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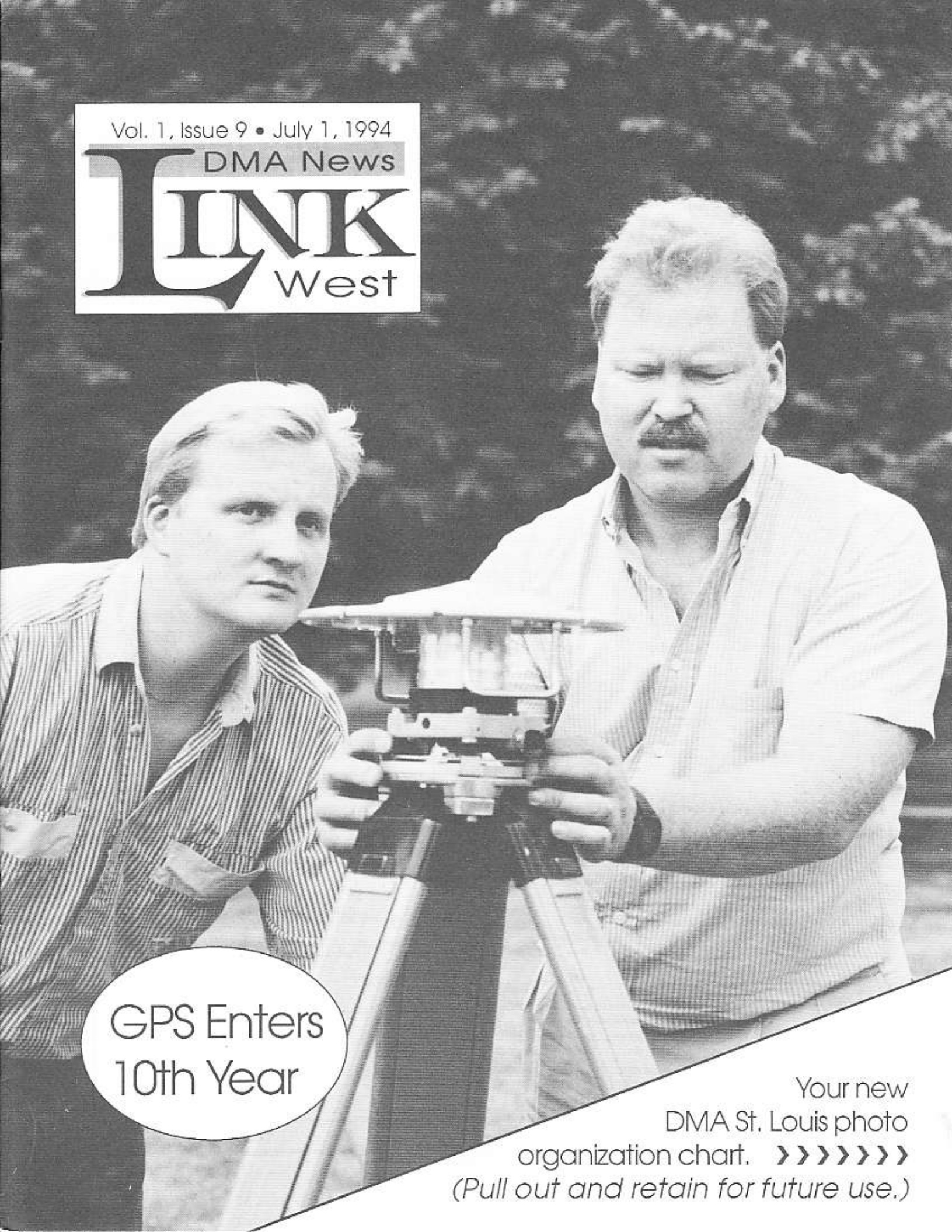
DMA News LINK West



GPS Enters 10th Year

Your new DMA St. Louis photo organization chart. ›››››››

(Pull out and retain for future use.)

New 2-Letter Department Heads

Scheibel to Manage St. Louis Human Resources, Crist to Head Reston Operations Department

Judith A. Scheibel

Kenneth D. Crist

The DMA Director has selected **Judith A. Scheibel** to serve as director of the Human Resources (HR) Operations Office in St. Louis, Missouri, replacing Richard A. Vierling who recently retired. Scheibel has more than 20 years of professional experience in the personnel management field. She holds a bachelor's degree in political science and a master's degree in counseling from Southern Illinois University.

Scheibel has an extensive background in HR program development and execution. She has held several key positions in the St. Louis HR Operations Office, including deputy director of HR Operations, chief of staffing and chief of classification. Prior to arriving at DMA in 1978, she served as chief of compensation at Southern Illinois University and as a personnel management specialist with the Office of Personnel Management.

Scheibel is a responsive and proactive leader in the HR field and has been recognized for her ability to effectively implement many HR programmatic innovations. Awards include the DMA Meritorious Civilian Service Award, numerous performance awards and special recognition for participation in the DMA Executive Leadership Program.

Paul L. Peeler Jr., Director of Reston Center, has announced the promotion of **Kenneth D. Crist** to the position of chief of the Reston Operations Department - St. Louis. He has been serving in this position on an acting basis since early this year. Crist will serve as Supervisory Computer Specialist, GS-15. This promotion is temporary not to exceed one year which may become permanent.

ON THE COVER: Dave Hansen and Toby Megraw, GGC, level up a receiver antenna in preparation for collection of GPS data.

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Inside the News Link

Bits and Bytes from the Director

Air Force Maj. Gen. Raymund E. O'Mara

Downsizing, commercial one-meter satellites, Declassification Review Task Force, Reinventing Government, increased use of contract services. How does all this affect DMA, and what are we doing about it?

Plenty! In order to remain the world's premiere mapping and charting agency, we are going to have to compete and win! We are going to have to be more responsive to our customers' requirements than our commercial competitors, or we will be a lot smaller than 6,000 as we cross into the new century.

The combination of commercially available satellite photography at the one-meter resolution level, improved automated cartographic equipment and highly-skilled former DMA employees working for our contractors means we are going to have keen competition in meeting our customers' immediate needs. We need to know and understand customer requirements, reduce cycle times and eliminate non value-adding work in order to compete and win.

To meet this challenge, we've hired Coopers and Lybrand to help us identify our core business processes and to build a requirements identification and prioritization system that will span the spectrum of our resource commitments. We do not currently have a requirements system that identifies and prioritizes internal and external customer requirements and ties them to resources.

We do a fair job with Unified CINC requirements, but have an inadequate to non-existent system for Service, safety of navigation, science of MC&G or internal (the implements we need to meet our external customer requirements) requirements. We also lack a clear system that links customer requirements to research and development.

Once Coopers & Lybrand completes their work, we will form a team to define the headquarters and DMA operational organization and implement a comprehensive requirements identification and prioritization system that will best prepare the agency to compete and win in the future.

...We will form a team... that will best prepare the agency to compete and win in the future.

'Honest, Accurate Self Assessment'

Quality Assistance Visit Termed a Success

The Quality Assistance Visit (QAV) process was a new concept just one year ago when the DMA Inspector General briefed the DMA St. Louis senior staff. The purpose of the QAV process is to assist DMA components in assessing themselves using Malcolm Baldrige National Quality Award criteria, and flow charting key processes, thus laying the groundwork for continuous improvement.

Since then, AC personnel received Baldrige and Deployment Flow Charting training, delivered a flow chart package and self-assessment report, and hosted a two week site visit of the QAV team June 6-17. The outcome of the visit was a report containing valuable feedback stating AC's strengths and challenges.

The highlight of the site visit was the June 17 QAV outbrief attended by DMA Director Maj. Gen. Raymund E. O'Mara. Speakers included Tony Mehalic, DMA (IG), AC's QAV lead; Barbara Ivery, AC's QAV team leader; Bill Brown, AC Director; Col. Dick Rice, DMA (IG); and Maj. Gen. O'Mara.

Brown briefed AC's strengths and challenges, and announced that our Baldrige score was 210 out of 1,000 points. Does this mean AC failed? The answer is NO! The Baldrige criteria is written to address how an ideal, world-class, competitive, quality-oriented, customer-focused organization would perform. World-class Baldrige winners typically score in the 600-750 point range, not 1,000. Two hundred and ten points is in the range that a "first-time" organization would score in an effort to baseline where they are today.

Tony Mehalic, AC's QAV lead from the DMA IG's office, addresses members of the DMA St. Louis senior staff at the June 17 Quality Assistance Visit outbrief.

"Let me congratulate Bill Brown and his team for a brutally honest, accurate self-assessment, and clear identification of the way ahead," Maj. Gen. O'Mara said as he closed the briefing. He endorsed the QAV process and expressed his belief that DMA must continue to improve, become competitive, and focus on our customers to retain our premier MC&G status. "I think we are good enough, quick enough and smart enough to maintain our competitive advantage. I need you to prove me right," he said.

Where do we go from here? The most important part of the QAV process begins now. During the next two years, before the next QAV, AC leadership will be addressing the challenges identified by the QAV team and work to become a more customer-focused, competitive, world-class producer of geospatial information. The AC Self-Assessment team is currently developing the strategy to do just that by identifying the most value-added challenges to address first, which are those that have the biggest impact on our customers, and assigning process owners to the key processes. The process owners will analyze the entire process for the purpose of reducing cycle time by 25-50%.

The continued success of the QAV process depends on input from all DMA St. Louis employees. If you have any questions about the QAV process, want to contribute your ideas, or would like a copy of the QAV report, contact the Performance Improvement Office at 4345.

AEROSPACE CENTER QAV RESULTS

Baldrige Categories	STRENGTHS	CHALLENGES
1. Leadership	° Senior Leadership Performance Improvement Council Involvement ° Characteristics of desired culture ° Strong partnerships ° Re-focusing production reporting	° Continue involvement in community and professional societies ° Identify goals and link to strategic plan ° Continue development of quality message
2. Information and Analysis	° Benchmarking awareness	° Examine and improve data measurement collection and analysis ° Begin benchmarking ° Fully deploy nonconformance system
3. Strategic Quality Planning	° Drafting strategic plan ° Aware of competition ° Nonconformance approach	° Align Strategic Plan with Government Performance and Results Act of 1993
4. Human Resource Development and Management	° Employee well being ° Variety of work options available ° Employee tour program ° Employee involvement ° Employee development program	° Incorporate human resources planning into Strategic Plan ° Expand team production concept ° Collect trend data on employee programs
5. Management of Process Quality	° Design requirements under Configuration Management ° Quality control checks are built into DPS processes ° Major production processes are flow charted ° Team production concept	° Use a systematic method to improve quality and operational performance ° Use cost-per-unit measurement as performance indicator
6. Quality and Operational Results		° Use trend analysis for operational performance ° Benchmark results
7. Customer Focus and Satisfaction	° Exceeds customer expectations ° Future customer requirements being addressed	° Develop matrix to measure customer satisfaction and expectations ° Continue to evaluate and improve commitment to customers

Defense Mapping Agency / St. Louis

Paulette F. Martin
Acquisitions

Sharon A. McSpadden
Administrative Office

Howard S. Bishop Jr.
Associate General Counsel

Woodrow W. Moad
Combat Support Center

Kenneth P. Burke
Geodesy and Geophysics

Clinton E. Walker
Graphic Arts

Judith A. Scheibel
Human Resources

Maj. Steven D. Whiteman
Inspector General

Richard A. Burroughs
Programs, Production and Operations

H. Wayne Jones
Resource Management

Kenneth D. Crist
Reston Center

Ernest Peters Jr.
Safety and Health

William J. Brown
Director

Harold W. Madison
Deputy Director / Deputy
Director for Production

John R. Hassell
Chief of Staff

James G. Mohan
Command Information West

Robert N. Smith
Digital Products

Lt.Col. Steven R. Foster
Facilities Engineering

Edwin A. Greaving
Finance, Cost and Analysis

Lt. Col. Joann Martin
Logistics

Jimmy W. Boyd
Mapping and Charting

Jane E. Dickerson
Performance Improvement

David H. Alspaugh
Production Systems

Darryl E. Crumpton
Scientific Data

Robert E. Kempfer Sr.
Security

Robert D. Hodge
Systems Center

July 1994

Global Positioning System Is Becoming a Household Term

For many years the primary user of the NAVSTAR Global Positioning System (GPS) had been the military. As the use of GPS grows, its name is becoming a household term in both the military and civilian arenas, and DMA has played an integral role assisting in its development.

Artificial satellites have been used since the early 1960s to measure the size and shape of the earth. Over the last three decades a variety of satellites have been used to establish global geodetic reference systems. By 1970 the Navy Navigation Satellite System, also known as TRANSIT, had become the primary satellite system for navigation.

During the 1970s DMA's Geodesy and Geophysics Department, Satellite Geophysics Division (GGC), developed a forty-five station worldwide satellite tracking network. This network tracked the TRANSIT satellites continuously and forwarded data daily to GGC for production of precise satellite orbits (ephemerides) and other geodetic products.

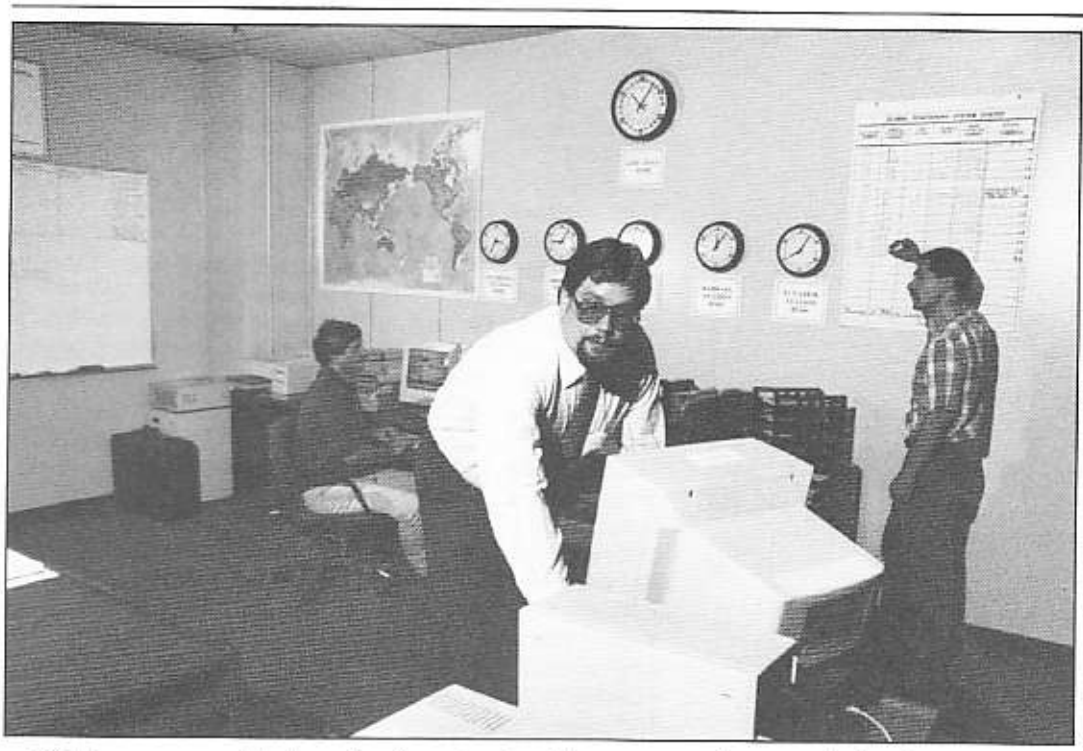
GG also deployed mobile geodetic field survey teams to collect satellite data around the world. The teams were required to collect forty satellite passes to meet absolute position accuracy requirements. Depending on the latitude of the survey site, it took from two to four days to collect the required data. Post-processing the satellite data using precise ephemerides produced highly accurate point positions.

While TRANSIT was an effective system, it did not have the ability to provide the continuous worldwide navigation and time information required by much of the DoD community. To meet these needs DoD established the GPS Program in 1973. DMA, recognizing the potential of GPS to support mapping, charting and geodesy requirements, joined the GPS program in 1974.

In 1985 GGC established a five station, worldwide GPS Monitor Station Network. This network soon proved GPS's capabilities for precise ephemerides generation and point positioning. In 1993 GGC began providing satellite orbit quality assurance to the U.S. Air Force Space Command.

GGC's five station network, in conjunction with the Air Force's five station network, has replaced the forty-five station operation. The reduced number of stations is possible due to the much higher orbits of the GPS satellites; fewer earth stations are required to maintain continuous "view" of the satellites as they orbit the earth. Also, the high altitude and greater number (24) of GPS "birds" make it possible to determine point positions in four hours, instead of the two to four days formerly required. At least four GPS satellites are in simultaneous view at all times, anywhere in the world.

This map shows the disposition of GPS earth stations. The DMA GPS tracking network is identified with stars; the squares are monitor stations of the Air Force's Operational Control Segment (OCS), from which additional data is received.



In the GPS Network Operations Center, a small staff keep tabs on incoming satellite information. In the foreground is Nathan Kemling. Behind him, at the computer, Dave Thomas looks over incoming data while Kevin Morgan makes chart changes. The clocks on the wall show the time zones of each of the five DMA earth stations.

GPS has many applications for the nation's military and civilian communities. Civilian users can achieve 100-meter accuracy with the GPS Standard Positioning Service; while the military and other authorized users, using GPS Precise Positioning Service, can obtain ten to twenty-meter accuracy. Differential GPS, which uses one receiver at a known location, and one or more at unknown locations, can greatly increase accuracies for both civilian and military users.

GPS is based on the WGS 84 (the DoD reference system), which in turn supports mapping, charting and navigation applications within the DoD and civilian communities. GPS surveys are the vehicles by which the transformation parameters and control are acquired to put local datums, reference frames, and local geoids on WGS 84. GPS surveys will provide control for commercial and DoD spaceborne imaging systems used to generate mapping products referenced to WGS 84.

GPS's capability to provide worldwide, accurate, three-dimensional positioning, 24 hours a day in all weather conditions, allows multiple users separated by great distances to have a common grid and time reference. Besides its main goal of providing navigation information, GPS has many other uses. Military applications include missile guidance, target acquisition, air reconnaissance and search and rescue. The scientific world uses GPS for studying earth polar motion, movements of the earth's crust, sea surface topography and equatorial deforestation. GPS also supports scientific uses such as plate tectonics, subsidence, fault movements, and erosion modeling.

The civilian world has found a variety of uses for GPS, such as precise land surveys, air traffic control, and monitoring of truck and ship transportation. Automakers are starting to offer cars outfitted with a GPS-based navigation system that allow a driver to enter a desired destination, and then have displayed a map of the area with the proposed route highlighted in color. During the Mississippi River Flood of 1993 GPS saved federal and local officials precious time and expense by producing maps needed for disaster response, recovery efforts, and risk mitigation.

GGC has worked from the start to apply GPS, and will continue to strive to exploit its capabilities to better serve its internal and external customers.

Milestone Reached

The Geosciences Division (GGA) of the Geodesy and Geophysics Department at DMAAC reached a major milestone by collecting its 10,000th gravity source. These sources are gravity surveys obtained from government agencies, institutes, universities, oil and geophysical companies as a direct result of GGA's collection efforts. The Geosciences Division has been involved in the gravity collection process for 30 years and has collected over 60 million gravity observations. The major use of the data is to support DoD Weapons and Inertial Navigation Systems, along with the development and continued improvement of World Geodetic Systems.

Promotions

Andrews, Jimmy S., GS-7
Bauer, Juliet L., GS-9
Cash, Judith A., GS-6
Cronk, Jeremiah M. III, GS-6
Degenhardt, Sharon A., GS-9
Gully, Alberta, GS-11
Gustin, Kevin R., GS-5
Jost, Brenda E., GS-6
LeBlanc, Lori D., GS-6
McIntosh, John L., Jr., GS-5
Meixner, Adrienne, GS-11
Mest, Diana J., GS-6
Midden, August J., XS-11
Moore, Pamela D., GS-7
Nauman, Thomas A., XS-9
Oestreich, Chris S., GS-7
Santoyo, Barbara J., GS-6
Scheibel, Judith, GM-15
Shoger, Paige M., GS-6
Sills, Jacqueline G., GS-7
Smith, Shawnterry L., GS-5
Steen, Glenn A., GS-6
Tolle, Thomas F., GS-12
Warburton, Sherry Ann, GS-6

Service Awards

35 Years

Lambeck, Paul J., DP

30 Years

Benedix, Frank J. Jr., SC(TSS)
Cline, George M., MC
Harris, James T., MC
Hopkins, Claudia L., RC(RS)
Kenniston, Gayle A., SC(MS)
McFerran, David L., SD
McGlynn, Dona L., HRS
Spita, Walter G., GG
Streich, Wolfgang K., MC
Sturm, Betty J., MC
Szpak, Casimir R., SC (EID)

25 Years

Bundy, James E., SC (TSS)
Forster, Thomas E., HRS

20 Years

Aldridge, Kenneth A., DP
Biasbas, Romeo C., GG
Boyer, Debra K., HRS
Fultz, Delores, RC(RS)
Gladden, David L., GA
Haar, William M., MC
Lynch, Deborah A., SC (TSS)
Marsh, Savannah B., MC
Massa, David G., SD
Meinhardt, Robert L. II, PP
Nichols, Bruce E., MC
Nugent, David C., MC
Perkins, Michael W., MC
Seiffertt, John E., SD
Sharick, Darrell A., GA
Shell-Gladney, Marilyn A., MC
Unger, James G., SC (TSS)
White, Jerry D., SC (TSS)

Performance

Outstanding Performance/ Performance Award

Bersett, Ronald, DP
Bircher, James, DP
Biscan, James, DP
Buckridge, James, DP
Cloninger, Richard, DP
Fisher, Jan, DP
Fleming, Robert, DP
Foster, Nancy, DP
Gross, Mark, DP
Hudson, Paul, DP
Langan, Robert, GG
Lorenz, Gary, DP
May, Thomas, DP
Minks, Zachary, SD
Ofstedal, Peter, DP
Paulton, David, DP
Perucca, Melissa, DP
Reinhardt, Patricia, DOS
Sapcow, James, DP
Stephens, Virginia, DOS
Wolf, Robert, DP

Performance Award

Adams, Karol, DP
Ahlers, Scott, DP
Birdsong, Orville, DP
Boever, James, DP
Bowers, Gail, DOS
Braden, Evalyn, DOS
Captiva, Johanna, DP
Childers, John A., SD
Chropkowski, Gene, DP
Copeland-Barrows, Julie, DP
Doughterty, Thomas, DP
Dunn, Stephen, DP
Elmore, Jeffrey, DP
Farley, Raymond, DP
Gardner, Joan, DOS
Gebke, Kim A., SD
Godar, Leslie, DP
Haase, Jeffrey, DP
Hawk, Sharon, DP
Henke, Ronald, DOS
Hicklin, Sheree, DOS
Hines, Susan, DP
Holman, Linda, DP
Janson, Edward, DOS
Kalmes, Dean, SD
Kobert, John, DPA
Krener, Harold, DOS
Logterman, Robert, DP
Ludwig, Wayne, DP
McCormick, Lisa, GG
McVeigh, William, DP
Morris, Marion, DP
Mroz, Monica, DP
Ott, Steven, DP
Pezold, Denise, DP
Powley, James, DP
Reid, Cynthia, SD
Ribbing, Bonnie S., DOS
Riefle, Mary Ann, DOS
Riis, Edwin, DP
Schlick, Daryl, DP
Shepard, Edwin, DP
Simmons, Linda, DOS
Stallworth, James, DP
Stevens, Elizabeth, DP
Stringer, Ada, SD
Tracy, Christopher, DP
VanCleve, Brad, HRS
Volkman, Jay, DP
Webster, Ward, DP
Wernert, Robert, DP
Wickam, Earl, DP
Williams, Clark, DP
Wright, Victor, DP

Time-Off Award

Antill, Debbie, FE
Barker, Mitchel F., SC(TSS)
Bednar, Timothy G., MC
Beleck, Steven T., MC
Betts, Robert M., SC(TSS)
Bick, Alfred R., MC
Bovier, Leslie, SD
Cash, Judith A., SD
Causey, Russell W., SD
Chamberlain, Michelle, SD
Crain, Dennis R., SC(TSS)
Crider, Phillip N., SC(TSS)
Defato, John S., MC
Dixon, Charlie D., SD
Dowdell, Richard W., SD
Dunsworth, William J., SC(TSS)
Erickson, Marc S., SC(TSS)
Farmeer, Ralph K., MC
Fleming, Pat, FE
Fogwell, James F., SC(TSS)
Gallino, Jackie, FE
Gassen, Daniel M., SD
Gerszewski, Gerthude A., SD
Giles, Steven E., SD
Hamilton, Randall D., SD
Hayden, Edwin M., SC(TSS)
Hermann, David B., SC(TSS)
Hufnagel, William J., SD
Jost, Brenda E., SD
LeBlanc, Lori D., SD
Lindy, Ronald E., SC(TSS)
Marineau, Patrick E., MC
Marlatte, Vernon, LO
Maschmann, Gregg S., SC(TSS)
Middleton, Betty A., SD
Mitchell, Roger M., SD
Morgan, Daniel, FE
Mosby, Arlene R., SD
Nelson, David M., SD
Oestreich, Chris S., SD
Park, William A., MC
Perks, Michael E., SC(TSS)
Phillips, Mary A., MC
Pouliot, Marcel R., SC(TSS)
Rodriguez, Patsy L., SD
Sakaguchi, Bettye L., MC
Santoyo, Barbara J., SD
Scheble, John, SC(TSS)
Shafer, Richard M., SD
Shannon, Joyce A., MC
Sills, Jacqueline G., SD
Smith, Robert C., MC
Stevens, Ronald P., SC(TSS)
Swanson, Gregory A., MC
Toenjes, Mary Anne, SD
Walker, Frederick W., SD
Warburton, Sherry Ann, SD
Wesselschmidt, Kevin H., SC(TSS)
White, Joseph, LO
Williams, Kenneth, LO
Wolf, Ralph, LO

Special Act or Service Award

Armstrong, Phylis R., DP

Dobberstein, Jessica A., SD
Ellington, Alan R., MC
Ellis, Lewin M., MC
Glotfelty, Sheri A., LO
Goodman, Donald G., SD
Jasper, Robert K., SD
Love, Gary W., SC(TSS)
Martin, Paulette F., AQS
Porath, Robyn L., SC
Prince, David B., SD
Ramsey, Michael W., GA
Rhone, Belinda , SO
Schoenberg, Dawn M., MC
Scroggins, Alan D., GA
Staker, Randall L., GG
Tatgenhorst, Mark D., MC
Wilcox, Terry R., MC
Yrjanson, Gary D., SD

Suggestion Awards

Shoemaker, Wanda, AO

Retirements

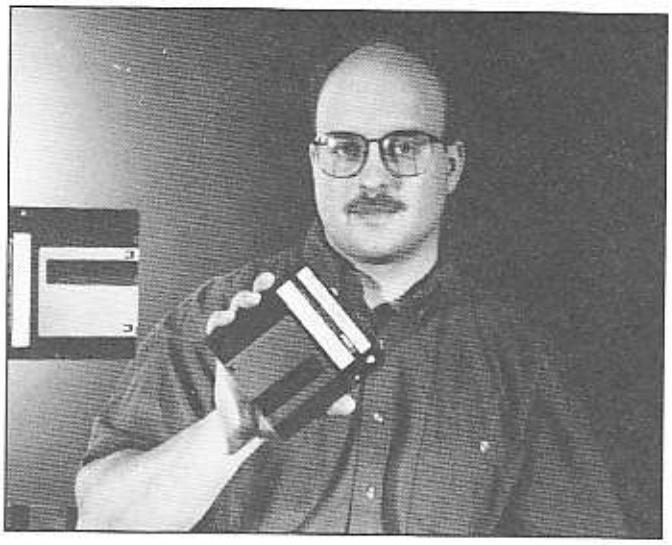
Donald L. Hinkle (SC/TSSAB), supervisory logistics management specialist retired June 1. He served in the U.S. Navy from 1952-56, and began here in January 1965. "My career started with ACIC, then DMAAC/LO, then DMASC/OG, DMASC/WG, and finally DMASC/TSS. In all these transitions I believe I have worked with and for some of the most professional and capable people in the Government. This has made my career very enjoyable." In retirement he plans to take it easy and then review his options to see if he wants to continue to take it easy.

Dale W. Marple (SC/TSST), a computer specialist who retired June 1, began his career here February 25, 1957 as a cartographer. "I'll miss my good friends and the great people that make up DMA, but I'm looking forward to my new life." His "new life" includes plans to spend summers in Bridger, Montana, with his parents, as well as snow skiing, hunting, fishing, playing golf and tennis, and striving to stay in top physical and mental health.

Bennie F. Martin (SC/TSSSC) who retired June 1 as a cartographer, served in the U.S. Army 1961-1963, including temporary duty in Berlin, Germany. He began his career at the Center in January 1965 as an AS11 stereo plotter operator. In his parting comments Bennie stated, "The work was challenging, but it was the friends and associates that made my career most enjoyable." His retirement plans are indefinite but include some travel and tennis.

Mary Ann "Audrey" Onanian (SC/TSS), a secretary, retired May 31. Her first federal job was with the Selective Service System (the Draft Board) from 1966-69. She had two tours with DMAAC, from 1972-77, and again from December 1986 until her retirement. "I have had a very pleasurable working experience here, " she commented. "All my supervisors were of the highest caliber. I have truly been fortunate in being with a great group of co-workers." Travel and school are included in her retirement plans.

Alva Sporer (MCBF), retired as an aeronautical information specialist May 31. He served in the Air Force from 1953-55. Other federal careers included a post office mail carrier from 1957-58, and air route traffic control from 1958-60. He began here in March 1960. Retirement plans include full time travel covering all states.



Don't Toss Away That Dead Bernoulli Disk—

Recycle it! Kevin Gustin (DMASC/TSS) has come up with a way to save DMA thousands of dollars. It's simple. Just remember that if the removable Bernoulli storage disk in your computer goes bad, the chances are good that it's still under a five-year warranty, and can be traded in for a new one. "We're currently paying $92.53 for each 90 meg cartridge, and $83.33 for each 44 meg," he notes, adding that he's already shipped back 13 cartridges for a potential savings of $1129.29. For further information, call Kevin Gustin, TSSTB, 4497.

New officers of the Aerospace Center Women's Association ...

were installed recently at a luncheon meeting at Jeremiah's Restaurant in Kirkwood. From right to left: Sarina Biskar, president; Anna Exler, vice president; Ruth Dale, recording secretary; and Bernice Wertin, corresponding secretary. Dorothy Balmer, treasurer, was not available for the photo.

High Rollers

The Arsenal Mixed League had some pretty high rollers this past season. Their scores are shown with handicap.

Men	
Denny Dummeyer	731
Russ Anderson	717
Dave Ivens	705
Marty Hutchison	699
Dean Erpenbach	683
Don Powers	676
Ray Sovar	675
Pat Dempsey	675
Rony Fersugon	671
Clyde Turner	645

Women	
Barb Speiser	684
Marie Dean	677
Janice Alphin	658
Sue Hutchison	657
Pat Wiese	651
Velma Malawy	647
Monica Mroz	646
Eileen Haviland	626
Kathy McCoy	624

—Pat Wiese

Correction

Two recipients of the DMA Customer Service Award should have appeared as shown below, and not as reported in the June 17 *Link*.

Robert H. Usselman, cartographer in TSSSD, received the DMA

Customer Service Award for providing excellent technical support to DMA customers for the dial-up Electronic Chart Updating Manual (ECHUM).

Ronald G. Nickles, material handler in RSOSA, received the DMA Customer Service Award for

providing courteous and quality service to the many users of Unisys, IBM, Phase IV and other G&G computer systems.

Results of "Buyout" Initiatives

Forty-three DMA personnel are again taking advantage of the opportunity for voluntary separation incentive pay (VSIP). In the most recent round of "buyouts," DMA Systems Center (DMASC) and HQ DMA Acquisition and Logistics (AQ) personnel in selected occupations and grades were offered the incentive. In addition, all Louisville Office personnel were offered VSIP due to closure of the facility in late September 1994. A breakdown of the incentives follows:

	Reg. (Opt.) Retirement	Early Retirement	Resignation
DMASC-St. Louis	10		
DMASC-D.C. Area	03		
Louisville	08	16	04
HQ DMA(AQ)	02		

When combined with the 51 PMRS reduction incentives accepted in fall 1993 and the 117 counterdrug work force reduction incentives accepted in March/April 1994, this latest round brings DMA's total incentive takers to 211.

In the future, DMA may again use VSIP in response to rightsizing initiatives, reshaping the work force, and budget reductions. The primary purpose of offering VSIP is to encourage voluntary separations to avoid the need for involuntary separations during a period of rightsizing.

Make It Safe!

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