the NCOIC of the Reproduction Section, Headquarters Company, 66th Military Intelligence Brigade, Munich, Germany. He also has a vocational technical diploma for Graphic Arts from Central Texas College.

SSG Rosebert Rodriquez had eight years of civilian printing experience prior to enlisting in the Army in January 1978. His 11 years of military printing has been in the topographic field. He is currently assigned as the NCOIC, Company Operations, 30th Engineer Battalion, 100th Engineer Company, Fort Bragg, North Carolina.

The staff had its work cut out for them.

These students were sharp and excelled at a pace beyond our current lesson plans. The staff, not to be outpaced or taxed with writing new or additional lesson plans, tailored a course for these superstars

We modified our training to challenge these NCOs to perform at a level far beyond their current grade -- and succeeded!

A special thanks goes to SFC R. Rivera, Mr. W. Bohannon, SFC K. Harvey, SFC J. Hollingsworth and SSG J. Getshall, whose combined experience and leadership made this course a great success.

### October: National Disability Employment Awareness Month

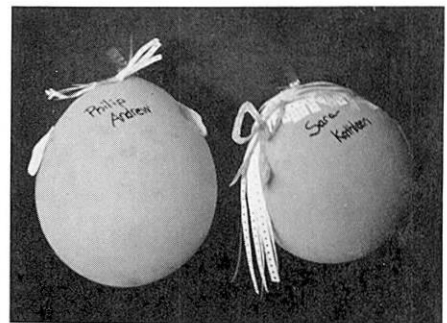
United States Army  
Fort Belvoir

Job Fair  
October 20, 1989  
9:00 a.m. - 2:00 p.m.

Call: 780-4682/4235



Ches Cummins, Chief, MS, celebrates his birthday -- but he doesn't tell us which one! Joining in the festivities are Mrs. Daniel Clark and Bill Crisp.



## At Last!

Component Training has been hedging its bets by displaying both a blue and pink balloon while waiting eagerly the arrival of Kelley Lillegard's second child. At a recent department lunch, the baby's identity was determined by adding up blue and pink paper napkins used after CTers gorged themselves on homemade goodies. Blue won hands down. CTers are good guessers because Kelley had a baby boy, Philip Andrew, at 4:00 a.m. on September 30, 1989. He weighed 8 lbs. 3 ozs. and was 21 inches long. Father, Bruce, and big sister, Brittany, are fighting over who gets to hold the newest Lillegard family member. Kelley is very happy the long wait is over -- and what great results!

# Director's Call



## PROMOTIONS

### Civilians

Jacqueline Darby  
Office of Mission Support  
Promoted to GS-4

Jean Battles  
Office of Mission Support

## AWARDS

### Military

LtCol Erwin L. Williams (USAF)  
Office of Plans,  
Programs and Operations  
Meritorious Service Medal

James Davidson  
Department of  
Geographic Sciences

Dennis Dodson  
Department of  
Geographic Sciences

Edwardo Elinan  
Department of  
Geographic Sciences

## RETIREMENT CERTIFICATE

### Civilians

Beverly Eppolito  
Department of  
Geographic Sciences

Vikki Hofer  
Department of  
Geographic Sciences

Philip Mobbs  
Department of  
Geographic Sciences

## NEW ARRIVALS

### Military

Capt Henry J. Schneider (USMC)  
Office of Plans,  
Programs and Operations

Milda Stone  
Department of  
Geographic Sciences

## DEPARTURES

### Military

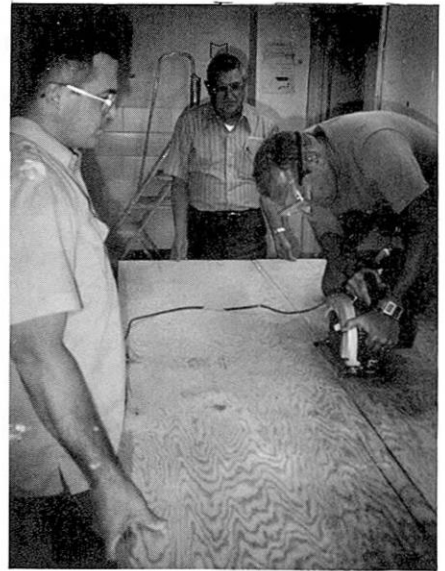
SSG John T. Flores (USA)  
Department of  
Geographic Sciences

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

### Civilians

Carlos Angel  
Department of  
Geographic Sciences

SFC Robert B. Murphy (USA)  
Department of  
Geographic Sciences



(L to R) GySgt James Chism and John Mann steady the plywood as CWO4 Steven Borgeson wields the power saw.

## Geodetic Survey Supply Gets Face-lift

Photo and story  
by MSG Herbert C. Schmeling

When John Mann and SSG Willie Heard serve their next customer in the Geodetic Survey Supply Facility, they will be doing so from their new customer service window. Through the means of a troop self-help project, the Geodetic Survey Division partitioned off a portion of their supply facility with a new wall and installed a convenient customer service supply window.

The project was undertaken in an effort to increase space utilization while enhancing the security of equipment and supply economy. An added benefit of the project is its attractiveness and professional-looking design which improves the working atmosphere within the facility.

GySgt James Chism provided the conceptual schematics and with the collaboration of CWO4 Steven Borgeson, the two Marines erected the structure in short order.

DMS  
HALLOWEEN HAPPY HAUNTING PARTY  
OCTOBER 27, 1989  
7:30 P.M. 'TIL ?

PLACE: ROOMS 216 & 218  
WHEELER HALL

COST: \$5.00/COUPLE





Beverly Eppolito enjoys the cuisine and the conversation at her retirement luncheon.

## GS Reinvents the Barbecue

by TSgt James E. Lobdell

A small and intrepid group of gourmet chefs from the Department of Geographic Sciences succeeded in cooking for a crowd of over 100 ravenous students and instructors recently. This history-making event took place in Bagley Park on Saturday, September 9.

According to an informed source, the equivalent of a small cow was consumed in hot dogs and hamburgers, not to mention an olympic-size pool full of soft drinks. A note was received from the Governor of Idaho thanking the School for being the largest single purchaser of Idaho potatoes!

This first ever, all-you-can-eat hot dog and hamburger feast was sponsored by the staff of the Geographic Sciences Department to promote School



"Are you sure we don't have to use the big metal thing?" (L to R) TSgt Jim "I'm in charge" Lobdell, SFC(P) Bill "Smokey" Melen, MGySgt Paul "Inspector" Mason and MAJ Arthur "Grill Sergeant" Thompson.

spirit. The event has uncovered the unique organizational style and culinary talents hidden beneath uniforms and instructors' badges.

Closely following this triumph was a second outstanding performance when a steak and chicken barbecue luncheon marked the retirement of Ms. Beverly Eppolito. Over 90 people were treated to steaks and chicken grilled to perfection, with baked potatoes, corn on the cob, and garden fresh salad.

When asked for a statement, Major Arthur G. "The Grill Sergeant" Thompson said, "Medium Well! This ain't Burger King; you get it our way."

He added, "If you missed this performance, you might still get a chance to see us in action at the DMS picnic in 1990."



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Address all communications to:

Countour Editor  
Defense Mapping School  
Fort Belvoir, VA 22060-5828

Director  
Colonel Daniel R. Clark

Public Affairs Officer  
and Editor:  
Joyce J. Beck

DEFENSE MAPPING SCHOOL  
FORT BELVOIR  
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# CONTOUR

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Defense Mapping School, Fort Belvoir, Virginia

November/December 1989

## IAGS Incorporation into DMS Continues

by Lt Col Erwin L. Williams  
and Mrs. Lynn Keleher

The Defense Mapping School is continuing to incorporate the IAGS Cartographic School curriculum, instructors and equipment.

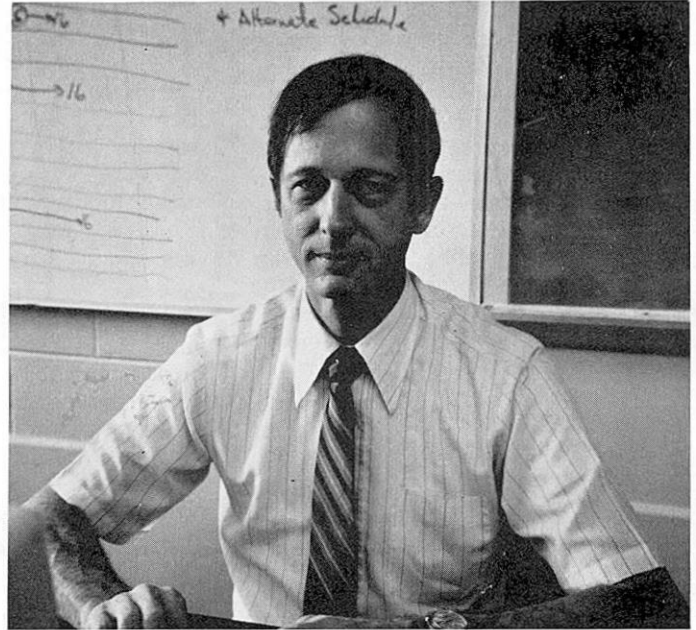
Thirteen civilian positions and Operation and Maintenance funds from the IAGS Cartographic School for fiscal year 1990 have been assigned to DMS.

Twelve positions are assigned to the IAGS Division: a Division chief, a language specialist, a clerk typist, a senior cartographer, two cartographers, a senior geodesist, two geodesists, a senior cartographer/photogrammetrist and two cartographers/photogrammetrists. The remaining position, a supply technician, is assigned to the DMS Office of Mission Support.

Six IAGS Cartographic School employees have accepted reassignment to fill IAGS positions at DMS. Dennis Dodson, Eduardo Elinan, James Davidson, Milda Stone, and Carlos Angel arrived during June; John Gates arrived the end of September. These folks have settled into Room 317 of Wheeler Hall. DMA CPSO is in the process of recruiting specialized personnel required to fill the remaining vacancies.

Additional funds assigned to DMS are being used to cover increased expenses, e.g., instructor travel, IAGS personnel training, utilities, relocation of a photogrammetric laboratory, communications, supplies, course catalog printing, and setting up photogrammetric instruments. Facility modifications are required to support classroom functions, such as a photographic laboratory used to produce map color proofs, scribing guides, and negatives for the contact printing process. Modifications are also necessary to provide electrical power for approximately 20 photogrammetric instruments. Additional floor space needed by IAGS has required expansion into Building 215 to store materials being shipped from Panama.

DMS is now in the process of gathering Latin American requirements for training in 24 approved courses using the following procedure. The Project Offices will use a DMS catalog which includes in-



Dennis Dodson is the newly appointed chief of the IAGS Division.

formation concerning course title and description, maximum and minimum students per class, number of academic days, and proposed FY 90 class convening dates. Project Offices will review all training requirements as to how they specifically relate to:

- (1) Validation of training requirement against U&S Command requirements;
- (2) Products to be produced as a result of training;
- (3) Assessment and documentation of existing in-country production capability. If none exists, how much training is required to develop the capability? If some capability exists, how much additional training is needed to maintain the capability?
- (4) Prioritizing of any training needs that can/should be satisfied by mobile training teams.

Project Offices will be providing requested information to DMAHTC (PPT) (with info copy to DMS). DMAHTC will then review the input and approve or disapprove the request for training. DMAHTC will

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See IAGS page 11

## The Direct Line

### Budget Issues Raise Concerns

Over the past few years, government agencies, particularly the Department of Defense, have operated from time to time on "continuing resolutions" around the turn of a fiscal year as Congress debates the appropriation measures. This year has been no exception.

Basically, a "continuing resolution" means that Congress, in lieu of an approved new appropriation for the forthcoming fiscal year, has provided a means for government to continue to operate, for a limited period of time, based on an identified baseline.

Things can become confusing to even the best of the money managers. This year, the government processes have increased confusion even more with the implementation of sequestration under the Gramm-Rudman-Hollings Act which imposes spending limits on the government.

Each agency of government is affected at a different level. For the Department of Defense, Gramm-Rudman-Hollings means 14.5 billion dollars of the FY90 budget has been sequestered. Current Congressional and Administration discussions have raised questions about the duration of the final implementation. We don't have all the answers.

In the case of DMA, our financial experts and senior management team are carefully tracking actions within DoD and on Capitol Hill in an attempt to be attuned to changing issues.

We know that continued belt-tightening actions will be necessary as we strive to meet our mission requirements. I encourage your suggestions on how we can work smarter and better to accomplish our goals. Express your ideas, as appropriate, through the suggestion program, through a quality circle or directly to your supervisor.



Maj Gen Robert F. Durkin

You will read and hear many things in the next month or so regarding budget reductions, appropriation possibilities, and government-wide impacts. Some of the information will be fact, some speculation. Examine the data and its source carefully before drawing your conclusions. If in doubt, ask!

We will keep you informed as budget and appropriation actions are analyzed and impacts are identified.

## Selections Announced for Federal Executive Institute

Major General Robert F. Durkin, DMA director, has announced the selections for the FY 1990 classes for the Federal Executive Institute, located in Charlottesville, VA. They are:

Richard A. Beck	HQ DMA
George A. Pelletiere	HQ DMA
Roberta E. Lenczowski	DMAAC
Arthur S. Burnside	DMAHTC
R. Gordon Mull	DMAHTC
Russell T. Gustin	DMARC
Paul J. Farrington	DMATSC
Laura B. Snow	HQ DMA
(1st Alternate)	
Thomas P. Baker, Jr.	DMASC
(2nd Alternate)	
Darryl E. Crumpton	DMARC
(3rd Alternate)	

The four-week residential executive development course, entitled "Leadership for a Democratic Society," emphasizes a performance-based approach to individual development and leadership in the Federal context. The fundamental program objective is to link individual development to improved organizational performance.

The program addresses the active leadership role expected of career senior managers and the democratic values and beliefs that underpin that leadership.



## Christmas Party

15 December 1989

7:00-8:00 p.m. Open Bar  
8:00-9:00 p.m. Dinner  
9:00-9:30 p.m. Santa & Presents  
(exchange optional)  
9:30 p.m.- Midnight - Music & Dancing

Place: Essayons Club

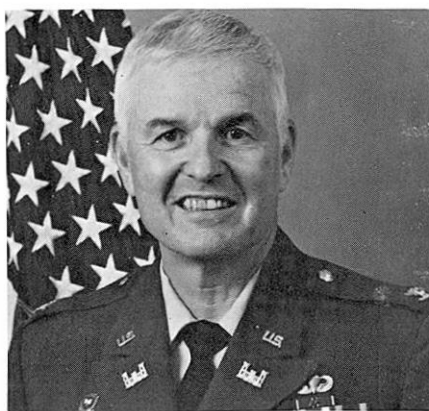
Cost: \$12 each; \$24 couple

Sit-down Buffet Dinner



## From the DMS Schoolhouse

I'm writing this on the afternoon of 18 October 1989. We at DMS have just concluded our annual celebration of Cultural Awareness Day. This year, in special honor and recognition of our new colleagues from the Inter American Geodetic Survey Cartographic School, we built our program around our cultural ties with Central and South America. I thoroughly enjoyed the excellent presentations by John Gates and other members of our IAGS Division; the marvelous variety of delicious food provided by numerous members of the extended DMS family; and the excellent musical talent of "Jack" Jackson and Nick Mosura. Most of all, I enjoyed observing the great turn-out and the extraordinary demonstration of school spirit that always seems to be so much in evidence at activities like these which we plan and



Colonel Daniel R. Clark  
Director  
Defense Mapping School

execute together.

As we approach Thanksgiving 1989, it's pleasant for me to reflect on and express the many things about our School for which I'm truly thankful. I love being a part of a small, responsive component where everyone is important and where everyone has a chance to make a big contribution to the mission every day. I enjoy the opportunity to work in the environment of excellence you create with your skill and with your enthusiasm. I continue to be

very thankful for the opportunity to work in a high performing organization staffed with such great people, and I'm proud of everything we're doing together.

Talk about being proud! The way you responded to this year's Combined Federal Campaign is something I will never forget. Within one week of our kick-off, you reached 130% of goal and made us the first DMA Component to go over the top for the second year in a row. That's so typical of the spirit and response you consistently demonstrate. That's the spirit found in organizations of excellence. That's the spirit that makes it possible for us to excel in all aspects of our mission. That's the spirit that makes DMS a dynamite Component.

We're not going to publish a Contour for December 1989 because we're going to use that time to refit our Public Affairs Office with a desktop publishing system.

Thinking about the happy times ahead, I want to take the opportunity now to wish you and your family peace and all the other special blessings of the Christmas and Hanukkah Season.

## DMS Sponsors Blood Drive

by Dave E. Miller

There is always a critical need for blood during the holiday season. The Defense Mapping School is sponsoring a blood drive by the American Red Cross on Wednesday, November 22, 1989. Our goal is to collect 50 units.

The site for the drive will be Heitmann Auditorium in Bagley Hall. Donors are requested to use interior doors only.

In order to be a donor, please follow the procedures below.

### Before November 22:

1. Call 355-7391 (Intercom #41 in Bagley Hall).
2. Ask for Dave Miller,

Joyce Zieres, or SMSgt Ray Poole.

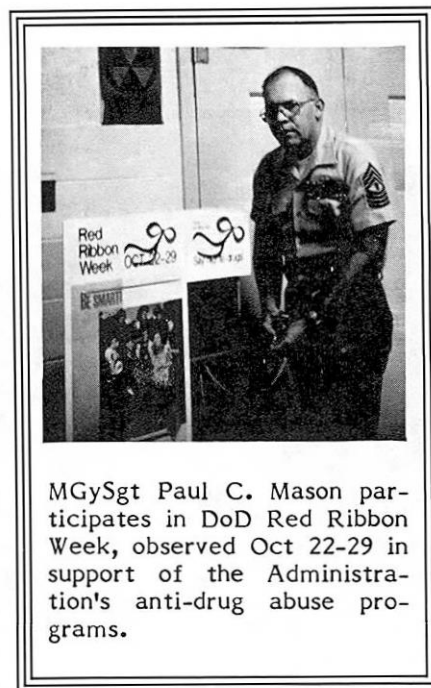
3. Make an appointment for anytime between 9:00 a.m. and 2:00 p.m. on Wednesday, November 22.

### Wednesday, November 22

1. Eat a good breakfast.
2. Arrive at your appointed time.
3. Give a little blood.
4. Enjoy some refreshments.
5. Feel good!

If you have any questions, please call me at 355-7391 or on Bagley intercom #39.

Be a blood donor; it's a good feeling!



MGySgt Paul C. Mason participates in DoD Red Ribbon Week, observed Oct 22-29 in support of the Administration's anti-drug abuse programs.

## Profile of Component Training Acting Chief

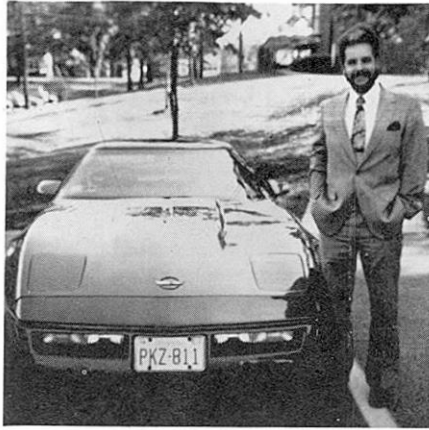
by Rebekah Wilfong

The new "boss" in Component Training while Kelley Lillegard attends to her new baby is Mark Altman. When our new Acting Chief is not putting out brushfires, he is a Physical Scientist for CTM.

Let's back up a moment and return to Mark's college days. His first love was music, but economic reality hit and he selected geography as his major, with a minor in environmental science. After graduation from Penn State and while waiting for an answer about a position with the Environmental Protection Agency, Mark got a call from DMA with a job offer as a cartographer.

Mark began in Digital Products at HTC. Five years later, he was promoted to the position of Project and System Manager of the Terrain Edit System/Elevation Matrix Processing System (TES-EMPS). He incorporated project and configuration management techniques in the implementation team's effort to bring the production system to initial operation capability.

Mark left HTC after eight years and went to Systems Cen-



ter, where he was the Project Manager and Contracting Officer's Technical Representative for Mark 85.1, a user environment prototype that exploits diverse data for DMA's Armed Forces customers. Lastly, he was promoted to Physical Scientist at DMS in May 1988.

Mark's wife of 11 years, Diana, is a registered operating room nurse at Fair Oaks Hospital. They have a daughter, Jessica, who is 3 years old.

Mark has not given up his early interest in music and continues to play his guitar in his spare time. Another of his leisure activities is his second love, his red 1984 Corvette, which he lovingly waits on tire and wheel. He looks forward to the day when he can add to his Corvette collection.

## Don't Lose Your Multimate Files

by CW3 John A. Stokes

I recently learned the hard way that with Multimate you should never change floppies while a file is opened. My most used floppy was destroyed while I was searching for a file with Multimate -- 303,000 bytes lost.

More than one version of the file existed and I was looking for the most recent version. I put in a floppy which I knew had the correct file name and checked the contents using the Multimate edit. It was an old version of the file, so I put in the next alternative, my main word processing disk, and checked it. Then I escaped (ESC) the file. Multimate asked if I wanted to escape without saving and I typed "Y." Then I checked the file list on the new disk. It read exactly the same as the previous disk. I was confused. My main disk had been showing six lines of files earlier in the day and now it showed only three lines. I felt fortunate that the file I was looking for was still listed. I opened it. The DOCUMENT SUMMARY SCREEN was garbage. It looked like parts of other file bodies and a lot of smiley faces and musical notes. The keyboard locked and the computer crashed. My most valuable disk had just been clobbered. Apparently Multimate had overwritten all of the directory information on my main word processing disk with the directory file information from the first disk I had used.

To answer your most obvious questions: Yes, I checked the DOS list. The files were gone. CHKDSK/v thinks it can recover 208 lost clusters, but when that is done, the files show up as a series of different parts in new files.

Yes, I tried Norton Utilities.

This was not a FILE overwrite, the DIRECTORY was overwritten. In order to avoid this experience, change floppies when the system is displaying the main menu. Never change floppies while a file is opened.



Kelley Lillegard, CT chief, shows off her new son, Philip Andrew.



## Getting a Smoke the Hard Way

by TSgt James E. Lobdell

It is 10 o'clock on a Monday evening. The AGS class has been trying to observe the stars for over a week. (Hurricane Hugo helped.) The weather is miserable and there isn't a chance of seeing the stars. The students have been working for five hours on computations and the evening is a complete bore.

What do you do for excitement? Well, you could leave it up to the students. They can find a way to liven up a morgue. So, you let them take a break. The one smoker in class makes a mad dash for the smoking area and as he runs through the exit door (which locks behind him!), he disturbs one of those cute little black and white striped pussy cats that live in the woods. He not only disturbed it -- he knocked it out of the way!. Our cute little wood pussy, not letting size be a deterrent, vented his opinion to the four winds, the side of the building, the smoking area, and our student.

Our luckless student tries desperately to reenter the locked building. Unfortunately, a fellow student comes to his rescue, opens the door, and transmogrifies the atmosphere in Building 220 with toxic fumes. Our student, when questioned from a distance, explained that he was seriously thinking of giving up smoking!

## The NAAFBL Instructor

by SFC Kenneth Harvey

The technical aspects of the Navy/Air Force Basic Lithographer Course, better known as NAAFBL, are not difficult to explain. But first, as the most recent member and as the Senior Instructor, I would like to express the appreciation that I have for the School and the technical curriculum that is offered by the School.

Since my arrival at the Defense Mapping School in June of '89, from the 524th Engr. Co., (Topo), located at Fort Hood, Texas, I have developed a greater understanding of the word "instructor." I say this because all sergeants must be technically proficient as well as trainers and leaders. They are technicians responsible for demonstrating proficiency and most acquire the skills necessary to ensure the mission is being accomplished; trainers responsible for ensuring young servicemembers are capable of performing all of their assigned duties; and leaders responsible for setting the example--both mentally and physically. Further, they must ensure that those in their charge are ready to engage in combat, if called upon to do so.

Therefore, when challenged with the responsibility of instructing the Navy/Air Force students, team work is important to accomplish this task effectively. The NAAFBL instructors represent the key element as to how the information is presented to each student.

Now...imagine yourself as the student arriving at school for the first day and being told, "Good evening, my name is Sergeant First Class Harvey. I am the Senior Instructor for the Navy/Air Force Basic Lithographer Course." Well, for the student, this kicks off the first of 19 weeks of instruction.

The instruction is comprised of Proofreading, Camera Ready Copy, Metalphoto, Micrographics, Produce a Line Negative, Produce a Halftone Negative, Produce a Line Negative Utilizing Filters,



Produce a Lithographic Offset Plate and Produce a Bookwork Flat. All the instruction requires the instructors to ensure that each student is capable of proof-reading a copy; creating a camera ready copy; preparing negatives for exposure (stripping); and platemaking (exposing image to plate). After this long and tedious process, the first half of their 19 weeks is completed.

The students are then ready to begin their Offset Printing instruction, to include the printing of monochrome and multicolor maps and charts, using offset duplicators and medium-sized offset presses. They are also trained in the use of bindery equipment.

As the students leave the photolithography division to begin their printing instruction, we realize that our break in training will be short-lived. Since four classes are scheduled each year, it won't be long before I hear myself saying once again, "Good evening. My name is SFC Harvey and I am the ..."

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## An Appeal . . .

by Sue Kersey

Many of you have heard "Bring me a postcard." And many of you have done just that. Thanks!

My sister's 4th grade geography class is collecting postcards. The children learn the names of places, capital cities, products, climate, architecture, cultural dress, and historical facts.

So, from one educational institute to another, think about bringing a postcard from your next TDY/MTT.

I'll even offer free pickup!

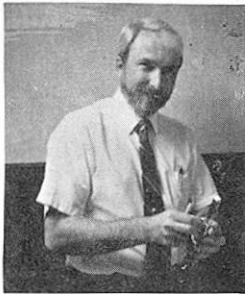


# THANKSGIVING

LtCol Robert J. Alcaparras and wife, Sandra, will spend Thanksgiving in their traditional location in Colorado Springs with Sandra's family. Every year, they arrange to fly into Denver, where they have a pre-Thanksgiving at Sandra's grandparents, then drive to her family in Colorado Springs. Logistics were more complicated this year because LtCol Alcaparras must arrive in

Denver before Sandra, since she will be coming from Minneapolis where she is still working with U.S. West Communications.

LtCol Alcaparras says, "Thanksgivings in Colorado Springs reflect a beautiful traditional Hispanic gathering of grandparents, parents, grandchildren, and great grandchildren, sharing and revisiting of family."



Pat and Shirley Donovan will be at home for Thanksgiving and Pat says, "The first thing I'm going to do is eat lots of turkey..." He plans to gather up "other lost souls" who have washed ashore on the banks of the Potomac and have no family in this area and have them share Thanksgiving with the Donovans.



Cathy McCloskey and husband, John, will leave Wednesday before Thanksgiving for Lake Ronkonkoma, Long Island, NY, where they will celebrate the holiday at her brother, Arty's home. Cathy's brother, John, and his family will come from Monroe, NY, to join in the festivities.



Thanksgiving in the Durkin household is an international affair. Capt Rickey Durkin says they will have the traditional turkey and dressings which his wife augments with pansit, lumpia, and fried rice from the Philippines. This will be their first Thanksgiving without 10-20 friends gathered for a potluck with dishes from around the world.



John Bassett and wife, Debbie, will be spending Thanksgiving in North Carolina with his family. John plans to hit the links at Pinehurst while he's there.



## A SHARING TIME

Captain Andrey and Karin Aristov will be celebrating their first anniversary this Thanksgiving. After recuperating from the standard feast with Karen's parents, they will drive to Middleburg, VA. and will stay at the Red Fox Inn where they spent their wedding night a year ago. The Inn is the oldest continuously operating tavern in the United States. It doubles as a Bed and Breakfast and was frequented by President John F. Kennedy in the 1960s.

The year-old weds will stroll through Middleburg's many antique and gourmet shops in search of unusual and memorable Christmas gifts and then slowly head home -- back to reality.



This Thanksgiving at Jefferson House, Capt David Brumbaugh and Tamara Stanley will have guests. They can take a day off from the renovation and show their friends what they've accomplished in the past year. "It won't be a day of rest, but it will certainly be a day of thanks," says Capt Brumbaugh.



CPT Tom Milo and his family will make their traditional trek to both Delaware and New Jersey to celebrate Thanksgiving with both sets of parents. Turkey is the "special" of the day on both Thursday and Friday!



Every year, SSgt Tom Walt and his wife open up their home to DMS students who are unable to go home for Thanksgiving. This year is no exception. SSgt Walt plans to share his turkey, even though his temporary knee injury will slow down the kitchen-to-table delivery!



CPT Michael Mason says: "My father was military, I'm military, my older brother, who lives in Miami, is a 'scab' L1011 pilot for Eastern Airlines. My two sisters, little brother, and parents live in Maryland. Now that Pam and I have come to Belvoir, we're going to try to get my older brother and his wife here for a whole family Thanksgiving in Bowie, MD --something which has not happened since 1965."





## DoD Developing Adoption Support Plan for Work Force

by MSG Mary A. Peterson, USA  
American Forces Information Service

The Department of Defense is fine-tuning its plan to assist and support military members and civilian employees desiring to adopt children.

Following the lead of President George Bush's concern for the thousands of children without families, Secretary of Defense Dick Cheney has directed that a plan be developed to support adoption efforts. DoD hopes to have its plan in place in time to observe National Adoption Week, Nov. 19 -25.

In his July memorandum to federal departments and agencies, Bush cited that "nearly 30,000 American children are legally available for adoption." Some of those children are considered hard to place because they are school-aged, physically and emotionally handicapped, minorities and are with brothers and sisters who need to be placed in the same home. He further stated that "about 60,000 children are adopted every year in this country. Of these, 10,000 come from foreign countries."

He included other facts, such as "nearly 25,000 American babies are given life...when their mothers choose adoption over abortion or unwanted parenthood, yet the opportunity to consider adoption is often denied to pregnant

women...As much as 40 percent of pregnancy counseling does not even mention adoption."

Bush emphasized in his memorandum that "adoption can help to address some of our most pressing issues: teen-age pregnancy, foster care, infertility and welfare dependency. An estimated 15 percent of American couples of reproductive age are infertile."

He also suggested that agencies:

- Use internal resources, such as employee assistance programs, to provide information and support to employees who are considering adopting, who have adopted children or who have a family member facing a crisis pregnancy;
- Ensure employee supervisors are as flexible as possible to adoption-related leave needs of employees;
- Observe National Adoption Week; and
- Publicize adoption information.

## Deputy Director, Systems Center Named to Senior Executive Service

Ms. Linda J. Sullivan, DMA Systems Center, has been selected for a limited term Senior Executive Service (SES) position. The selection was made by the Director of DMA, Maj. Gen. Robert F. Durkin, and approved by the Office of the Secretary of Defense and the Office of Personnel Management.

Ms. Sullivan serves as deputy director, Systems Group, DMA Systems Center.

## Worth Repeating

**"P**erhaps the most valuable result of all education is the ability to make yourself do the thing you have to do, when it ought to be done, whether you like it or not."

Thomas H. Huxley,  
educator

## Yo Ho Ho and a Barrel of Laughs

by MSG Herbert C. Schmeling

As the old adage goes, "You really should have been there."

On October 11, about 50 members of the Defense Mapping School family enjoyed a simply "Mahvelous" evening at the Lazy Susan Dinner Theatre in Woodbridge. Sponsored by the Geodetic Survey Division, the DMS crew was treated to a delightful night of food and song. The food came in the form of a smorgasbord of Pennsylvania Dutch homestyle cooking. The song, or should we say songs, were part of the stage presentation of "The Pirates of Penzance."

The entire evening seemed magical for the "show-goers." First, the DMS contingent seemed to have the whole Lazy Susan to themselves. Secondly, the relaxed atmosphere of a non-crowded situation allowed each of the guests to feel the mood of the wonderful song and dance that was being displayed on the stage.

Unlike many stage productions, this one was short and allowed the theater-goers to have a full evening of entertainment but still be bright-eyed and bushy-tailed the next morning. The outing was also a chance for some of us to renew our friendships with some of the out-of-towners who were in the area due to the annual Army Topographic Conference.

All in all, the evening was a success and many are looking forward to our Spring assault on the Lazy Susan. See you there!

Remember

American Indian Week

Special Observance

Nov 20-26

# DMSer a Most Valuable Athlete

by MAJ Arthur G. Thompson

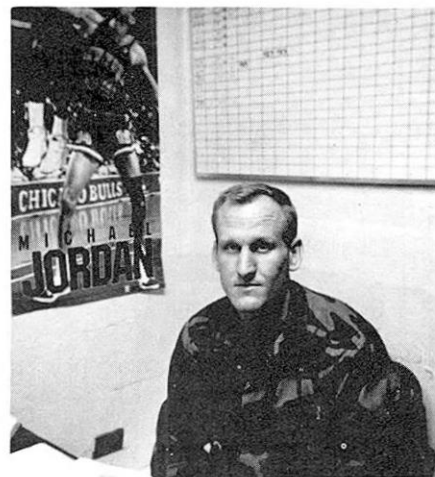
Staff Sergeant Ted Mohn, Terrain Analysis Instructor, Department of Geographic Sciences, was one of two participants named Most Valuable Athletes in the 1989 Fort Belvoir Intramural Track Meet.

Ted finished first in the 800M and 1500M events and second for the 400M and High Jump. He was also a member of the Staff and Faculty Company Team, which

placed first in the 1600M Relay.

SSG Mohn is an active participant in the full range of post sports, which keeps him "lean and mean." He encourages everyone to come out and enjoy the challenges which he claims are almost as much fun as the follow-on "celebrations of victory, or defeat --whatever."

SSG Mohn has been with GS since June 1988 and has recently applied for the U.S. Army Warrant Officer Program.



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## DMS Fun(?) Run

by MAJ A. G. Thompson

Nine hardy souls from DMS and one friend of the family took part in the 5th Annual Army 10-Miler Race on 15 October 1989. The race start/finish was at the Pentagon with the course crossing Memorial Bridge, looping around the Tidal Basin, around Haines Point, and back across the Potomac River on George Mason Bridge (14th Street) to the Pentagon. Over 5000 people participated in an enjoyable event.

In keeping with the famous (or infamous) Old Rag Hike, the fog was such that the location of the monuments and Tidal Basin had to be taken on faith. As the sun burned through at the end of the race, it set the stage for the 1st Annual DMS 10-Miler Survivors' Tailgate Party. All DMS participants agreed at this point the time was well spent.

Mr. Ed Elinan of IAGS held up the DMS civilian force, while MGySgt Mason was the USMC representative. Army racers were SSG Fortune, SSG Brombach, SSG Mohn, SSG Belokon, MSG Otineru, MAJ Thompson, and COL Clark. The Navy floated by and the Air Force flew over but did not stop.

After finishing the course, COL Clark commented, "That wasn't so bad; it was almost as fast as our last Appalachian Trail hike at the Offsite."



DMS Fun Run Survivors

The event turned out to be a gratifying challenge and an opportunity for comradery. Sign up now for the 2nd Annual DMS 10-Miler Survivors' Tailgate Party.

## *Sellers Strikes Again!*

During the last week of September, SGM Carlos Sellers participated in the Eastern United States Bass Anglers Sportsman Society (B.A.S.S.) Championship tournament at Kerr Lake, VA. This tournament consisted of 188 top-ranked amateur bass fishermen from 11 Northeastern states.

After three days of competition, SGM Sellers was crowned as the Eastern Division champion. He caught 40 pounds of largemouth bass, bettering the 2nd place finisher by 6.5 pounds.

As a result of this win, SGM Sellers will compete against the 40 top-ranked amateur bass fishermen in the United States. This event is scheduled for June 1990.

SGM Sellers won other significant fishing awards in 1989: Angler of the Year in the American Bass Association; and Angler of the Year in the Bass Pro-Am of Virginia. These titles are earned by catching more fish than other competitors during annual qualifying tournaments.



## DMS Does Halloween



by MSG Herb Schmeling

Just when you thought it would be safe enough to walk to your car, "DMS II". Just when you thought it would be safe enough to sit at your desk and perform your daily administrative duties, "DMS II".

For General West, the post commander of Fort Belvoir, the days leading up to the DMS Halloween party on October 27 will probably never be erased from his memory. While his signature is usually affixed to policy memorandums and post directives, to the "Autograph Commandos" of DMS it meant 20 bonus points for their departmental team if his signature was placed on the western point of a "Compass Rose." While most observers would say that obtaining General West's signature for a scavenger hunt would pose a sizeable challenge, for the "Autograph Commandos" it was just a routine operation. While MT used the "subtle" approach by sending the request through the general's aide, GS used the "direct" approach by just dropping by post headquarters and walking straight into his office. The staff team used the "bandit" technique by waylaying the general at his car. GA used the "backdoor" technique by xeroxing the entry that the staff team procured.

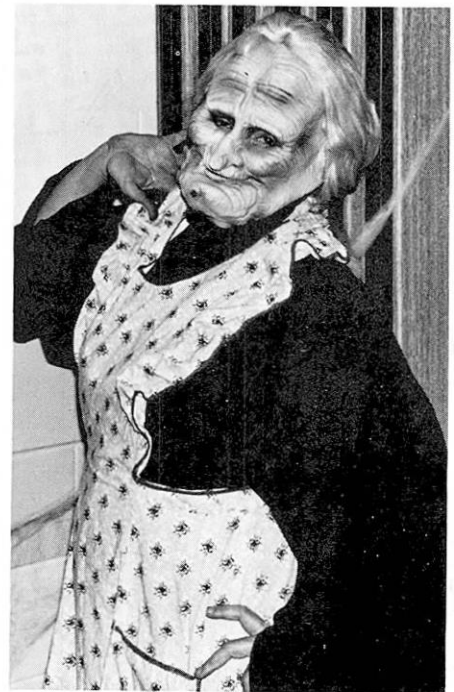
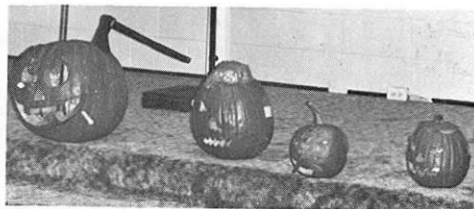
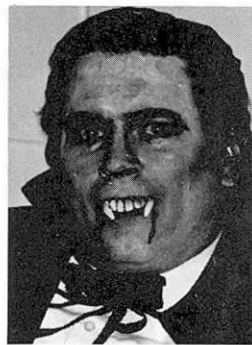
The scavenger hunt was one of several intra-departmental contests that were held as part of the overall DMS Halloween celebration.

The center of all attention was on the Halloween Party, which, of course, was a costume affair, complete with ghosts, goblins, and a cast of many witches. Dracula, the Wolfman, and the ancient royal couple of Egypt were also in attendance. Throw in escaped convicts, clowns, a nerd, and even a flasher. Top it all off with a "Cereal Killer", Little Red Riding Hood, the wolf, and a myriad of other unforgettable costumed folks, and you have the makings of a caldron filled with lots of Halloween fun.

Following a delightful buffet dinner, the DMS folks squared off for the competitive events.

GA, with Big Daddy Warbucks at the throttle, won the scavenger hunt. MT won the six-person, legs-only, bottle relay. The staff team won the pumpkin-carving contest. And finally but not least, GS took the honors in the costume competition.

Grateful thanks go out to those who attended, the Halloween Committee, and the teenagers who provided child-sitting support. A special "Thank you" goes out to General West for his unexpected role in "DMS II."



## Director's Call



### PROMOTIONS

#### Military

SFC William C. Melen (USA)  
Department of  
Geographic Sciences  
Promoted to Master Sergeant

SSG John T. Flores (USA)  
Department of  
Geographic Sciences  
Promoted to Sergeant First Class

Sgt John M. Kilgore (USMC)  
Department of  
Geographic Sciences  
Promoted to Staff Sergeant

### AWARDS

#### Military

MSgt Robert A. Leatham (USAF)  
Department of  
Management and Technology  
Air Force Commendation Medal

#### Civilian

Ann M. Wakimoto  
Office of Plans,  
Programs and Operations  
Special Act Award

### TROPHIES

#### Military

SSG Theodore W. Mohn (USA)  
Department of  
Geographic Sciences  
1989 Track and Field Meet -  
Most Valuable Athlete

### NEW ARRIVALS

#### Military

CDR Daniel F. Duddy (USN)  
Office of the Director

CW2 Ross L. Price (USA)  
Department of Graphic Arts

BUC Thomas Kidney (USN)  
Office of Plans,  
Programs, and Operations

SSG Rickey O. Lang (USA)  
Department of Graphic Arts

#### Civilian

John Gates  
Department of  
Geographic Sciences

### DEPARTURES

#### Military

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

### MASTER INSTRUCTOR CERTIFICATES

#### Military

SFC Gary L. Sperger (USA)  
Department of  
Geographic Sciences

### SENIOR INSTRUCTOR CERTIFICATES

#### Military

CW3 Edwin Huth (USA)  
Department of  
Geographic Sciences

CW3 Michael F. Weir (USA)  
Department of  
Geographic Sciences

CW3 John A. Stokes (USA)  
Department of  
Management and Technology

SFC Lawrence P. Tydingco  
(USA)  
Department of  
Geographic Sciences

SSgt Brian K. Henderson (USMC)  
Department of  
Geographic Sciences

## DMS Hits 150% of CFC Goal

by Jeanne Elmore  
DMS CFC Coordinator

The 1989 Combined Federal Campaign was a tremendous success and I want to thank each and every one of you who participated. Special thanks goes to my ambitious keyworkers. They really exceeded expectations by obtaining almost \$13,000 the first week.

DMS' goal this year was \$10,398, and we were the first Component to meet our goal.

In a letter to Colonel Clark, Brigadier General Joseph Pratt said, "Congratulations to you and all the employees of the Defense Mapping School in exceeding your 1990 assigned goal by 29 percent in the first full week of your campaign."

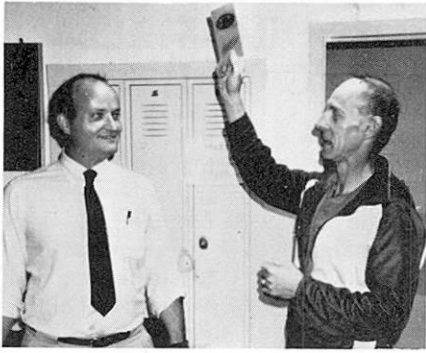
We can all feel proud of the way DMS works together toward a common goal!

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IAGS from page 1

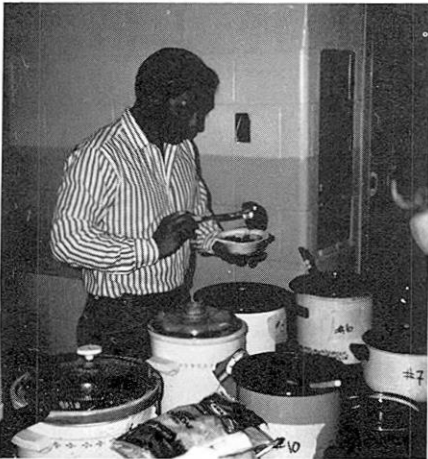
then notify Project Offices and DMS of all approved training requests so that action can be taken to proceed with training. The sequence of DMS course offerings will be determined by factors such as customer requirements and availability of instructors and equipment. DMS plans to initiate IAGS training as soon as possible after 1 January 1990.

As a follow-on, this request for projected training requirements will be conducted on an annual basis. For example, in August of 1990, a request for FY 92 and FY 93 training requirements will be solicited. This time frame for projecting requirements is necessary (1) so that class convening schedules can be set up prior to the start of the next fiscal year, therefore maximizing the instructors, equipment, and facilities, and (2) ensuring enough lead time for funding.

To make the IAGS students feel welcome during the coming months, please be ready to give them a hearty "Buenos dias!"



LtCol Charles Sakowicz (r) presents the prize to John Bassett for his winning entry in the "Best Chili" contest.



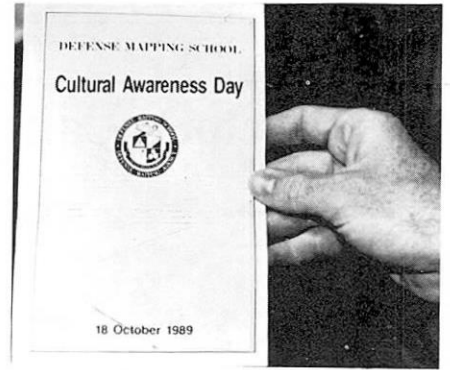
SSG Dwayne Strong samples the wares.

## Cultural Heritage Day at DMS

by IAGS Division

Thanks to the collective efforts of the staff and all the departments of the Defense Mapping School, particularly those people who contributed dishes and those who worked on the organizing committee and the presentations, the celebration of Cultural Heritage Day on Wednesday, October 18, was a great success.

As members of the new Inter American Geodetic Survey Division of the Geographic Sciences Department, we would like to express our appreciation to all DMSers for making us feel welcome. We look forward to the



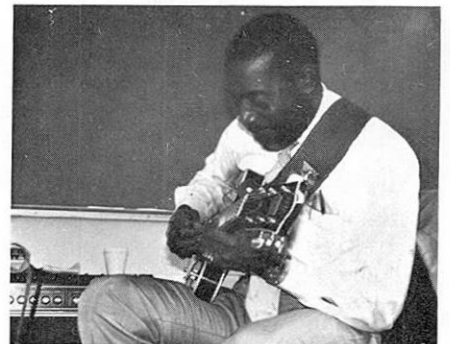
accomplishment of our mission within DMS.

With a warm feeling of gratitude for all, we say "Muchas Gracias!"

*Photos courtesy SGM John Dodge*



Nick Mosura (l) and "Jack" Jackson provide the cultural entertainment.



The CONTOUR is an authorized newspaper published monthly by and for the Defense Mapping School, Defense Mapping Agency. Views and opinions expressed in this publication are not necessarily those of the Department of Defense.

Address all communications to:

Contour Editor  
Defense Mapping School  
Fort Belvoir, VA 22060-5828

Director  
Colonel Daniel R. Clark

Public Affairs Officer  
and Editor:  
Joyce J. Beck

DEFENSE MAPPING SCHOOL  
FORT BELVOIR  
VIRGINIA 22060-5828  
OFFICIAL BUSINESS

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