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# THE IMAGE



The Defense Mapping Agency  
Systems Center

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JUNE, 1991

VOL. 4, NO.6

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## *DMA Receives Praise During House Discussion*

*The Defense Mapping Agency came in for some unexpected praise during a recent session of the House of Representatives. As reported in the Congressional Record of May 1, 1991, Congressman Doug Bereuter, Nebraska, offered praise for the agency during his floor comments regarding an intelligence authorization bill.*

*The Congressman said, "This might be an appropriate point, first, to offer a commendation to the Defense Mapping Agency. That agency, scarcely known by the public, provided all of the maps for our forces operating in Desert Storm. This was a massive undertaking, but one which DMA fulfilled very admirably.*

*"The rapid offensive movement across the barren Iraqi desert would not have been possible without adequate maps and accurate maps produced in huge quantities and on short order. I strongly commend the leadership and staff of the DMA for their outstanding contributions to our victory. It is one of the few times that you could commend these people who work so hard out of the public spotlight."*

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***Thank You!***

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CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
WASHINGTON, D.C. 20318 - 0001

1 May 1991



Major General William K. James, USAF  
Director, Defense Mapping Agency  
8613 Lee Highway  
Fairfax, Virginia 22031 - 2137

Dear Kirk,

Please pass on my thanks to the members of DMA for a most informative and interesting visit to the Hydrographic and Topographic Center. It was good to be able to spend time with the people of your organization and hear firsthand about their great work.

I am especially proud and pleased with their contributions to Operations DESERT SHIELD and DESERT STORM. Their efforts made a great difference to those brave young men and women who represented our national interests in the Persian Gulf. Keep up the good work!

With best wishes,

Sincerely,

COLIN L. POWELL  
Chairman  
Joint Chiefs of Staff

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***Limited Term SES  
Selection***

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The Director, DMA has approved the Limited Term SES selection of Mr. Glen E. Mulkey to the position of Deputy Director for Systems Development Group, DMASC. Mr. Mulkey will serve as Acting Deputy Director for Systems Development Group until appropriate approvals to effect this appointment are received from the Secretary of Defense and the Office of Personnel Management.

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## Memorial Day: Pride Mixed With Sadness

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By F. Peter Wigginton

American Forces Information Service



Memorial Day produces mixed feelings in Americans. It's a time to recall the nation's military victories and to remember those who lost their lives in the armed forces that others might remain free.

One hundred and twenty five military people died during the Persian Gulf conflict in defense of Kuwait's sovereignty. Twenty-three gave their lives during Operation Just Cause in Panama so a dictator would no longer harass American citizens and mock democratic principles. Eighteen service people fell in Grenada to stamp out repression and to halt the spread of communism in the Western Hemisphere. More than 58,000 died in Vietnam.

Whenever people are deprived of freedom to create a life for themselves, all human dignity suffers. It suffers when, as in the example of the Persian Gulf, a dictator disregards the rightful territory of a neighbor and attempts to eradicate another culture through torture and wanton destruction.

Fortunately for this country - and the world - the United States is a nation whose history has been carved by those who gave of themselves so others might continue to live free in a free nation built on freedom.

These are glorious thoughts. Nevertheless, they cannot silence the bewilderment of those who question why they, and not their buddies, were allowed to live. Nor can they easily erase the memory of seeing comrades fall. Nor can they sweeten the grief of families left behind.

Just before the ground offensive into Kuwait, parents of a tank platoon officer permitted *The Washington Post* to publish the letter their son wrote prior to the assault. In it, he asked them to "find the families of anyone in my platoon who is killed and try to console them. To a man, they have excelled in a bad situation, and their families should mix some pride with their sadness."

The fact that Operation Desert Storm had so few casualties may seem to be a miracle. But, as Gen. Norman Schwarzkopf said, it will never be miraculous for the families of those people who were killed.

Through all the ceremonies, prayers and speeches of this Memorial Day, survivors should resolve never to forget the freedoms servicemen and women have won for them, nor the pain their families have endured. Possibly the best way to show gratitude is to live to the fullest that life the fallen have earned for those who remain. President Abraham Lincoln expressed the idea at Gettysburg, Pa., on Nov. 19, 1863.

Said Lincoln, "It is for us the living ... to be dedicated here to the unfinished work which they who fought here have thus far so nobly advanced. It is rather for us to be here dedicated to the great task remaining before us, that from these honored dead we take increased devotion to that cause for which they gave the last full measure of devotion, that we here highly resolve that these dead shall not have died in vain..."

Most civilizations honor their dead. Greeks and Romans decorated graves of loved ones with garlands of flowers. The Japanese, during their Feast of Lanterns, welcome the souls of the departed and then light their return to the hereafter with lanterns floated across the waters in miniature boats. Many Christmas around the world each year pray for the deceased on All Souls' Day.

In the United States, the war dead have been honored on

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## **Memorial Day:**

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*Continued*

Memorial Day since the Civil War. Historians dispute the precise date and location of the first Memorial Day in the United States. Nonetheless, in 1967, President Lyndon Johnson proclaimed that Waterloo, N.Y., was its "birthplace." In May 1866, that community honored its war dead by closing businesses for the day, flying the flag and decorating graves.

The first national Memorial Day - then called Decoration Day - occurred on May 30, 1868. Among the ceremonies that took place around the country that day was one at Arlington (Va.) National Cemetery. Gen. Ulysses S. Grant and Gen. James A. Garfield presided at the service. Since then, the cemetery, situated on a terrace overlooking the Potomac River and a view of the Capitol, has been the site of impressive services. According to cemetery historian Tom Sherlock, every president since 1921 has come at least once for Memorial Day observances.

In June 1968, President Lyndon B. Johnson changed the dates of certain holidays. Memorial Day, thereafter, would be observed on the last Monday of the month.

Historian William Hanchett has said that the "purpose of the Civil War as Lincoln saw it was that the people . . . should fight on to victory . . . so that nations conceived in liberty and dedicated to the proposition that all men are created equal would not perish from the earth."

Memorial Day, following so soon after Operation Desert Storm, is a fitting time to honor such dedication.

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## **Navy Officer Leads Drive for Monument To Honor Soldiers**

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**By Rudi Williams**

*American Forces Information Service*

Navy Cmdr. Carlton Philpot wanted to command his own ship, so he wasn't very happy at first about being assigned to teach at an Army college at Fort Leavenworth, Kan.

There he was, landlocked in the heartland of America more than 600 miles from the nearest seashore, thirsting for something to do with his leisure time. Nosing around for a volunteered group to join, Philpot stumbled upon the Buffalo Soldier Monument Committee.

He didn't know much about who "Buffalo Soldiers" were or what they did, but he volunteered anyway. In a short time, Philpot was chairing the committee and spearheading its design and fund-raising effort. Now, the sailor is doing his darndest to raise some \$850,000 to build a monument honoring these cavalymen - black soldiers who protected the Western plains during the mid to late 1800s.

Buffalo Soldiers were members of the Army's 9th and 10th Cavalry regiments, two of six all-black (except for white commissioned officers) units authorized on July 28, 1866. The 10th was formed at Fort Leavenworth and the 9th near New Orleans.

Kiowa, Cheyenne and Apache Indians called the blacks "Buffalo Soldiers," and the name stuck. Legends abound about the cavalymen's nickname - that the Indians thought their hair resembled a buffalo mane or that the soldiers' ferocity, strength and stamina compared to those of the revered buffaloes. No matter the origin, Buffalo Soldiers accepted the name with pride and included a buffalo on their regimental crest.

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## ***Navy Officer Leads Drive for Monument To Honor Soldier***

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*Continued*

"All black service members, including Navy people, owe the Buffalo Soldiers a debt of gratitude. They were the first blacks allowed to voluntarily enlist during peacetime," said Philpot, an instructor at the Army Command and General Staff College. "They were an experiment to prove whether blacks could or would fight. I'm indebted to them for proving themselves. Before them, as depicted in the movie *Glory*, blacks were allowed to enlist only once a conflict started, and they were discharged when it was over.

"They paved the way for the 'Triple Nickels' (555th Paratrooper Regiment), the first all-black paratrooper unit during World War II; the Tuskegee Airmen, the first black aviators; the first black colonels, generals, first sergeants, sergeants major," said Philpot, adding, "I'm glad to be out here now."

Because he was only vaguely aware of who the Buffalo Soldiers were when he started working on the project in mid-1989, Philpot began a quick-study black history program. When he wasn't teaching war theory, Philpot was reading everything he could find about the black cavalymen. He uncovered a story of unrecognized accomplishments and mistreatment.

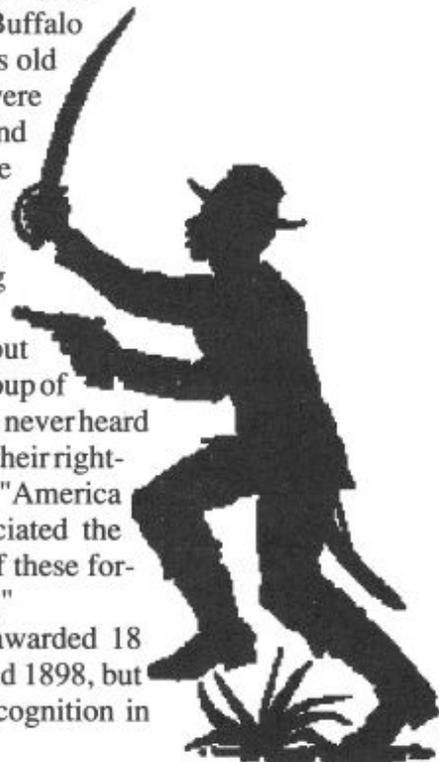
"I became incredibly angry when I found out how badly they were treated. They were given the worst horses, equipment and food and the harshest duty. They protected white settlers moving West, but were not allowed to eat in restaurants or use the saloons in many of the towns. Their own government discriminated against them," said Philpot.

But long talks with former Buffalo Soldiers nearing their centennial birthdays eased the agony of his new-found knowledge. His anger waned and turned into an ironclad determination to do all he could to build a monument in their honor.

"The older guys - former Buffalo Soldiers between 90 and 100 years old - are not angry about the way they were treated. Their positive attitudes and pride in their contributions to the nation and those of the original Buffalo Soldiers allowed me to channel my anger into something more positive," Philpot said.

Why so much fuss about building a monument to honor a group of 1800s cavalymen most Americans never heard of? "To help give Buffalo Soldiers their rightful place in history," said Philpot. "America hasn't fully recognized or appreciated the contributions and achievements of these forgotten, but true, American heroes."

Buffalo Soldiers were awarded 18 Medals of Honor between 1866 and 1898, but they have received little or no recognition in



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## ***Navy Officer Leads Drive for Monument To Honor Soldier***

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*Continued*

American history books or from Western historians, fiction writers or Hollywood filmmakers. Their noteworthy exploits included scouting more than 34,000 square miles of Western desert and plains and protecting towns, wagon trains and U.S. mail deliveries. They fought valiantly against Indian chiefs Victorio, Geronimo, Natchez and the "Apache Kid."

They also distinguished themselves during the Spanish-American War in Cuba at Santiago and Las Guasimas. Teddy Roosevelt and his "Rough Riders" are known for storming San Juan Hill, but the part of the story lost over the years is that most of the fighting was borne by the 9th and 10th Cavalry regiments - the Buffalo Soldiers. One eye-witness wrote: "If it had not been for the Negro cavalry, the Rough Riders would have been exterminated. The 10th fought for 48 hours under heavy fire from the Spaniards, who were in brick forts on the hill."

Army Gen. Colin Powell, chairman of the Joint Chiefs of Staff, suggested the monument in 1982 while stationed at Leavenworth. The original idea was to erect a life-size statue of a mounted Buffalo Soldier at an intersection on the installation. About \$5,000 was raised and placed in a bank account, where it stayed until public interest was rekindled in 1989. The idea blossomed from a single statue into a 16-foot bronze statue and two ponds - a large upper pond and lower reflecting one with a four-foot waterfall.

Philpot said project supporters include Kansas' U.S. Sens. Nancy Landon Kassebaum and Robert Dole and Rep. Jim Slattery, Rep. John Conyers of Michigan, Sen. Richard Gephardt of Missouri and a host of other politicians, high-ranking retired and active duty commissioned and non-commissioned officers, historians, educators and authors.

He said the city of Leavenworth and the state of Kansas proclaimed July 28, 1990, as Buffalo Soldiers Day and that Kassebaum recently introduced a resolution in the Senate to make July 28, 1992 - the 9th and 10th Cavalry's 126th anniversary - Buffalo Soldier Day across the nation. Conyers and Slattery are cosponsoring the resolution in the House, Philpot added.

Nearly \$650,000 has been raised since the fund-raising campaign started in February 1990. About \$200,000 is needed to finish the project. Donations will be accepted through July 1992, Philpot said.

The monument is tentatively scheduled to be dedicated on July 25, 1992. Construction started on March 18, 1991. The Buffalo Soldier statue is being created by noted black sculptor Eddie Dixon of Lubbock, Texas. When the monument's completed, the Army has agreed to accept it for maintenance and upkeep, Philpot said.

Philpot's committee is selling paintings, pens, T-shirts and other items to raise money. For more information, call 1-913-682-0255 or write to:

**Buffalo Soldier Monument Committee  
P.O. Box 3372  
Fort Leavenworth, KS 66027**

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## ***What 's Different***

By John H. Harden, Jr.  
DMA Quality Principal

DMA implemented a number of organizational changes in October 1990 to accomplish our mission better and more efficiently. During the reorganization, DMA management realized simple downsizing was only part of the solution. Feedback from throughout DMA (notably through the Work Force Survey and the Leadership Development Program Training Needs Survey), attrition rates, our conversion to an all-digital production capability, and other internal indicators made it clear it was also time to reexamine our basic approach to day-to-day operations. To meet these new management challenges, DMA needed more emphasis on continuous process improvement. The establishment of Process Improvement Offices (PIOs) at the Headquarters and Production/Distribution Components was the result.

Our timing was fortunate, for it complemented a new federal strategy for productivity improvement known as Total Quality Management (TQM). Under TQM, DoD will measure productivity based on the total cost per unit of output, not, as in the past, on labor costs alone. This method gives DoD managers an incentive to consider all costs, much like a private business. DMA will carry out these new DoD changes with the new DMA Quality and Productivity Improvement Program (QPIP).

After almost a year of cooperative effort, DMA Headquarters and the Components finished a concept of operations to guide the implementation of the QPIP. This article summarizes the key points of this 28 page document so that all DMA employees understand the QPIP objectives, organization, and our related roles and responsibilities.

### **THE QUALITY AND PRODUCTIVITY IMPROVEMENT PROGRAM**

The primary objective of the QPIP is to ensure DMA produces products and services that meet internal and external customer's needs in the shortest possible time at a cost that represents value to the taxpayer. These objectives will be met by making incremental and continuous improvements in all DMA MC&G production and support processes so the improvements gained can be measured.

In addition, we want to satisfy increasingly higher expectations of our customers and the taxpayers by continually showing how we are improving everything we make and everything we do. This means all our operations, such as Headquarters and Component staff responsiveness, MC&G production, technical management, MC&G distribution, specialized training, support functions, base operations, and custodial services, to name a few.

### **SUCCESS FACTORS**

Several things are crucial for the QPIP to succeed. The most important ingredient is employee participation, from top to bottom, under the leadership of top management that is personally involved. The QPIP opens new avenues for initiating changes at the levels in the organization where you find the expertise for solving problems. Agency wide, this means QPIP ownership by everyone.

The QPIP establishes a formal structure to set goals and direct improvement efforts. A key element of this structure is teamwork.

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## ***What 's Different***

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*Continued*

Components will have a Process Improvement Council to direct successful daily operation of Process Improvement Teams (PITs) and Quality Circles in identifying and overcoming barriers to improvement wherever they may be found. Employee participation in PITs is essential and is a part of their normal job responsibilities. PITs exist for the duration of the improvement project. They may be cross functional, with representation from different organizations and levels depending on the particular assignment. The new PIOs will be the technical support staff of each council.

QPIP is a new way of approaching our work. Extensive program awareness training will be necessary. Proven improvement tools and methods appropriate for DMA already exist and additional specialized training in these will be required. In FY 1991, DMA has set aside funds for Agency wide start up training. The Components also have discretionary training funds for their own unique training requirements.

Successful efforts at improvement must stand the test of objective evidence. We need to track our progress so we can tell where we need improvements and what actions get results. The organization affected will in most cases manually display and track meaningful indicators they have identified, so everyone will know how it is going.

Perhaps nothing is more important in the QPIP than giving credit for improvement efforts. Methods of recognizing employees already exist and the QPIP will make maximum use of them. The Performance Appraisal Process and Incentive Awards Program, for instance, will place high value on continuous process improvement efforts.

### **HOW DOES IT WORK**

QPIP unleashes the cooperative power of the total DMA population by focusing on customer expectations. QPIP customers are internal and external. The external customer is the operational end user: the pilot, navigator, or infantryman. Of equal importance is the internal customer in DMA. Whatever we do, each of us has a process for which we are responsible. This means our output goes to the next person in the DMA process--our internal customer. And as customers ourselves, we take input from someone else. So each of us is both a producer and a customer. Institutionalizing this customer approach as the routine way DMA operates is the strategic goal of the QPIP.

The QPIP approach prevents problems by building quality into the process. In simple terms this means doing the right things right the first time, every time, on time.

### **WHAT IS EXPECTED OF ME**

All DMA employees have a vital role in the identification of system improvements and impediments to quality and productivity. Process improvement ideas may come to a council from any source--individuals, groups, management, organizations. These candidates will be used by the council to target PIT efforts. You may be assigned to the PIT based on your particular expertise.

The PIOs are developing a mechanism that can be used by any DMA employee for identifying improvement candidates to the council.

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## **What 's Different**

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As the QPIP matures, supervisors will find their roles changing for the better. As decision participation flows to lower levels, the supervisor will act more like a coach or facilitator of improvement. This should result in a work atmosphere that promotes greater enjoyment of the job itself.

### **IF IT AIN'T BROKE. IMPROVE IT**

Process improvement is not new to DMA. With a successful history of MC&G in-process checks, Quality Circles, the DMA Effectiveness/Productivity Program, and the Suggestion Programs, for example, we already have some fundamentals in place. In addition the mandated DPS conversion includes enhancements added by DMA for significantly improving MC&G quality, productivity, and timeliness. Now we are at the threshold of a better way of doing business that includes a structured management method of continuous improvement across all organizations and activities in DMA. The QPIP is not costly though there are start up costs. It is, instead, a long-term investment that will pay back tangible savings for DMA to invest in better mission performance. To quote the DMA Director, Maj Gen James: "Together we can make it work."

### **SIDEBARS**

#### **TOTAL QUALITY MANAGEMENT (TQM)**

1. The primary DoD strategy for productivity improvement.
2. A statistically-based methodology of continuous process improvement.
3. A set of management principles based on customer satisfaction, teamwork, problem prevention and measurable goals.

Comment: The DMA Quality and Productivity Improvement Program (QPIP) is DMA's version of TQM.

#### **Process Improvement Teams**

- may cross functional areas
- assigned project by council
- assigned duty
- single improvement project

#### **Quality Circles**

- single functional area
  - pick own projects
  - voluntary participation
  - may have consecutive projects
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## ***Flag Day: Time to Celebrate Freedom's Symbol***

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By F. Peter Wigginton  
*American Forces Information Service*



June 14 is Flag Day, a time to celebrate the birthday of the Stars and Stripes: June 14, 1777. On that day, Congress adopted the first official flag to symbolize the United States of America.

The flag we honor and under which we serve, said President Woodrow Wilson in a 1917 Flag Day address, "is the emblem of our unity, our power, our thought and purpose as a nation. ... It speaks to us of the past, of the men and women who went before us and of the records they wrote upon it."

Because of the sacrifice of Americans - some of whom lie buried in its folds - the U.S. flag has come to symbolize freedom and the continued struggle for the cause of liberty, wherever that quest may lead.

As an example of its continuity, the flag that flew over the U.S. Capitol on Dec. 7, 1941, when Pearl Harbor was attacked, was the same flag raised on Dec. 8 when war was declared on Japan. Three days later, it flew again when the United States declared war against Germany and Italy. President Franklin Roosevelt called it the "flag of liberation," and he carried it to the Casablanca Conference - where he met British Prime Minister Winston Churchill to decide where next to attack after the fall of North Africa - and on other historic occasions.

The same flag was later raised above the United Nations Charter meeting at San Francisco in June 1945, and hoisted in July and August 1945 over the Big Three Conference at Potsdam, Germany. President Harry Truman had it flown over the White House on Aug. 14, 1945, when the Japanese accepted the U.S. terms of surrender, and from the mast of the USS *Missouri* during the formal Japanese surrender in Tokyo on Sept. 2, 1945.

The moving flag-raising scene atop Mount Suribachi during the battle for Iwo Jima in 1945 reminds even the most cynical to what length Americans will go in the struggle for freedom. Unfortunately, the famous photograph of that episode became a controversy when it was claimed the incident had been posed. But historian Robert Goralski explained what occurred.

Goralski wrote that Marine combat photographer Louis R. Lowery photographed the actual first flag raising at about 10:15 on the morning of Feb. 23, 1945. The flag was attached to an iron pipe and jammed into the ground. Lowery then returned to the beachhead to be treated for wounds received from a Japanese grenade thrown shortly after the picture was taken. There, Lowery ran into Associated Press photographer Joe Rosenthal. Lowery suggested Rosenthal should get up to the top because there were "some great shots of the whole island from up there."

Taking the trip, Rosenthal climbed to the summit and arrived there just as a larger flag, brought up from an LST, was being raised. Goralski wrote, "First Lieutenant Harold G. Schrier, who had been responsible for the initial flag raising, decided to replace the smaller flag with the large one. Rosenthal was 35 feet away from the flag when he took his famous photograph, one of 18 he took at the summit."

The American flag has been carried to the far ends of the Earth. For instance, on April 6, 1909, the world read Cmdr. Robert E. Peary's dispatch: "Stars and Strips nailed to the North Pole."

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## Flag Day: Time to Celebrate Freedom's Symbol

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Continued



Historians Boleslaw and Marie-Louise Mastai record that the flag was raised on an ice lance, not a wooden pole.

The Mastais explained that Peary carried the silken, gold-fringed ensign around his body for several years, planting fragments as markers in five successive locations to mark his farthest progress north. He reserved the largest piece - a band cut across diagonally to include both stars and stripes - to serve as a permanent record at the top of the globe. That flag was replaced in 1960 with the first 50-star flag by crew member of the atomic submarine *Sea Dragon*.

Less than a decade later, on Sunday, July 20, 1969, the world watched as two Apollo 11 astronauts, Neil Armstrong and Edwin Aldrin Jr., planted a wire-framed Stars and Stripes on the surface of the moon.

The flag was taken even farther when an unmanned American spacecraft, marked with the American flag, landed on Mars and sent pictures of itself back to Earth. The occasion was in 1976 as the United States celebrated its bicentennial of independence.

The Stars and Stripes first flew in a Flag Day celebration in Hartford, Conn., in 1861, the first summer of the Civil War. Since then, the day has been observed by popular events across the country. Nevertheless, it wasn't until 1949 that Congress made this day a permanent observance. The measure was signed into law by Truman.

Though not a federal holiday, public officials, schools, various organizations and individuals generally recognize the day as a time to give thanks and to honor the history and heritage of the country that this flag represents, as the last stanza of *The Star-Spangled Banner* so aptly says:

*"Blest with vict'ry and peace may the heav'n rescued land  
Praise the power that hath made and preserv'd us a nation.  
Then conquer we must, when our cause it is just,  
And this be our motto-'In God is our trust!'  
And the star-spangled banner in triumph shall wave  
O'er the land of the free and the home of the brave!"*

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## DoD Changes Civilian Hiring Freeze Policy

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By SFC Linda S. Lee, USA  
American Forces Information Service

A change to the DoD civilian hiring freeze will allow agencies to hire two individuals from outside the department for every five vacant positions.

"The new policy is designed to give the proponents more flexibility than they had in the original hiring freeze," said Christopher Jehn, assistant secretary of defense (force management and personnel). Previously, outside hires were generally disallowed.

He explained that the original freeze was imposed to make sure the department didn't hire people who would face involuntary separation within a few years because of planned force reductions. The change, he said, should not hamper DoD's efforts to reduce its civilian workforce over the next few years.

According to Jehn, the hiring freeze has produced a higher turnover of lower-graded employees, such as clerical and secretarial workers, which results in "senior civilian employees and colonels doing their own typing. That's obviously a little wasteful, and worse than that, they aren't very good at it," he quipped.

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## **Hiring Freeze Policy**

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*Continued*

Additional hiring for vacant appropriated-fund positions is prohibited through Sept. 30, said Jehn, except in certain circumstances, most of which have been in effect since the freeze's early stages last year. These are:

- Internal placements within DoD;
- Hiring of civilian nationals of foreign countries authorized after Jan. 11, 1990, by the secretary or deputy secretary of defense;
- A hiring commitment made prior to March 29, 1991, by an authorized official based on applicable guidance;
- Positions essential to health, safety or security;
- Positions needed to implement the July 1989 defense management review;
- Positions related to internship, work-study, exchange or 1991 graduate hiring objectives;
- Positions essential for implementing the National Drug Control Strategy; and
- Positions directly supporting military operations or reconstruction assistance in or around the Arabian Peninsula.

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## **Secretaries Seminar**

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Systems Center sponsored a seminar at the HQ DMA Building and invited all secretaries at the facility. Guest speaker was Ms. Cassandra Isom, Chief of the Washington Training Center. Ms. Isom, who has many years experience in career counseling, spoke at length about the qualities of the professional secretary as well as strategies for career planning and personal growth. Concrete, "real world" examples of how to complete a SF 171, how to write impressive, accurate KSAPs, giving yourself credit for the many "extra" duties that a secretary is called upon to perform were some of the points covered in MS. Isom's talk.

Professionalism, pride in work accomplished and initiative, were outlined as the hallmarks of a superior secretary and the qualities that will assure success and career advancement.

Our thanks to Ms. Isom for a superior presentation that was of very real interest to the 24 secretaries attending from HQ DMA, TSC and SC.

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## **Awards**

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### **Service Certificate**

William Ostrander                      30 Years Service

### **Perfromance Award**

Cleve J. Jany	John H. Knight
Steven W. Dixon	Anthony J. Pattison
William Shuster	Judith Kinhead
Harry C. Solomos	Delilah M. Viands

### **Outstanding Rating**

Elaine T. Betschart	Jean M. Keedy
Roscoe Hill	

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## Awards

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*Continued*

### Special Act Award

Deborah L. Mason

### Group Special Act

James R. Bellenger  
John A. Gillihan  
Scott D. Lloyd  
Paul F. Pals  
Mark T. Steffel  
Jerry L. Taylor  
Diane L. Washburn

Carl E. Draper  
Thomas E. Heinze  
Richard J. Marlen  
James E. Smith  
Jerry A. Stotts  
Eugene I. Vogt  
Stephen L. Wheat

For their extraordinary effort in the development of an engineering exploitation and orbit reduction capability for a new sensor, this group is awarded a Special Act Award.

### Group Special Act

Thomas K. Aldred  
Jeffrey M. Danielson  
Richard H. Williams

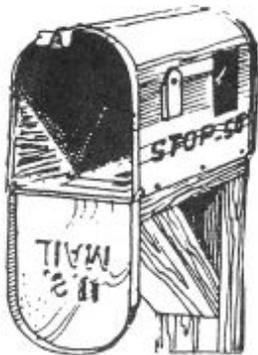
These people were recognized for their outstanding effort in performing a disk storage study on the SA/S computer that resulted in preventing the expenditure of approximately \$114,756 of DMA funds for excess equipment.

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*By the numbers*

## Mail goes if you 'stop'

*By Larry Heslin*



Neither snow, nor rain, nor sleet, nor gloom of night, and certainly not the Defense Mapping Agency's recent reorganizations, can stay the appointed carriers of DMA mail from the swift completion of their appointed rounds - with a lot of help from agency employees.

Thanks to a new "alpha/numeric" mail stop system that went into effect Feb. 1, mail is moving faster and more efficiently.

The new system uses the recipient's correct mail stop code on both external and internal mail.

The mail stop code also is placed in the return address of envelopes.

Many people, particularly the secretarial staff, have taken to the new system with enthusiasm but not all people are using it, said John Gogoll, chief of the Brookmont Central Mail Room, operated DDD Co., Inc., of Landover, MD.

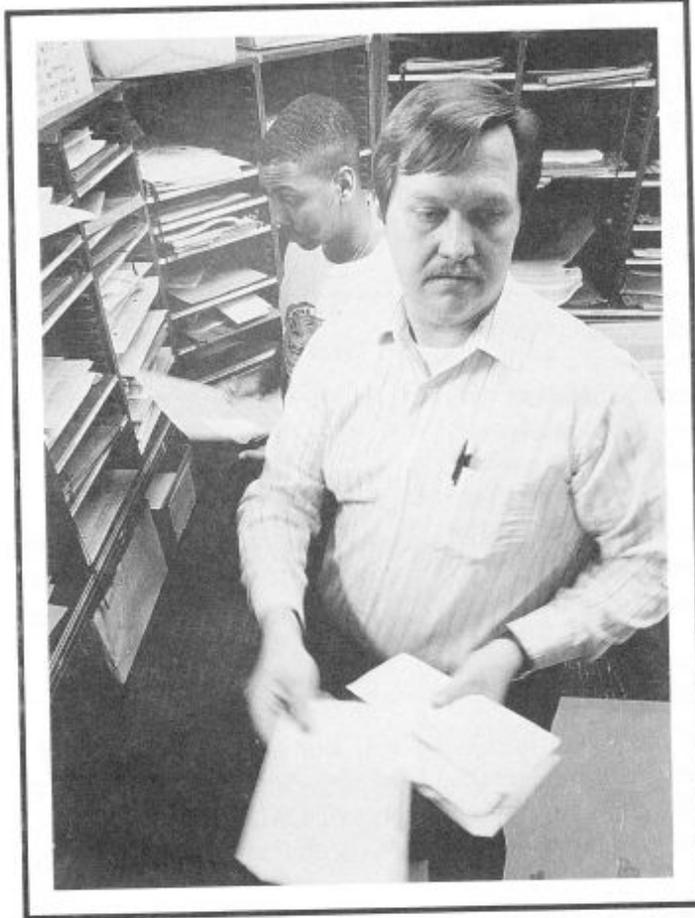
"Sixty percent of mail contains the new stops, but it seems some production element people don't use it to move mail more rapidly," he noted.

The mail stop system is a result of an increased mail handling load and reorganizations within DMA, Gogoll said. "During the past two months, we handled an average of some 11,500 pieces of incoming

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## ***By the numbers***

*John Gogoll, chief of the Brookmont Central Mail Room, right, and Reginald Bell, assistant supervisor, sort mail, a task made easier by the new mail stop system. (Photo by Larry Heslin)*



mail a week, and about 3,500 pieces of outgoing mail a week. Those figures don't include the 'shotgun' internal envelopes, of which we have about 25,000 a week to handle just here at Brookmont," he said.

Mail used to be sorted first by the center the mail was addressed to, then by two-letter code.

After the October 1990 reorganization, that among other things combined functions under headquarters as area-wide organizations (such as personnel, now Human Resources) that serve several centers, mail couldn't be sorted by center first anymore. In addition, some

office acronyms were now located in three or more places. There was simply no way to route the mail, Gogoll said.

The problem was further compounded by mail addressed to organizations and addresses that no longer exist - such as "DI" and "Washington, 25, DC," the address of the old Navy Hydrographic Office before HTC was formed (and before ZIP codes). Apparently, customers are using the addresses on old DMA maps.

The mail stop system is flexible enough to allow adding new mail stops as organizations continue to change Gogoll added. The basic system may not have to change for years.

Even as offices and organizations physically move around the area, their mail stop code will not change and mail service will not be interrupted.

"The mail stop system is set up to work for everyone," Gogoll said. "Please advise people sending mail stop code. And, all 'shotguns' should be routed by the stop number."

All mail addressed to Clearfield and Philadelphia must be addressed for the U.S. Postal Service and authorized mailing devices should be used, not the internal messenger pouch. DMA does not have mail

pouch service to those two facilities.

For those who don't have the correct stop number, check the front of the new DMA telephone directory - mail stop codes are printed there. Periodic updates will be made as changes require.

## ***VA Forgives Debt; IRS Comes Collecting***

**By Rudi Williams**

American Forces Information Service

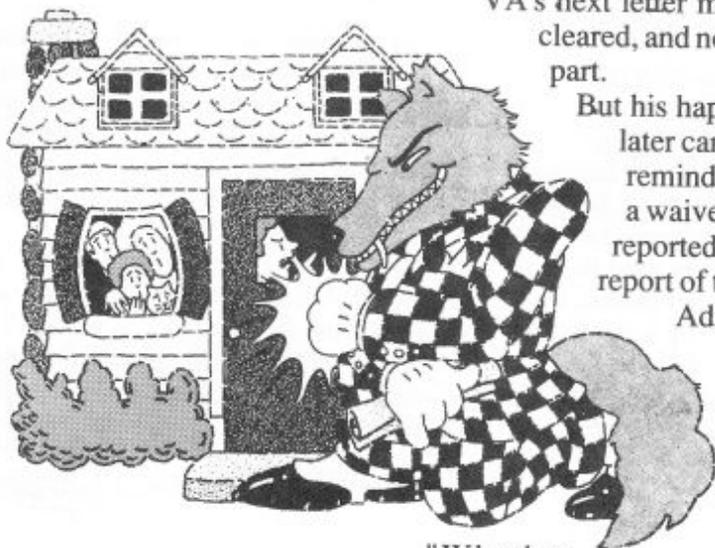
A senior military officer who sold his home a few years ago recently wrote to the Department of Veterans Affairs inquiring about his current eligibility for a guaranteed home loan. The response was a shocker.

"You are indebted to VA in the amount of \$18,900, plus interest," the VA letter said. The people who bought the officer's home defaulted, the bank foreclosed, and VA had to make good on its loan guarantee.

Taken aback, the officer immediately requested a waiver of indebtedness under the Veterans' Benefit Amendments Act of 1989. "No one told me the guy I sold the house to had defaulted on the loan and the property had gone into foreclosure - neither VA nor the lender," he said.

## VA Forgives Debt

Continued



Under the act, veterans are not liable for debt foreclosures on loans made after Jan. 1, 1990, unless there is indication of fraud, misrepresentation or bad faith. Holders of older loans, such as the stunned officer, can request a waiver based on the law. Veterans can also request reconsideration of indebtedness for VA benefits overpayments and VA guaranteed home loan debts for which waivers had been denied.

VA's next letter made the officer happy: "The debt has been cleared, and no further action is required by you," it read in part.

But his happiness was short-lived. Less than a month later came another letter, another shocker: "You are reminded that a discharge of indebtedness, such as a waiver, is considered taxable income and must be reported by you to the Internal Revenue Service. A report of this waiver will be provided by the Veterans Administration to the Internal Revenue Service in accordance with IRS regulations."

VA and IRS officials confirmed the letter was real and not a mistake. Depending on the circumstances, the officer may have to pay taxes on money he has never seen.

"Whether or not forgiven mortgage debt constitutes taxable income is extremely complicated," an IRS spokesman said. Every case is different, and the tax service considers each on its various facts and circumstances, he explained, adding the best advice IRS has for taxpayers in this situation is to seek the help of an experienced professional tax preparer.

The officer found himself in financial straits with VA and IRS because he let a seemingly trustworthy veteran assume his VA-guaranteed home loan, but he didn't obtain a release from liability from the lender and VA. Without such a release, the original owner is technically responsible for the property if his buyer defaults.

VA spokesman Bonner Day said thousands of veterans and active duty service members have experienced the same problem, and many of them were unaware of the waiver law. He emphasized that VA tries to contact original owners, but such efforts are often fruitless because military people move frequently.

"VA has always had a waiver program, but Congress liberalized the rules beginning in December 1989," Day said. "In April, May and June 1990, there were 11,158 loan liquidations; in July, August and September, 9,948 liquidations; in October, November and December, there were 8,660; and in January and February of 1991, there were 5,316 liquidations."

Waivers of indebtedness are not granted automatically: "In fiscal 1989, 13,796 waiver requests were considered and 2,734 granted. In fiscal 1990, 14,246 were considered and 8,150 granted," Day continued. "In determining whether to grant a waiver, the veteran's degree of fault and financial situation are considered. Waivers are generally denied to veterans who make no effort to pay the debt and who insist on just walking away from the debt even though they may have financial resources."

# VA Forgives Debt

Continued

When VA rejects a waiver and the veteran can't pay, the first target of the collection process is income tax refunds. Military pay and retirement pay may be targeted; Social Security payments are not taken, Day explained.

There is an appeal process. "After appeals are exhausted at a VA regional office, a waiver request may be appealed at the Board of Veterans Appeals and ultimately, the Court of Veterans Appeals," Day said.

"When VA contacts an original homeowner concerning a defaulted home loan, it's for the purpose of urging the original homeowners and the new owner to work together to make good on the mortgage," Day said. "The initial goal is to reinstate the loan, not to urge foreclosure," he said. The waiver is an option only when there is no hope the loan will be made good and the property is hopelessly lost to the current and previous owners.

He said the moral of the story is: Don't allow anyone, even a trusted friend, to assume your VA-guaranteed home loan without getting a release from liability from VA and the mortgage holder.

The IRS spokesman said tax publications outlining the ins and outs of selling a home include: Publication 523, *Tax Information on Selling Your Home*; and Publication 544, *Sales and Other Dispositions of Assets*.

They're available free from IRS by calling toll-free 1-800-829-3676 or by writing to:

**Internal Revenue Service  
P.O. box 25866  
Richmond, VA 23289**

## Do You Know

The total amount of the Earth  
that is land?  
**57,490,840 square miles**

The number of members of the  
United Nations?  
**159**

The names of the three states that  
did not participate in the first U.S.  
presidential election?  
**New York, North Carolina,  
Rhode Island**

The most popular first name for  
U.S. presidents?  
**James**  
(six: Madison, Monroe, Polk,  
Buchanan, Garfield, Carter)

## The Colors in the Flag

Historians long have argued about whether the colors of the U.S. flag convey specific meanings. Charles Thompson, secretary of the Continental Congress, believed so. One story has it that while Thomson addressed Congress about the Seal of the United States, he stated that white signifies purity and innocence; red, hardiness and valor; and blue, vigilance, perseverance and justice.

## On The Light Side



"Please Rover, give the Lady her  
Chihuahua."

THE IMAGE is a authorized newsletter, published monthly by and for the Systems Center, Defense Mapping Agency. Views and opinions expressed in this publication are not necessarily those of the Department of Defense.

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