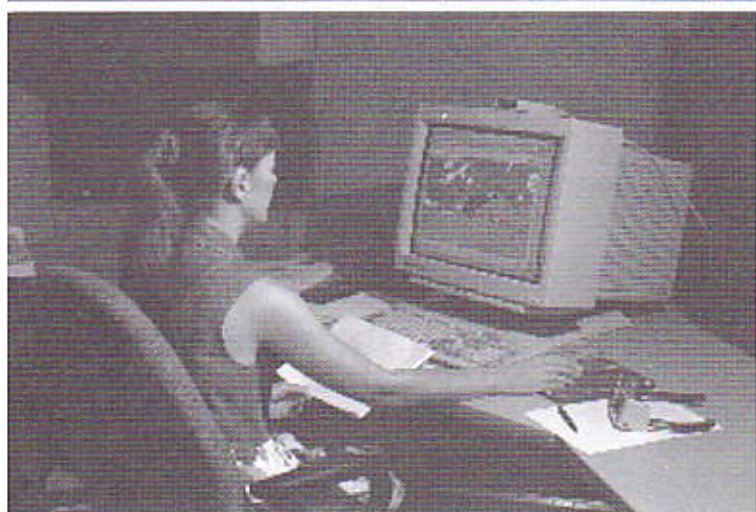
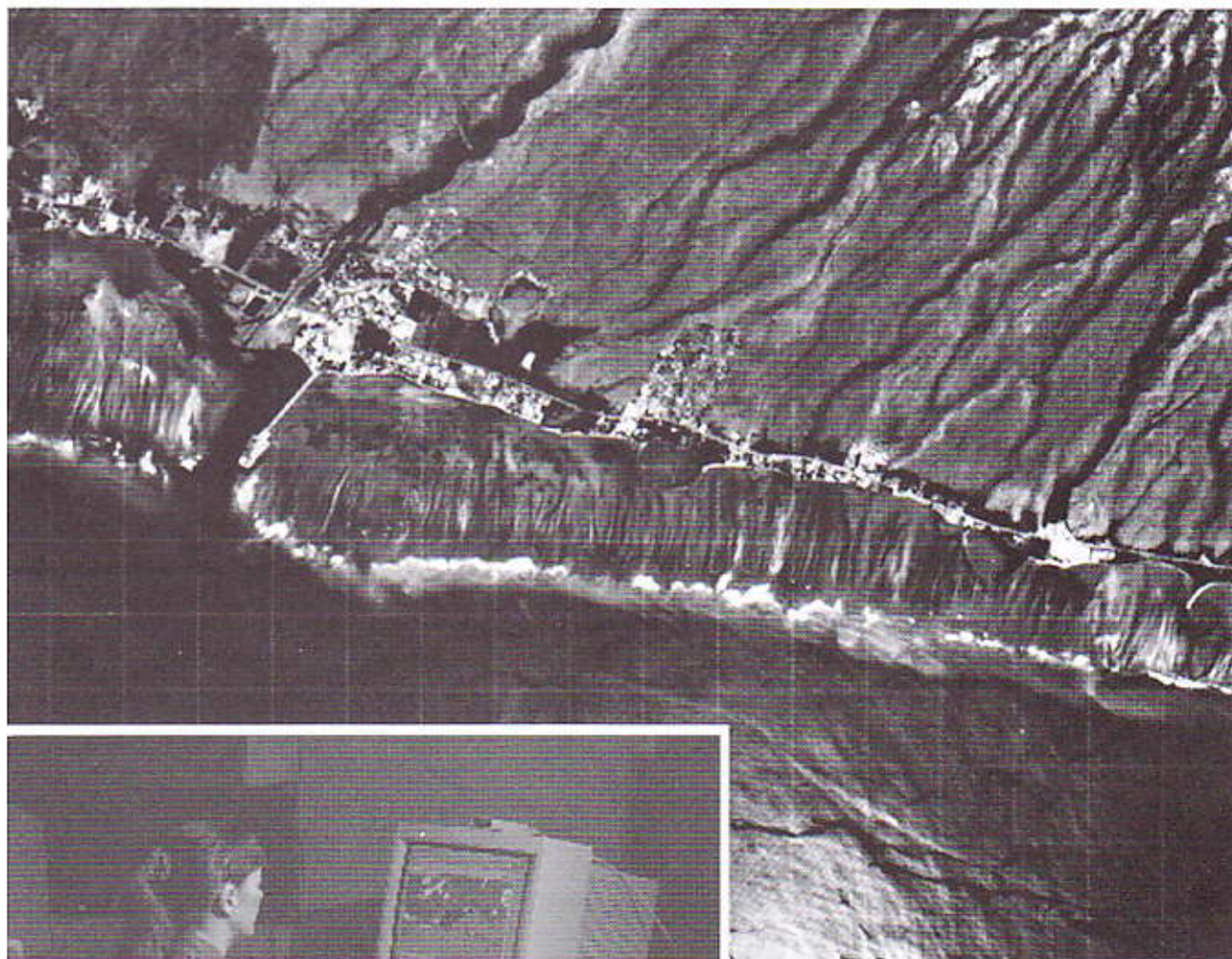


DEFENSE MAPPING AGENCY

# LINK

September 4, 1995



**PPDB going  
digital** *see page 8*

DEFENSE MAPPING AGENCY  
**LINK**

September 4, 1995

Reengineering teams move forward	4
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**On the cover**

Digital Point Positioning Data Bases are used to provide precise target and navigation coordinates. Jean White demonstrates how the Point Positioning Production System will be used to produce DPPDBs. On the back page, cruise missiles like this Tomahawk will benefit from the move to digits, which offer greater targeting accuracy. Story begins on page 8. *Jean White cover photo by Jim Stepanik. DPPDB and cruise missile photos are courtesy of DoD.*

**Volume 1, Issue 2**

Published by  
Defense Mapping Agency  
Office of Command Information  
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Defense Mapping Agency Link is an authorized command information publication published semi-monthly in the interest of Defense Mapping Agency personnel. Contents of this publication are not necessarily the official view of, or endorsed by the U.S. Government, the Department of Defense, or the Defense Mapping Agency. Copy deadlines are the first and third Thursday of the month. Articles are edited for style, content, and length. Correspondence should be addressed to: DMA Link, Defense Mapping Agency, Command Information, 4600 Sangamore Road, Mail Stop D-39, Bethesda, MD 20816-5003. Telephone: (301) 227-3089, DSN 286-3089, or in St. Louis: (314) 263-4142 or DSN 693-4142.



**BITS  
AND BYTES**

*Air Force Maj. Gen. Philip Nuber*

**O**ne last article on DMA CORE VALUES, and it seems to me it is important to talk about "accountability and excellence." First, I know that as we start working in teams our team accountability will be very apparent and so will individual accountability. We now have one very good measure of that in our readiness review by the Chairman, Joint Chiefs of Staff. Beginning this month, DMA will be reviewed as a part on the Joint Monthly Readiness Review. Currently, we are finalizing the criteria that the CINCs [Commanders in Chief] will use to report their Joint Readiness with regards to DMA products, information, and services, or said another way - GGMI&S. What this means to our teams is very simple and straightforward: You will be responsible/accountable for the readiness reported by the CINC you support. This is true for the team and you, as an individual. I am confident that you will be pleased with your "report card." This is because all of you have made "excellence" the only acceptable standard in your personal endeavors and in the business of DMA.

In a future column, I will report back to you on what the CINCs have been saying since I asked them to let me know how DMA is doing after my first six months here. Here again, judging from the initial responses, you will have every reason to be proud.

Excellence is an ongoing effort, and right now we have many people working on reengineering teams designing better processes in almost every part of our business. I have received several briefings and have heard first hand the ideas that are being proposed, and I am excited to see these ideas being put into action. I believe you'll be as enthusiastic too, as you follow the status of some of these reengineering teams reported in the *Link*.

Each of us has the responsibility to see where we can make a change that will put more excellence into our daily work. It does not have to be anything major as long as it makes me or you able to do the job better. One of our strategic goals is to reduce cycle times, and that applies to everything. Make your idea an action and you will have done your own reengineering.

As we move forward in our reengineering, it is important for each of us to keep focused on the fact that we have a single mission, and that is to provide combat support for the warfighters. Don't let any of the changes you are experiencing keep you from remembering that **WE VALUE OUR CUSTOMERS.**■

## Agency nails Hammer Award



**D**MA's Reinvention Task Force has been selected to receive the Vice President's Hammer Award for putting customers first, cutting red tape, empowering employees and getting back to basics.

The nine-member task force joins other DoD teams to earn the award, since Vice President Gore presented the first hammer in March 1994. The award symbolizes yesterday's \$600 hammer and includes, fittingly, a framed \$6 hammer, ribbon and note card from the vice president.

DMA Director Maj. Gen. Philip W. Nuber has invited Gore to present the Hammer Award during DMA's First Annual Customer Appreciation Days.

"This is the logical place to make the award, in front of our

customers and employees, because putting the two together was one of the fundamental purposes of reinventing," Gen. Nuber said.

Agency officials said that, at press time, the vice president's schedule for those dates was not confirmed.

Task force team members included DMA employees A. Clay Ancell, M.Z. Labovitz, Roberta E. Lenczowski, Air Force Col. J.B. McNichols, Jr., W. Douglas Smith, Nancy L. Spruill, Karen T. Thomas, Curtis B. Ward, and contract facilitator Dan Hayward.

The DMA Director accepted the task force's report in February 1995. The panel's reinvention concepts were implemented July 10. ■

### The reinvented DMA achieves the vice president's goals by:

#### Putting customers first.

A constellation of customer support teams works with customers to plan and prioritize requirements, identify future needs for products and services and produce the products and services the customer needs. Customer satisfaction determines agency success.

#### Empowering employees.

Managerial overgrowth has been drastically pruned by reducing the layers of management between worker and customer from eleven to three.

#### Getting back to basics.

Work is organized around the core production processes. The agency's headquarters staff has been pared by almost 50 percent.

#### Cutting red tape.

An Executive Board serves as the agency's central management authority, replacing multiple, redundant policy and planning groups. In addition, policy documents have been reduced by 40 percent.



Central Imagery Office Director Dr. Annette Krygiel presents DMA Director Air Force Maj. Gen. Philip W. Nuber with CIO's Seal of Approval for the imagery portion of the DMA Production System Migration Program. As imagery functional manager, CIO developed the Seal of Approval as a tool to evaluate imagery programs for their effectiveness and efficiency, present compatibility, and future utility within the United States Imagery System. By meeting the CIO criteria, DMA has ensured compatibility of the DMA Production System with the rest of the imagery community.

photo by Ed Gault

## Reengineering the process

**R**eengineering teams continue to meet at various sites throughout the agency. While most are still in the midst of reengineering, others are nearing completion or initiating implementation.

DMA began launching its teams in early spring. Teams are chartered to review a current "as-is" business process and look for ways to significantly improve the way business is done.

Reengineering team size varies, but usually is no larger than 10 employees, the average size being seven. Team members participate in exercises that focus on both the human and the technical aspects of change. During training, members gain a better understanding of teamwork, good communication, good customer relations, cost benefit analysis, informed decision making and reengineering methods.

The following teams are currently signed on to DMA's Reengineering Schedule:

- Telecommunications
- MC&G Engineering Review Board
- AT Internal Help Desk
- Administrative Processes
- Filling Jobs
- Exploiting ADP
- Training
- Delivering Benefits/Services
- Resolving Disputes
- Performance Appraisals
- Information Services
- Space Maintenance Management
- Installations Management
- Materials Management
- Security
- Customer Help Desk
- CD-ROM Replication
- Order Fulfillment
- DPS Architecture
- Extraction Spec/Strat
- Finishing
- Best of the Best
- Geonames/Boundaries
- Imagery Management
- Aero Information
- Non Imagery Source

## Members recommend new methods to produce and distribute CD-ROMs

**D**MA could save nearly \$200,000 the first year, alone, after revamping its CD-ROM Replication and Distribution process, projected reengineering team members tasked to redo the current process.

Members said this new method will also reduce the production time by more than half and put the DMA product in the hands of some customers 52 days earlier than before.

These recommendations and others by the reengineering team were recently approved by the

Executive Group and, according to officials, just in time. The current CD-ROM contract expires the end of this month.

The reengineering team of Tom Mann, Jane Dickerson, Bonnie Williams, Herschell Riggs, Toni Hamel and Gary Brown, along with team co-champions Bob Smith and Steve Moore, was chartered in May to investigate the "as-is process" of the agency's replication and distribution of CD-ROMs.

The group found that the agency's current CD-ROM production process had no governing guidelines

**W**orld-class customer assistance at DMA was the challenge that reengineering team members believe they tackled in reengineering DMA's customer help desk.

The seven-member team presented their plan Aug. 18 to DMA Deputy Director Doug Smith, who has asked the Operations Group to keep the momentum rolling by establishing an implementation team to make it happen.

In designing their concept, team members DMA employees Air Force Capt. Dave Akin, Tim Johnson, Army Capt. John Loefstedt, Joyce Marks, Rick McCormick, Air Force Maj. Mike Miller and Rich Clow from Coopers & Lybrand compared the current process to the National Performance Review's seven best help desks in the United States.

DMA's current help desk model is not consolidated and is separated by former organizational walls. There is often little information sharing, according to the team's analysis. Members said this is frustrating not only to the customer trying to get information, but to the customer agent attempting to help.

Under the new plan, these barriers will be torn down. There will be one point of entry into the help desk area, and the customer's query will be identified and matched with the appropriate function so that information can be quickly accessed and provided. For example, some queries may be answered best by automated response, a generalist or an area expert. Team members stressed that the customer would get the right answers in their preferred format when it was convenient to them.

The plan calls for the new customer help desk to be easy to use, have 24-hour automated access, offer complete and accurate information the first time for any phase of a product or service and in any desired format. Members also recommended the procurement of an interactive voice response system, as well as plans to create a career ladder for customer service agents.

Members estimated that implementing the new help desk, which will be a major process of agency Customer Support Teams, will cost half of what DMA spends to provide the service today. ■

## Team develops plan for customer help desk

*Reengineering team articles compiled and reported by Don Kusturin and Kathleen Neary*

established and, over time, had become fragmented.

After looking at the whole processing picture from end to end, the team sought ways to eliminate the wasted steps that had developed in the distribution process, according to Dickerson, team facilitator.

Under the old process, it could take 88 days from the time the customer placed the order until receipt of the CD-ROM product. The team found a way to scale that back to 36 days for already established DMA customers. The agency could eliminate 24 days alone from the

*continued on page 14*



photo by Richard Garmsheis

## Distance Learning Center brings classes closer 'home'

Using a page from a popular TV commercial that shows a college student taking a class and talking to a professor via a TV screen, the Defense Mapping Agency has added a new dimension to its employees' education and training program.

A Distance Learning Center incorporating some of the latest technology is operational in Erskine Hall classrooms at the Bethesda Complex. Plans call for a similar setup in St. Louis.

"This is a new and different way of doing things," said Alexandra Reidy, an employment development specialist with Human Resources, who's handling the program. "People are intrigued. This is brand new to everyone, and we are still expanding the program."

The learning center is connected through microwave to the National Technology University that links colleges and universities from across the country into its system. The majority of college classes presently aired at the learning center are from the University of Maryland. However, other colleges can be added at a later date.

"This is more convenient and cost effective for employees," Reidy said. "We are offering college courses and professional development classes."

One classroom has 11 stations each with a video cassette recorder, monitor and headsets and a telephone. There are also computers and a fax machine available. With this setup, 11 different courses can run simultaneously.

The other classroom has a large viewing screen adaptable for instructing a large group of people.

While neither setup is quite as sophisticated as the arrangement in the TV commercial, the classes are interactive with students able to talk to the instructor by using a telephone. If there's a question, the students just call and can get an on-air response.

"When it comes to test time, Washington Training Center staff act as proctors," Reidy said.

Reidy added that they also accommodate the shift workers or those people who might miss a class.

"All classes are videotaped," she said. "Students can borrow the tapes for 24 hours."

Catalogs and application forms are available in the WTC. Many of the college courses can be paid through tuition assistance. Students will have to pay for books and other classroom materials. The professional development courses are fully funded by the agency.

Employees interested in this program should contact the Washington Training Center staff. ■

— Muriidith Winder



photo by Tom Barsh

*Incorporating the latest technology, the Washington Training Center offers some college classes via television at the new Distance Learning Center. Officials say plans call for similar setup in St. Louis.*

## Employees get an *Upward* edge

**T**welve employees in St. Louis, participants in the Upward Mobility Program/Cartographer "Train Now Place Later" Program, recently began the DMA Mapping, Charting and Geodesy Orientation Program (DMOP). James Coleman, Joan Leaver, Lori LeBlanc, Susan Maxwell, Clayton Mobley, Camille Willman, Mark Winkler, Linda Newman, Sandra Fleming, Denise Damschroeder, Cynthia Whitmire and Kenneth Lawrence reported for DMOP training Aug. 21.

In the Washington-area, program participants Joann Brewer, Karen Lancaster, Hassan Rosell and Deborah Smith are enroute to acquiring the qualifications to become cartographers. Once they complete the program, they will be scheduled to attend DMOP, according to Bob Singfield, Human Resources. Elmer Foreman, another participant, has already completed his requirements and is performing as a cartographer, said Singfield.

This special program is a concerted effort to develop and implement specific career opportunities for employees in GS-9 and below positions or FWS equivalent. Through this assistance, these employees will be better equipped to realize their full work potential.

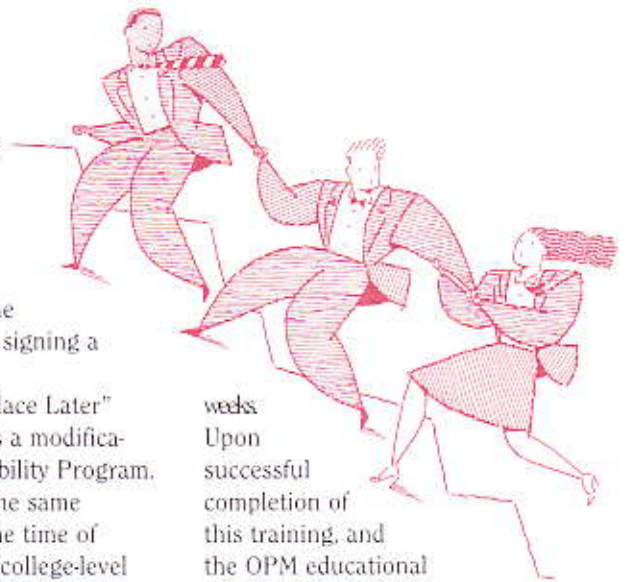
The program entails intensive accelerated development that gives the employee the skills and knowledge required to successfully perform in a new career field. Employees are eligible for the program if they are not presently qualified (for example, do not meet the Office of Personnel Management Qualification Standards) for the position, yet have the potential to gain the necessary

experience and education to function in the new position.

Upward Mobility Program opportunities are announced through competitive vacancy announcements. Once selected, an employee accepts the program conditions by signing a Training Agreement.

The "Train Now Place Later" Program in St. Louis is a modification of the Upward Mobility Program. Employees remain in the same position they held at the time of selection, while taking college-level courses needed to meet OPM qualification requirements for a professional occupational series such as cartographer. The employee is placed in the position after meeting the OPM qualification standards.

The DMOP curriculum in St. Louis was developed by Gus Piening and will last approximately five



weeks. Upon successful completion of this training, and the OPM educational requirements, these 12 St. Louis employees will be assigned to the GS-1370 series. ■

— submitted by HR's Teri Sabo, DMA employee development specialist.



The following people reported for DMOP training Aug. 21. They are, from left: Linda Newman, Clayton Mobley, Denise Damschroeder, Sandra Fleming, Lori LeBlanc, Joan Leaver, James Coleman and Kenneth Lawrence. Not pictured are Susan Maxwell, Camille Willman, Mark Winkler and Cynthia Whitmire.

photo by Jim Stevanik

# Military users will soon 'points' digitally

by Paul Hurlburt

**P**roduction will begin soon in Bethesda and St. Louis on an old product – the Point Positioning Data Base – in a new digital format.

PPDBs were first produced in the early 1970s to support weapon and navigation systems aboard B-52 and F-111 aircraft operating in Vietnam. They provide stereoscopic readings for precise geographic positions, or points, in near real time. Such "points" are derived from PPDB products by using specialized mensuration equipment such as the Analytic Photogrammetric Positioning System. PPDBs are also used to plan missions.

"Users can take reconnaissance photos and read points off of them by combining them with PPDBs," said Sean Minnick, operations engineer in Bethesda. The points are obtained by transferring

parameters from the reconnaissance to geographically referenced stereo imagery from the PPDB product covering the same area.

In the past, PPDB imagery has been provided in a hard-copy format on photographic film chips.

PPDB has been an integral part of cruise missile weapon systems. Combined with reconnaissance imagery of the target area, PPDBs guide the missile to its target. Another DMA product, Terra Contour Matching data, or "TERCOM," is used to guide missiles to the target site.

"We build PPDBs to cruise missile requirements because they are the most stringent," Minnick said.

During the Persian Gulf War, cruise missiles helped keep allied casualties to a low level and accomplish objectives without a prolonged ground

war, according to Pentagon officials.

The missile's ability to hit strategic targets was due in no small part to PPDBs.

"It was really good to come to work during Desert Storm," said Minnick. As the war unfolded, he said cartographers understood what they were working on. They saw that the concern for accuracy was crucial.



photo by Jim Strupnik

Sheri Grosse operates the Point Positioning Production System in St. Louis.



# on get the

For years, photographic imagery on panchromatic film was used as source material to produce PPDBs. In the mid-1980s DMA began using digital source to produce hard-copy PPDBs. In the latest change, the PPDB product itself will be provided in digital form for use in field-deployable workstations. The new Digital PPDB will be available on magnetic media – 8 mm cartridges or RSP-2150 cassettes – which look like VCR tape.

### The Digital Advantage

“We’ve gotten a lot of good response from customers” who will be using PPDB in digital form, said Minnick.

“Not only have we cut the time it takes to produce PPDBs, allowing us a faster response, we’ve cut the time it takes to produce a point in the field.

“With the old system, a good operator can read a point in about 15 minutes. On the digital workstation the maximum is about six minutes. The operator doesn’t have to handle a lot of film, and the workstation runs on an easy-to-use, Windows-based system.”



Air Force pilots rely on PPDBs for target accuracy.

fine photo

Users operating equipment like the Analytic Photogrammetric Positioning System have to undergo specialized training, Minnick said.

“The APPS doesn’t prompt them in using it, so if they don’t use it very often, it’s hard to stay trained.”

Most importantly, the Digital PPDB will provide more accurate targeting – greater accuracy

*continued on page 12*

## Mural gets new home at mapping school

A wall mural depicting cartography through the ages and painted by a retired DMA employee has a new home at the Defense Mapping School.

The mural was originally displayed in Erskine Hall but was placed in storage during the construction of the hall's new entrance. School officials thought the mural would make a nice addition to their newly remodeled headquarters building.

"Because we teach cartography, we thought it provided a good perspective for the students," said Bill Crisp, technical director at the school. "It's a good tool for teaching and a source of pride in our headquarters."



With care, government movers box the 26-foot long mural before moving it from Bethesda to the Defense Mapping School at Fort Belvoir.

Painted by artist/cartographer Tom Yanosky, the 26-foot long, 28-inch high mural is done in acrylic on linen. It depicts cartography through the ages from the Babylonians in the 7th century B.C. through World War II.

The mural features 44 images starting with the Babylonians and

proceeding onward with the Greeks and Romans, Christopher Columbus and Sir Francis Drake. Americans on the mural begin with surveyor, turned general, turned president, George Washington, and end with Army Gen. Herbert B. Loper, chief of mapping and charting logistics during World War II.

*continued on page 11*



Acrylic on linen, the mural depicts cartography from the 7th century through World War II.

Yanosky retired in 1970 after 28 years with a DMA predecessor – the Army Map Service. He's the son of a coal miner and immigrants from Slovakia. One of 10 children who grew up in Western Pennsylvania, Yanosky came to Washington in 1939 to study art.

After Pearl Harbor, he signed on with the Army Engineer Reproduction Plant at Ft. McNair, Washington in January 1942. He moved with the plant to DMA's Bethesda location when it became part of the Army Map Service. ■

— Muridith Winder  
photos by Andre Piller



School officials say the mural will make a nice addition to their newly remodeled headquarters building.



photo by P12 William Quick

Navy Petty Officer 2nd Class Willie Johnson explains to DMA Director Air Force Maj. Gen. Phillip W. Nuber how the remote replication system is used by the agency's Combat Support Element Atlantic. This large format printing system is the initial installation of several scheduled throughout DMA. The general complimented the staff on their outstanding customer support. CSEA provides emergency and crisis support, requisition training and liaison with DMA production and distribution sites.

## Director visits Atlantic Office

**D**uring a simulated assault, Casey Key, a DMA computer assistant in Reston site, shows classmates how to defend themselves with a pinch behind the elbow. More than 70 employees attended the day-long self-defense class taught by Bryan Patterson (Key's "assailant"), a police officer with the Fairfax County Police Department. The class was held three times to accommodate all who signed up, according to Safety Officer Joan Sun. After forcing the assailant to release her, Key will be in a position to slap his eyes with her kubotan, a hard plastic stick with keys attached to the end. Key can then run while blowing a whistle that is also attached to the kubotan. Class members received a kubotan as part of the training. ■

## Learning to fight back



photo by Susan Award

Participants, from left, are Greg Thomas, Army Sgt. 1st Class Mike Culbertson, Martha Pearman and Geneva Hargett.

### Military users will soon get the 'points' digitally

*continued from page 9*

than now obtainable with the Analytic Photogrammetric Positioning System.

"Everybody is going to be able to exploit this product at its full capacity as far as accuracy is concerned," Minnick said.

Still another advantage of the Digital PPDB for the user will be in storage. In hard copy, the product is distributed in an accordion folder with 150 to 200 film chips in it.

"An 8 mm tape is about the size of a 3-by-5 card," Minnick noted.

For DMA, the production savings are startling. The average time it takes now to produce a PPDB, 60 nautical square miles on each side, is about 300 hours. DMA will be able to cut this production standard to about 35 hours for a single Digital PPDB product.

The labor savings will enable DMA to increase annual production from the current 164 cells of hard-copy PPDB to 600 cells of the Digital PPDB by 1997, Minnick said.

"We will be able to respond to our customers faster and increase our output 3 1/2 to four times." Because it can be disseminated electronically, the Digital PPDB has the potential for faster distribution as well as production.

Beyond its present uses, PPDB in digital form "opens the door" to many possibilities, Minnick said.

DMA is currently developing, in house, exploitation software that will operate on commercial off-the-shelf systems.

"We envision that weapon systems now under development, such as smart bombs guided by GPS, will use DPPDB," Minnick said.

In one joint-service project, the Air Force Materiel Command will convert existing 1,000- and 2,000-pound bombs into smart bombs by adding a Global Positioning System receiver, Inertial Navigation System

for positioning, and movable tail fins for steering. The target data it uses will be the Digital PPDB.

DMA will produce the Digital PPDB on a new Point Positioning Production System comprised of commercial off-the-shelf hardware. Providing an end-to-end production capability, the PPPS uses source imagery and support data from the Digital Production System.

Prototype Digital PPDB products have been produced in Bethesda and St. Louis, and production is scheduled by the end of the fiscal year. Parallel production of hard-copy and the Digital PPDB will continue through fiscal 1996.

But it won't be totally out with the old and in with the new. DMA will continue to maintain a repository of hard-copy PPDB. ■

*In addition to Sean Minnick, Paul Pals, Contracting Office Technical Representative for the PPPS, provided assistance in writing this article.*



## Getting to work on pedal power

**W**hile some of us are pushing the pedals of our automobiles to work in the morning, munching on doughnuts or sipping coffee, Bill Carlson is pushing pedals of another kind – on his bicycle.

Carlson, a data extractor in the West Operations Group, is one cyclist who makes a three-mile journey each morning. He begins from his home near the Jefferson Barracks Cemetery in St. Louis to the DMA facility at 8900 South Broadway, where he catches the shuttle bus to Second Street. When the weather cools down he will resume riding those extra five miles.

The trip to the South Annex takes approximately 15 minutes by bike. He discovered earlier, when a tire went flat, that the walk is more than an hour.

Now he carries as standard equipment two spare inner tubes and tools.

Though he only began this form of commuting a relatively short time ago, July 1994, Carlson said he has been riding a bicycle since he was a child.

"When I was a kid I had a lot of problems with asthma. This was an activity I could do at my own pace," he said. "I also enjoyed the fact that I could coast down hills."

He joined a bike club in 1969, and later, in 1974, rode across Iowa in a tour sponsored by the *Des Moines Register*. The ride took a week with most of the riders camping out during the night.

Though he survived that ride, the sultry summer climate in St.

Louis almost put an end to his bicycle riding days.

"When I first moved to St. Louis, [from South Dakota in June 1988] I thought, 'My God! I'm going to have to give up my bike,'" said Carlson.

"The first two weeks were beautiful. But then it got so hot," he continued. "I locked up my bike, closed the door – and forgot about it."

"Then I came to realize what I was doing," he said. "I didn't have to give up my bike, it was just going to be a little different."

"He set the example for me," Carlson added.

Another rider he met also contributed to the decision to make this morning trek. "Jim Steinmeyer rides 15 miles which takes an hour and a half each way."

Carlson said he doesn't worry too much about biking the bigger roads of St. Louis in the mornings and afternoons. "I'm riding my bike over the same route, at the same time each day; I'm riding with the same people, whether they are on bikes or in cars. They'll get used to



photo by Jim Stepanak

He resumed biking, touring in Illinois because the terrain was easier to negotiate than in St. Louis.

He began riding his bicycle to work after talking with another employee who was biking to DMA.

"I was driving my car on Broadway and I would see this guy riding his bike every morning," said Carlson. "So, I talked to him, Karl Kleen, and he said he rides three miles to work and has been for 20 years.

the way I ride and the fact that I am dependable; I ride my bike like a vehicle; I obey traffic laws," he explained. "I really don't have any problems with major streets like Broadway."

For those thinking about riding their bikes to work, or anywhere else, Carlson suggests viewing the bicycle safety video available from the DMA Safety Office. ■

— Don Kusturin

### Obloy chairs IHO legal advisory committee

Edward J. Obloy, general counsel for the Defense Mapping Agency has been appointed as the first chairman of the recently established Legal Advisory Committee for the International Hydrographic Organization. Obloy heads up the committee's 26 other charter members whose mandate includes providing a legal resource for IHO representatives and addressing issues that affect the worldwide hydrographic community.



Obloy

Headquartered in Monaco, IHO membership consists of 59 member nations from the world's maritime community. It is a non-political organization that works for the good of mariners everywhere. IHO coordinates the activities of the national hydrographic offices of its member governments; establishes standards for hydrography, nautical

charting and associated activities to ensure uniformity in nautical charts and documents, and provides technical advice to developing countries to enhance their hydrographic capabilities.

### Quality advocates named

Tom Coghlan, director for Planning and Analysis, has selected the first quality advocates for PA. John Sorvik, Mary E. Seale, Rick Stidsen and Claire Paquin were selected from among 42 applicants. Coghlan said competition for the positions was keen. He plans to have a fully functioning Quality Office by the middle of September.

### Headquarters to get new numbers

Telephone numbers at DMA's Merrifield Complex (Headquarters and Annex Buildings) are changing, report officials from Installations Management.

Effective Sept. 18, current prefix codes will change from 285 to 275, and the DSN prefix will change from 356 to 235. In addition, complete number changes for all phone lines

at Merrifield will occur during this time. Officials say that a recording announcing the new telephone number will greet callers dialing the old number. The change is due to an on-going telecommunications modernization project and the expiration of the current telecommunications contract.

Employees in Merrifield will still use 7-digit dialing (without dialing the 99 or area code) to reach Bethesda Complex or other DoD agencies in the National Capitol Region (Md., Va., and the District). Employees in St. Louis will need to use DSN to contact these areas.

### Correction

In the last issue of the *Link*, Air Force Col. J.B. McNichols Jr., was identified incorrectly. He and other Reinvention Task Force members were pictured on page 3, after receiving an award from the DMA Director for their reinvention efforts.

### Members recommend new methods to produce and distribute CD-ROMs

*continued from page 5*

warehousing and distribution process, by simply shipping directly to the customer from the contractor instead of the warehouse, according to the team report. As it was, the product was being sent back to the warehouse and then out to the customer.

"Copies will be sent to the warehouse so that if someone calls and wants additional copies or is a first-time customer, they will be sent

from there," Dickerson said. First-time users, will be put on the initial distribution list and will begin receiving subsequent products directly from the contractor.

"We want to get our products to our customers as fast as possible," she said.

When DMA first began producing CD-ROMs in-house, the agency was paying up to a \$100 each, according to Dickerson. Competition in the market has since driven the price down to \$7, which DMA is now paying. But, Dickerson said, just a few months ago, the agency was paying \$22 because it was believed to be the going rate. By keeping better tabs on the market, DMA can

take advantage of the price fluctuations sooner. Dickerson projects that the agency will eventually pay about \$2 a piece.

Members of the Customer Services Division and Operations Group are working the action items now. The goal is to have these issues solved by the first of 1996 when a new CD-ROM contract is in place. ■

# ACCOLADES

## Performance Award

Boyd, John W  
 Capelton, Jimmie K  
 Denison, Jerry L  
 Dufford, Thomas F  
 Edwards, Robert G  
 Emory, James E  
 French, Gayle A  
 Goodman, Donald G  
 Graves, Dean A  
 Hamilton, Charles A  
 Haynes, James M Jr  
 Hodge, Jerry M  
 Holland, Robert L  
 Hunter, Jeffrey D  
 Iverson, Gerald N  
 Jackson, Jerry D  
 Johnson, Frederic B  
 Klocke, Ward P  
 Koenig, John  
 Kohnen, Paul T  
 Ladd, Mary Jane  
 Lakeman, Dean C  
 Land, Ronald N  
 Manders, George N  
 McMillon, Ronald S  
 Meyer, Connie R  
 Miller, Ann L  
 Mitchell, Roger M  
 Molli, Dennis I  
 Moore, Kimberly A  
 Mosley, Franklin P Jr  
 Nash, Danny C  
 Noll, Garland W  
 Olson, James T  
 Panula, Jack J  
 Pepmeier, Mark D  
 Robinson, John E  
 Rosenbaum, Lewis F  
 Rumley, Dennis W  
 Scott, Janet K  
 Toenjes, Mary Anne M  
 Trimble, Charles D  
 Tuckson, Vivian P  
 Tuley, John B  
 Turner, James A  
 Wartin, James W  
 Willsey, Barbara L  
 Winters, Dale A  
 Zimbleman, Michael J

## Special Act

Abate, Yohannis  
 Adamezyk, Samuel O  
 Ager, Thomas P  
 Ahn, Dung Won  
 Albert, Janice M  
 Allsup, Marcus William  
 Anderson, Carol L  
 Anderson, Douglas W  
 Anderson, Shirley A  
 Andringa, Julie C  
 Antoniewicz, Kerry J  
 Arl, Timothy B  
 Atkins, Paul F  
 Baker, Jane E  
 Baker, Martha W  
 Baker, Melody A  
 Baker, Terry J  
 Barclay, James  
 Barforth, Kristen M

Barr, Edward E  
 Barrett, Dames Robert  
 Barrett, Mark T  
 Bartley, Dale R  
 Barton, Jerry D  
 Basgall, Paul L  
 Beauchamp, Wallace F  
 Beavers, Patricia Ann  
 Becherer, Richard H  
 Beck, David E  
 Bellenger, James R  
 Bennington, Charles A  
 Berg, Richard A  
 Berset, Ronald A  
 Bickett, Cynthia L  
 Biggin, Merle J  
 Blodgett, James A  
 Blouse, Ronald S  
 Borrer, David J  
 Brady, Paul S Jr  
 Brannon, James D  
 Brown, Steven C  
 Brown, Velma  
 Bruckner, Sharon L  
 Bryan, Ronald L  
 Buckeridge, James R  
 Burnell, John Alvin Jr  
 Burnett, Josephine  
 Burse, Juanita  
 Busch, Jeffrey A  
 Buysse, Theresa R  
 Byrne, Charles J  
 Cable, Donald P  
 Caloret, Jere R  
 Camacho, Arturo  
 Carroll, Steven R  
 Casetta, Lee J  
 Castaneda, Cora Lee  
 Caudle, Judy A  
 Chambless, Susan D  
 Chance, Stella K  
 Christian, Donald R Jr  
 Clayton, Timothy J  
 Clendenin, Harold E  
 Cogburn, Charles V Jr  
 Cole, Brenda N  
 Cole, Kevin M  
 Cole, Robert E  
 Compton, Valarie M  
 Connelly, Eileen E  
 Corkery, Patrick D  
 Corsa, Patricia Lynn  
 Cotter, Sylvia A  
 Cracker, William F  
 Crawford, John T  
 Creaven, Claudia L  
 Crews, David R  
 Cuppan, Christopher D  
 Curry, Anthony D  
 Daniels, Laurie D  
 DeCazenave, Gladys T V  
 Dedo, Diana A  
 Dehart, Dorothea B  
 Delaplain, Jeffrey B  
 Dolan, Lloyd J  
 Donovan, Patrick D  
 Donovan, Shirley M  
 Driver, Beth Hessel  
 Dupin, Douglas P  
 Eddins, George T  
 Eng, Charles W  
 Erpenbach, Dean P  
 Everhart, Sabrina D  
 Firmin, Kevin W

Foley, Matthew O  
 Gamble, Eugene V Jr  
 Garcia, Mary K  
 Garrison, Dacob Lee  
 Geiser, William B  
 Gillett, David N  
 Gilman, Kathryn G  
 Girard, Betty L  
 Girstantas, Elizabeth M  
 Glass, Richard A  
 Glenn, Roderick  
 Glosecki, Mary A  
 Goodson, Edrin G  
 Gosling, Phil H  
 Gregory, Anthony  
 Griffin, Mary Lee  
 Griffith, Glenn A  
 Griffin, Glenn A  
 Grohman, Gregory J  
 Grubbs, Faye N  
 Guild, Faith M  
 Guse, William D  
 Haase, Jeffrey A  
 Haddick, John R  
 Hargett, Geneva E  
 Harris, James T  
 Harris, Perry D  
 Hart, Karen B  
 Hawkins, David A  
 Heflin, James Randolph  
 Heidbreder, William H  
 Heritage, Holly A  
 Higdon, George Scott  
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 Hoover, Ralph E  
 Huddle, John P  
 Huelsebusch, Keith A  
 Huffman, Janell S  
 Hunter, Elizabeth B  
 Hwang, Phillip Q  
 Hynes, Rosanna T  
 Ingoldshy, Debra L  
 Jagin, Gina H  
 Johannesen, Todd E  
 Johnson, Anthony D  
 Johnson, Debra Ann  
 Jones, Carmella J  
 Jones, Ralph L  
 Kam, Daniel T  
 Kerr, Damien A  
 Kersting, Kay K  
 Ketchum, George R Jr  
 Kish, Sharon I  
 Kitrinis, Carolyn H  
 Klamer, Mary Ann  
 Kleen, Karl H  
 Klipp, Thomas E  
 Knier, Karl B  
 Knowles, Cathy L  
 Kolo, Bernard J  
 Krause, Pamela H  
 Kubik, Mary E  
 Kwolek, James L  
 Lacey, Robert J  
 Lauer, Bernard J  
 Laurine, Robert H Jr  
 Leshner, David C

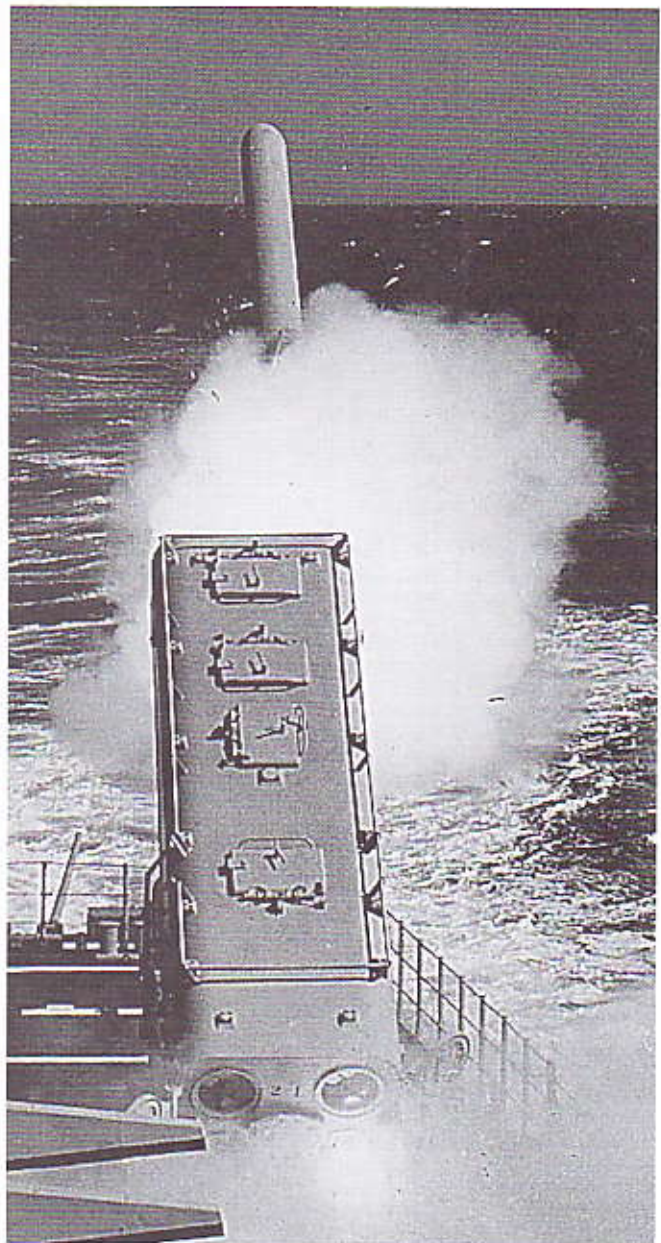
Letosky, Mark S  
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 Lowe, Douglas R  
 Maddux, Danny G  
 Mara, Shawn K  
 Marcey, Rebecca C  
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 Menges, Scott A  
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 Miller, Billy O  
 Miller, Linda K  
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 Moore, Mark A  
 Mouser, Donald W  
 Muehleisen, Mark G  
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 Murphy, Rochester  
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 Ostedal, Peter R  
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 Peoples, David E  
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 Peshek, Daniel L  
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 Plemmons, Patsy A  
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 Pultz, Rose M  
 Ratermann, Virginia C  
 Rauh, Carol G  
 Ray, Ellis B  
 Raymond, Walter D  
 Reddon, Ronald W  
 Reeves, Scott W  
 Reiersson, Gerald V  
 Roam, Roger D  
 Robertson, Janet M  
 Rodriguez, Pearl J  
 Rogers, David E  
 Roth, James P  
 Roylance, Spencer M  
 Rusco, Dan W

Schmitt, Shirley M  
 Schroettinger, Linda D  
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 Schwarz, Eric L  
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 Scroggins, Theresa A  
 Sengewalt, John F  
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 Shelberg, Mark C  
 Sills, Jacqueline G  
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 Sprung, Richard A  
 Stammler, Richard  
 Stringer, James R  
 Sykes, Livingstone B III  
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 Tabora, George R  
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 Taylor, Cinda C  
 Taylor, Doyle K  
 Thompson, Bruce A  
 Thornton, Patricia A  
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 Tso, Yeuk L  
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 Valeria, Richard A  
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 Vaughan, Brett M  
 Voigt, Charles A  
 Villanueva, Jose A  
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 Wall, Marilyn F  
 Washington, Marie L  
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 Weinland, Marcia K  
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 Wilkins, Charles K Jr  
 Willett, John G  
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 Wood, John M  
 Woodard, Mark W  
 Wright, Victor V  
 Wroughton, Kent E  
 Young, William A  
 Zuhlke, David C

## Promotions

Augenstein, Julie M  
 Baker, Sarah C  
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 Bartlett, Dana M  
 Battle, Janette Cousby

Bramow, Steven E  
 Clark, David Gerard  
 Clemons, Janet A  
 Cohen, Robert Michael  
 Csanady, Stevan M  
 Ellenburg, Faye Irene  
 Gartrell, Annie L  
 Gatling, Reginald Linell  
 Gjurich, Steven Paul  
 Hall, Kathryn Marie  
 Hartman, Judy M  
 Hille, Bradley Robert  
 Hughes, Gregory Sans  
 Jackson, Doris Johnita  
 Jedetski, Juli A  
 Jones, Evette B  
 Kerr, Damien Anthony  
 Kridner, John D  
 Lagoy, Timothy P  
 Lopez, Merced Sonia  
 Luksicht, Patricia Lynn  
 Mallard, Patricia A  
 Malloy, Barbara Joyce  
 McCracken, Joyce E  
 McMaster, Anthony Joseph  
 McNaul, Keith M  
 Moellman, Jeffrey Ross  
 Mondy, Derrick C  
 Owens, Audrey R  
 Peterson, Wheeler Betty L  
 Petty, Sonya A  
 Picarelli, Ethel J  
 Robinson, Tina M  
 Roylance, Spencer M  
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 Skinner, Shirley J  
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