

The background of the cover is a photograph of a wooden pier extending into the ocean at sunrise. The sun is low on the horizon, creating a bright, hazy glow in the sky and reflecting off the water's surface. The pier has several people standing on it, and a small structure with a flag is visible at its end. The overall color palette is warm, dominated by yellows, oranges, and browns.

DMA LINK

Vol. 2, Issue 7 • July 21, 1995

DMA's Sunrise . . .

page 3

Last month I started a series on "DMA CORE VALUES" and focused on "PEOPLE." I believe that the Strategic Vision statement that is out now should tell everyone very clearly how the Executive Board values the role people have in DMA's success.

Now I would like to focus on "OUR CUSTOMERS," because I have received many questions and comments about customers. Several DMA employees speculated on who and where, exactly, are their customers. Others had questions about what the customer thinks of the products or how they value DMA's service, since most of us don't directly communicate with the customer. Let me try to help all of us understand these issues.

First, our customers are everywhere, doing the many varied missions of the U.S. Department of Defense. They are large units like Corps, Divisions, Battle Groups, Wings, etc., but they are also individuals serving in a country as an attaché or security assistance officer. They are the soldiers on patrol in the former Yugoslav Republic of Macedonia, pilots flying in



Provide Comfort, sailors in the battle group in the Persian Gulf or people on staffs in all the cabinet agencies in Washington. Those are our customers.

People who have the pride that I discussed in last month's article should know that whatever part they played in providing a needed product was critical to the customer's ability to successfully complete the mission. Let me tell you a simple fact. A pilot, tank driver or infantryman does not even think of going out the door of his/her unit to start on the mission without first having the right map in hand. I know because for many years I was that person. So whatever your role in the process, support

or actual production, do it with pride!

Next, on the matter of feedback, our customer support teams will play a critical role in getting all of us closer to our customers. Their efforts will help to better identify and prioritize customer needs, and in that process get additional direct feedback on specific products and services. If you have ideas on the best ways to get that feedback to the people doing the work, send those ideas to the Executive Board e-mail box, or to the RIO. Keeping open the lines of communication supports continuous improvement and our core values.

What does this all mean? If we value "OUR CUSTOMERS," and we do that as a matter of habit, we should not have to worry about who or where they are, because we have their interests at heart in everything we do. AND we do it because they are our customers; because we are proud of our individual work; and because we are proud to be members of the DMA Team.

LINK

Volume 2, Issue 7 July 21, 1995

Published by
 Defense Mapping Agency
 Office of Command Information
Deputy Director for Command Information
 Terence S. Meehan
Publications Chief - Susan A. Gonchar
Acting Editor - Muriel Winder
Staff Writer - Paul Hurlburt
Designers - Lisa Gillogly, Shirley S. Jenkins
Photographic Support - Visual Presentations Team
 DMA News Link is an authorized command information publication published monthly in the interest of Defense Mapping Agency personnel. Contents of this publication are not necessarily the official views of, or endorsed by, the U.S. Government, the Department of Defense, or the Defense Mapping Agency. Copy deadlines are the second Friday of the month. Articles are edited for style, content, and length. Correspondence should be addressed to: Editor, DMA News Link, Defense Mapping Agency, Command Information East Division, 4600 Sangamore Road, Mail Stop D-39, Bethesda, MD 20816-5003. Telephone (301)227-3089 or DSN 287-3089. FAX: (301)227-3558 or DSN 287-4681.

Inside the July 21 Link

Agency adopts business-like approach	5
Bethesda team produces 1:100s on DPS	6
Agency publishes strategic plans	8
DMA sunseting ceremonies	12-14

Cover

It was sunrise at the new DMA June 30 after sunseting ceremonies were held June 28-30 throughout the agency. Photo by Larry Franklin. Cover design by Shirley S. Jenkins.

Sun rises at the Defense Mapping Agency

by Kathleen Neary

In the most far-reaching change since its inception, the Defense Mapping Agency lowered the flag on its past and raised it on its future. Hailed as "sunsetting ceremonies," events on June 28 in Reston, June 29 in St. Louis and June 30 in Bethesda were major milestones in the mapping agency's quest to reinvent the way it does business.

It was less than a year ago when DMA's leadership signed up to reinvention under the National Performance Review. The DMA director announced that the agency would become a reinvention laboratory and with a work force of approximately 7,500, DMA became the largest DoD reinvention laboratory.

"Putting our customers first has been the thrust of our reinvention movement," said DMA Director Air Force Maj. Gen. Philip W. Nuber. "We must continue to be responsive to the needs of our customers today and, at the same time, prepare the agency to be ready to meet the rapidly emerging and changing customer needs."

Agency leaders praise DMA's customer-driven standard, citing its parallels with President Clinton's and Vice President Gore's *Report of the National Performance Review*.

Brief but formal, the June farewells were also preludes to a new organization comprised of business units, charged with shaping the new organization and charting DMA's future.

As the sun set on the former DMA, Nuber said, it also rose on the new DMA that is responsive and ready. (See related stories on pages 4, 5, 12 and 13)



DMA Director Air Force Maj. Gen. Philip W. Nuber addresses employees at sunsetting ceremonies.



Photos by Tomi Barsh

Former directors, guests and employees gather at Bethesda for sunsetting ceremony.

Meet DMA's Business Unit Leaders

CS
Chief of Staff
Capt. Larry Urbik, USN



PA
Planning & Analysis
Tom Coghlan



CI
Command Information
Terry Meehan



PC
Procurement & Contracting
Mort Labovitz



CM
Comptroller Office
Cynthia Bogner



OG
Operations Group
Earl Phillips



HR
Human Resources
Betty Welch



Director
Maj. Gen. Phillip Nuber
USAF



GC
General Counsel
Ed Obloy



IM
Installation Management
Harold Madison



RP
Requirements & Policy Integration
Bill Hogan



IG
Inspector General
Col. Claude Richards, USAF



AT
Acquisition & Technology
Roberta Lenczowski



Agency adopts business-like approach

In launching its reinvention efforts, the agency adopted a business-like approach, applying the customer service concept throughout its planning. The theme, "Responsive today ... Ready for tomorrow" drove DMA's four-prong reinvention: getting closer to the customer; improving readiness; becoming more responsive; and organizing around core processes.

The focus responds to the changing world environment, new technologies, budgets and resources, and international and national strategies, said Major General Philip W. Nuber.

As part of changing the way DMA does business, managerial overgrowth has been drastically pruned. Where there were once 11 management levels, or hand-offs, between the customer and the director, there are now only three. The result of this new structure is an empowered work force and increased accountability.

Lauding their newly developed customer service teams, DMA's leaders call them the quintessence of the reinvented agency. These teams form partnerships with the agency's customers on both a technical and production level and will reinforce the agency's relationship with its customers, helping those customers identify their product needs for operations.

Officials believe this will not only dramatically enhance customer interface, but also ensure a more accurate portrayal of priority needs.

Groups of employees, called reengineering teams, have begun meeting to determine the most efficient and responsive way for DMA to structure production. Teams are striving to increase efficiency by organizing work around core production

processes. Estimates of a 30 to 50 percent reduction in cycle times are team goals.

Likewise, an agency historically separated by geography, with facilities in world-wide locations, is now uniting under one "virtual" roof. DMA will exchange the multiple ways of doing business for a singular process, stressing a "one DMA" philosophy regardless of geography.

The agency intends to measure its success not by counting the number of hardcopy products stockpiled for "just-in-case" needs, but by querying its customers annually. Officials said the agency report card will identify the timeliness and quality of DMA products and services, as well as create an opportunity for continual improvement.

"In the end, DMA will remain synonymous with mapping," said General Nuber. "When one thinks of a map or a chart, one will think of DMA, because of our responsiveness, efficiency and dedication to providing quality to our customers — on time, every time."



Photo by Ellis Knox

New commandant

Students and faculty saw the reins of command change hands when Army Col. Mark E. Vincent (left) took over as commandant of the Defense Mapping School. Vincent replaced Army Col. James R. Nichols (right) at the special ceremony officiated by DMA Director Air Force Maj. Gen. Philip W. Nuber. Vincent was most recently a topographic engineer and assistant chief of the customer and command support department for the agency.

Bethesda Team Develops Crisis Capability to Produce 1:100s on DPS

by Paul Hurlburt

A seven-member team of cartographers in Bethesda established a provisional production process for the generation of 1:100,000-scale Topographic Line Maps on the Digital Production System.

A requirement from the U.S. Central Command for 1:100,000 maps of Southwest Asia prompted the special effort, according to supervisor John Wyand.

"We decided to establish the process on our own so that we could make the

"What we have established is an initial production capacity," Wyand said. "There are a lot of changes in the RFC process, but what we did was limited to the cartographic functionality."

Topographic maps at the 1:100,000 scale are especially suited for desert areas because the density of information is lower.

"The smaller scale also lets users see more detail at a glance," Wyand said.

The 1:100,000-scale test production project consisted of two phases — modifications to rules in the software for generating 1:50,000 TLMs and production of a prototype.

Led by operations engineer James MacLeay, the team modified rule sets and parameter files in DPS software, which in effect instructed the Product Generation Segment to generate 1:100,000-scale TLMs from data collected to produce 1:50,000-scale TLMs. The modified rule sets and parameter files included changes in the PG/S data generalization and data segregation operations. Cartographers collected the data on the Data Extraction Segment.

The team made additional software modifications on a PG/S workstation to finish the prototype, which included a new template for 1:100,000 TLM data in the margin.

They used a color proof of the prototype to demonstrate their success to managers in Bethesda and at Headquarters.

The team chose a "worst-case" production scenario for the prototype to prove production capability, according

to Wyand. It was an area with a high density of information, much higher than would be encountered in a typical desert area.

Officials praised the team for their "quick establishment of a new DPS production capability. With their high level of enthusiasm, the team members were able to combine their skills and overcome many obstacles."

Besides MacLeay, team members were Dean Adelizzi, Kevin Firmin and Kevin Wrenn — all senior cartographers, and cartographers Deborah LeMay, Ronald Netzel and David Orsolini.



Photo by Larry Franklin

Cartographer Debbie LeMay places the digitizing puck on the first 1:100,000-scale Topographic Line Map produced on the Digital Production System. LeMay and her colleagues established a provisional capability to produce the maps to meet a U.S. Central Command requirement. Team members standing, from left, are Kevin Wrenn, Dean Adelizzi, Kevin Firmin, team leader Jim MacLeay, Ron Netzel and David Orsolini.

maps on the DPS now," Wyand said. "Without acting on our own, we couldn't have met CENTCOM's requirements as soon."

Working with contractors, DMA has been developing the 1:100,000 production capability through the normal request-for-change process. It will yield a fully integrated capability sometime during 1996.

Three receive Presidential rank awards

Two present and one retired DMA employee garnered Presidential Rank Awards in a ceremony at the Pentagon recently.



Photos by Ken Carter, DoD

Dr. William J. Perry, secretary of Defense, presents a Presidential Rank award to W. Douglas Smith.

Smith, DMA's deputy director, was nominated and selected for his role as deputy comptroller for the agency.

Smith was recognized for playing a critical role in helping the agency achieve several very challenging goals to meet the current and future needs of the armed forces. He raised congressional awareness of Agency programs and requirements by identifying specific agency objectives and issues through briefings, tours of production facilities and congressional hearings.

Dr. Daugherty, who recently retired, was formerly DMA's deputy director. He was cited for taking the lead in moving DMA from map manufacturing to creation and management of geospatial information. Dr. Daugherty was involved with DMA's downsizing efforts, which were accomplished without significant reduction of DMA output.

This was also his second award. He received the Meritorious Senior Executive award in 1987.

Those selected for these awards fall into an elite class. The President can confer the rank of Distinguished Executive on not more than 1 percent of the SES and the Meritorious Executive on not more than 5 percent.

Curtis L. Dierdorff was named a Distinguished Senior Executive while W. Douglas Smith and Dr. Kenneth I. Daugherty were designated Meritorious Senior Executives. Secretary of Defense William J. Perry presented the awards which are the highest honors for Senior Executive Service career members.

Dierdorff, formerly the agency's deputy director for Human Resources and who is serving a one-year detail, was commended for being in the forefront of innovation and dynamic change in the HR field. He has played a major role in managing the agency's downsizing efforts with minimal adverse action to employees.

This is the second time he's received a Rank Award. In 1989, he was named a Meritorious Senior Executive.



Dr. William J. Perry, secretary of Defense, presents a Presidential Rank award to Curtis L. Dierdorff.

Agency publishes strategic plan

DMA will publish its Strategic Plan later this summer and officials say it will be distributed to the work force and the agency's principal customers in August.

According to Air Force Col. Chuck Graf, deputy director for Planning and Analysis, the plan is designed to provide the DMA work force with high-level direction to guide the development of implementing strategies in which they will play a part.

Graf pointed out that with the DMA Strategic Plan and respective Business Plans, individuals should be able to see how their efforts relate both to the higher level efforts of the agency and with the complementary efforts of other business units. "And, if it's not clear, you should ask questions," he said.

The idea of planning is not foreign to DMA. However, the existence of a formal planning process that truly "drives" the

efforts of the organization and the commitment of its resources have been somewhat elusive, according to Graf.

Graf noted that DMA Director Air Force Maj. Gen. Philip Nuber recognized the need for a formalized strategic planning process and committed himself and the DMA Executive Board to working this issue.

"Despite the tremendous effort required in reinvention implementation, the general firmly believed that it was absolutely critical for the senior leadership of the agency to fully understand what was important, what we were going to work on, and where we wanted to be in the future," Graf said. "This he believed was essential information for the leaders as they implemented reinvention plans."

In addressing *what* this organization should be doing, the Executive Board committed to a structured strategic planning process. The process began early this year with a review of the agency's mission and mandates, an internal values assessment, and a stakeholder analysis. Next was a comprehensive assessment of the internal and external environment. Efforts to identify the strengths and weaknesses of the organization and the opportunities and threats presented by external factors followed.

With a clear focus on DMA's mission, the Executive Board searched for various strategic issues they believed presented the greatest potential for shaping DMA's future in the best interest of the agency's customers, according to Graf. With input from the work force, strategic goals and objectives were formulated around those issues to help the organization focus on the *right* things and interact proactively with the internal and external organizational environment.

Further, they believe that the agency needs to be proactive to shape a more desirable future. The DMA Vision of Success, which summarizes that more

Vision of Success

Responsive today...Ready for tomorrow.

The Defense Mapping Agency is recognized as the premier leader in providing quality global geospatial mapping information and services to support and advance our nation's national security objectives. We are at the forefront in the development and application of digital mapping technology. As an essential element in the military force equation, we exist to give our warfighters the decisive advantage. We are always responsive to our customers' needs...anywhere, anytime.

Our people are the greatest factor in our mission success. We are a world-class team—competent, professional, diverse, and committed to excellence and accountability in all we do. We readily adapt to change. We provide a wholesome quality of life and work environment.

To prepare for tomorrow, we are committed to continuous improvement. We provide the nation with the best return on the resources entrusted to us by constantly striving to become more efficient and effective. We optimize partnership opportunities to leverage our contribution to the total DoD effort. We identify and respond to emerging strategic issues to shape a more desirable future.

continued on page 22

DMA, TEC team up for TOPOFORCE XXI

DMA participation in a recent Army FORCE XXI exercise was one of the agency's first attempts to produce data "just in time" instead of maps "just in case," officials said.

In what constitutes a paradigm shift for DMA, the new strategy calls for rapid response to crises anywhere instead of stockpiling to meet threats such as posed by the Cold War.

The Army doctrine for operations in the 21st century, FORCE XXI recognizes the Army as a contingency-based force projection. It calls for warfighting forces to gain control of points of entry, airfields or harbors, and expanding the area of control as required.

Under FORCE XXI, information technology will enable warfighters to "visualize the battlefield," said Bill McMahon, DMA liaison to the Army Topographic Engineering Center.

"Terrain visualization will provide a three-dimensional display of the topography, which requires tactical level terrain analysis and terrain elevation data bases," he said. "Because only a small percentage of the world is currently mapped at the tactical level, FORCE XXI operations will require the rapid generation of tactical level data once an operational requirement is identified."

DMA participated in the FORCE XXI exercise TOPOFORCE XXI. Later dubbed Operation Fremont, the exercise tested the current ability of DMA and the Army Topographic Engineering Center at Fort Belvoir, Va., to provide digital terrain data and other products for a selected site under a "no-notice" scenario.

The exercise was conceived May 3 during a briefing on terrain visualization given by the office of the Deputy Chief of Staff, Intelligence, to Gen. Gordon Sullivan, the Army Chief of Staff. Representing DMA at the briefing were Doug Smith, deputy director, and Irv Buck, customer support director for the Acquisition and Technology Group.

After learning about shortfalls of digital terrain data at tactical scales, Sullivan described digital terrain data as "the long pole in the tent" in achieving FORCE XXI and determined that a test of DMA and TEC abilities for supporting FORCE XXI terrain visualization initiatives was required.

The exercise began four days after its conception, with DMA working in a close partnership with TEC to produce digital and hardcopy products for a scenario centered on the



Joint Readiness Training Center at Fort Polk, La. The scenario required support for an air assault of an inland airfield with a brigade-size force, with follow-on operations expanding around the insertion point with division-size forces.

Various cartographic products were required to support operations in target areas of interest 20-by-20 and 90-by-90 kilometers around the point of initial assault. Products were also needed for activity in two 2-by-2-kilometer "point target" boxes. DMA was called upon to deliver products for the 2-by-2- and 20-by-20-kilometer boxes within 15 hours and for the 90-by-90-kilometer box within 64 hours.

Among the products required was Digital Terrain Elevation Data at 30-meter post spacing for all three boxes and, for the 2-by-2-kilometer area, DTED at 10-meter post spacing. The DTED was produced in Bethesda and St. Louis. Bethesda also produced Interim Terrain Data and provided imagery and image maps in hard- and softcopy, while source information was provided by Reston. Production was accomplished on the Digital Production System and other equipment.

continued on page 22

RC council creates quality legacy

Members of Reston Center's Performance Improvement Council held their final meeting recently, and they feel they helped create a work environment that cares about quality and will last.

Started over two years ago, the council included members from the RC work force, at all grade levels, who were elected by their peers. Paul Peeler, RC director, was chairman but always voted last, based on rules adopted by the council. Members could then feel free to vote their own minds. Performance Improvement officer Cathi Montgomery conducted the meetings and coordinated PI activities.

"By having a mix of employees on the council, we were sure of touching everyone," Montgomery said. "Members

went back to the work areas and shared the quality and improvement initiatives with their co-workers. That's what was special about our Performance Improvement Council."

Montgomery also felt that employees on the council became part of the decision-making process.

"They are the ones who know how the [production] process can be improved," she said. "That's what TQ [Total Quality] is all about — giving employees responsibility and letting them be accountable. Because of the nature of our council, we never had any problems with people stepping forward and getting involved."

Current and former members were invited for the council's last meeting. As with past meetings, a "process check" was held. Attendees were invited to say something positive or negative about the meeting.

"Nice to be back; proud to have been a part of this council," said a former member.

"It was nice to see how easy management and the work force can get together and talk. I will miss this forum," another member said.

DMA selects employees for CASE

Twelve employees were selected recently to participate in the Career Development Program for Clerical and Administrative Support Employees. Another 10 employees were named alternates. CASE is designed to help employees improve their performance on their present job and give them an opportunity to develop skills and

qualifications needed for future positions with the agency. Principal elements of the program involve competitive selection, career planning, career counseling and individual developmental opportunities and the ability to take courses in subjects related to DMA career fields at local colleges. Those selected were, from left: John Belt, Vicki Thomas, Timothy Ludwig, Shirley Frye, Blair Freeman, Carla Lunsford, Geri Branch-White, Charletta Morris-Holmes, Cynthia Smith, Anna Mendenhall, Fredericka Shaw and Kimberly Stanfield.



Photo by Tom Barsh

Carpoolers 'take wing' in emergency

by Paul Hurlburt

Two DMA carpoolers in Reston took to the air this spring in response to a family emergency.

"About midnight on March 23, I got a call that my dad was sick," said cartographer David Brock. "He was having congestive heart failure. He's 79 and lives alone in Tennessee."

That's when Brock's carpool partner, Charles Mumey, came to the rescue. A flight instructor in Denver before joining DMA last October, Mumey volunteered to fly Brock to Tennessee. The plane, a Piper Twin Comanche, was previously flown by Mumey's father who works for the Department of Labor. He was a part-time general aviation pilot for many years.

"He doesn't fly anymore, so I got the family aircraft," Mumey said.

By 1:30 a.m., the two cartographers, who normally carpool together from the same apartment complex in Leesburg, Va., were flying south.

"The winds were unusually high that night," Mumey recalled.

"There was a frontal system coming through," Brock said. "I could see thunderheads blowing in the distance."

"I went south of it and got a vector for Knoxville," Mumey said. "We got beat around a little bit, but once we were over the



David Brock (left) and Charles Mumey

Photo by Larry Franklin

mountain ranges, it turned out to be a beautiful flight."

They landed shortly before dawn and, within minutes, Brock was at the hospital with his father, 15 miles from Knoxville. Mumey flew back the same day and, because of a shift change, missed no work.

"It was nothing over and above. I'm glad I was available and had the skill to do it," said Mumey, who credits his dad for encouraging his interest in flying.

Brock — in good carpool form — paid for the gas, since he could not "return the flight."

Brock's father spent nine days in the hospital, including six in critical care. "He's doing fine now," Brock said, and the carpool is back on the road.

DPS supports Bosnia crisis

The first sheet extracted and finished in support of crisis operations using the Digital Production System at Reston rolled off the presses in Bethesda in late April.

The 1:50,000-scale Topographic Line Map was produced by cartographers in Reston who are currently dedicated to completing 67 finished products by the end of fiscal 1995 to support activities of the U.S. European Command in Bosnia.

The extraction portion of the project fully obligated all the resources of the Data Extraction Segment of the DPS. Production schedules include a three-shift operation, 24 hours, seven days a week, with support from the production and operations offices, data services and a crisis hot line.

Special techniques called "work-arounds" were implemented to overcome obstacles resulting from software limitations and capabilities not currently installed on the DPS.

For example, at the beginning of the crisis support, the Simultaneous Adjacent Extraction capability, which enables cartographers to perform parallel extraction on adjoining rectangles, was not installed. A work-around was identified and implemented to overcome this limitation until that capability was installed.

Close observations are being made throughout the entire crisis production process with the aim of achieving continuous improvement. Production pipeline flows have already improved as a result.

Each cartographer's contribution and participation in crisis activities and all production activities are very important to DMA, officials said. The Reston team has demonstrated a high level of creativity, teamwork and pursuit of excellence, they said. —*Production Support Office, Reston*

DMA Sunsetting Ceremonies

Following military tradition, components throughout the Defense Mapping Agency deactivated during sunsetting ceremonies held June 28-30.

DMA Director Air Force Maj. Gen. Philip W. Nuber presided over the ceremonies held in Bethesda, Reston and St. Louis. Each component's flag or seal was cased and officially retired. Following that portion of the ceremony, the new business units were activated.

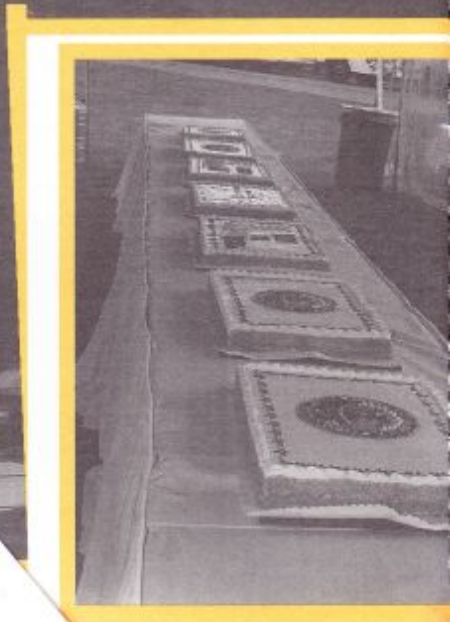


Photo by Tom Barsh

July 21, 1995

... throughout the entire
... achieving continuous
... already im-
... participation in
... very important
... demonstrated a
... of excellence.
... Reston team has demonstrated
... Reston and pursuit of excellence.
... Production Support Office, Reston
... and all production activities are very important
... level of creativity, teamwork and pursuit of excellence.
... they said. — Production Support Office, Reston



Hydrographic/Topographic
Center



Reston Center



Systems Center



Combat Support
Center



continued on next page

New DMA stands up



DMA Director Air Force Maj. Gen. Philip W. Nuber presents the agency flag to Acquisition and Technology group director Roberta Lenczowski. This action symbolized the activation of AT.



Photos by Tom Barsh

General Nuber presents the agency flag to Installation Management Group director Harold Madison, activating IM.



General Nuber presents the agency flag to Navy Capt. Larry Urbik, chief of staff, who represented the business units within DMA headquarters.



General Nuber presents the agency flag to Operations Group director Earl Phillips, activating OG.

Close, but 'we got the cigar!'

Defense Mapping Agency achieved its goal of 50 percent overall participation in the U.S. Savings Bonds program, and 66 percent of goal for increased allotments. The campaign, which ran from May 1 through June 9, was sprinkled throughout with a surefire blend of Savings Bonds facts and fun.

On the serious side, employees read the facts, asked the right questions, then signed up for Savings Bonds. There are a good number of lucky children and grandchildren out there who will go to college thanks to those Savings Bonds! With employees buying-in to bonds, other savings goals will also be met.

On to the activities around DMA ... to mention just a few... Some were traditional and some were real show stoppers...

Chili weather? It sure was. Sixteen pots of fire-breathing chili bubbled up and were gobbled up at a chili cook-off. On another hot day, 33 runners ran and 119 walkers strutted their stuff in a 5-kilometer run and a 2-mile walk. A glass pot-bellied jar "filled" with candy welcomed employees at several building entrances. For prizes, they guessed how many pieces? (Even with paper stuffed in the middle of the jar, an exact number was rewarded.) Prizes throughout the month included reserved parking places, pieces of the Berlin Wall and Savings Bonds, of course!

Without question, the highlight of the month was the "Pie in the Face" event at the Bethesda Savings Bonds closing ceremony. For those departments who met or exceeded campaign goals, a willing employee had the opportunity to plop a whipped-cream pie in the face of their department chief.

Six "higher-ups" took turns poking their heads through a cutout in a cardboard "shield," and bravely took their just "deserts." Perhaps the most creative delivery was made by a department secretary. Her boss "bracing for the blast" only got whipped-cream artfully dabbed around his face. Then with a smile of innocence, she cut loose squishing the pie dead center, turning it clockwise and counter-clockwise. Ah-h-h ... such delicious fun. The packed audience savored every moment of it.

—By Susan Gonchar



Photos by Tom Barsh

This chili tastes like a winner.



Anyone for pie?



Runners lead the pack in the 5-kilometer race followed by some serious walkers in the 2-mile.

Naples unit cleans up harbor

Members of DMA's Naples detachment helped fish out nearly a half-ton of debris from the Nisida Harbor in Naples, Italy recently.

Navy Chief Petty Officer Frank W. Dazey, Naples detachment chief, and Petty Officer 2nd Class Anthony G. Bastidas combined forces with SubAqua Club, a local diving club, to clean up the harbor area as part of a community service program.

"The debris ranged in size from plastic plates and bottles to a small fishing boat," Bastidas said.

Taking on an international flavor, the project included divers from Greece, Turkey, Great Britain and Italy. Dazey, who acted as dive master, provided the 15 divers with old onion and potato bags to bring up the underwater trash.

"Nisida is home to the Naples NATO Yacht Club and routinely used by divers and bathers," Bastidas said. "Underwater debris is a hazard to both. This area is used by many children and other dependents of the multi-national forces represented here."

Bastidas added that while the underwater litter is not an eyesore, it does create special hazards to people and sea life. Glass and large objects can impale divers and swimmers. Sea mammals can be trapped and killed by plastic holders found on six-packs of beverages. The



Divers guide an old sunken boat to ground crew.

Photo by Anthony Bastidas

harbor also had become a dumping ground for old fishing nets, tires and propane gas tanks.

Once the divers surfaced with the debris, Navy Junior ROTC volunteers put the debris in dumpsters.

Dazey was overall coordinator for the project while Bastidas provided transportation and was liaison to the Italian authorities.

"The day turned out to be a lot of hard work and fun for the volunteer divers," Bastidas said. "But it was just another day in the sun for DMA Naples."

NEWS CLIPS

DoD sets up Gulf War illness reporting line

DoD has set up a toll-free number so people who served in the Persian Gulf region can report incidents they believe may have led to medical problems.

Military and civilian members who were in the Persian Gulf region as early as August 1990 can call the Gulf War Incident Reporting Line at 1-800-472-6719 from 8 a.m. to 11 p.m. Eastern time.

Health care providers can also call the reporting line with theories based on their evaluation of patients with illnesses possibly related to service in the Persian Gulf, said DoD officials.

In announcing the toll-free phone number May 30, Secretary of Defense William H. Perry explained, "We want to examine firsthand accounts directly from those who were in the Gulf to make sure we

don't miss anything important that might shed some light on these illnesses."

Thousands of military members who served in Operations Desert Shield and Desert Storm have reported illnesses ranging from headaches to cancers. To date, doctors have not been able to diagnose the cause of about 15 percent of these illnesses.

"As the president and others have said before, we will leave no stone unturned to get at the reasons why some Gulf War veterans became ill after they returned from the war," Perry said.

In addition to the Gulf reporting line, DoD operates a separate hotline where military members and eligible family members can register for medical examination and treatment. That number is 1-800-796-9699. Veterans who have separated from the military can call the Department

of Veterans Affairs for assistance at 1-800-749-8387.

DoD is also opening specialized treatment centers to help some victims. The centers are at Wilford Hall Medical Center and Brook Army Medical Center in San Antonio; and Walter Reed Army Medical Center and the National Naval Medical Center near Washington. *Air Force News Service*

Employees restock unmanned storage depot

Employees from DMA's Pacific and Philadelphia offices recently organized and stocked a new unmanned map storage facility in Korea.

Located at Pusan, South Korea, the 15,000 square-foot facility was stocked with 485 lines of Tokyo datum material for approximately four million copies of prepositioned stock. The depot also contains 516



Photos by Tom Barsell

Fine artists

Creating fine art for an enthusiastic audience that included DMA employees were these students of Mosby Woods Elementary School in Vienna, Va. Later Russ Gustin, director of program management in the Acquisition and Technology Group, exchanged mementos with the students and their principal of the school's partnership with DMA. Held at the end of the academic year, Fine Arts Day climaxed a full year of interaction between DMA volunteers and the students.

lines of World Geodetic System 84 materials covering more than two million copies of stock. WGS-84 materials will eventually supersede the Tokyo datum material.

The Pusan depot replaces a facility located at Taegu, South Korea. Approximately 190 pallets were shipped from Taegu, inventoried and entered into an inventory data base. Bulk storage bins were erected while the material was assigned locations and stock numbers and placed on racks.

The facility houses materials required by U.S. Forces Korea in the event of any emergency on the Korean peninsula. The depot is also holding more than six million copies of material for the Republic of Korea.

Led by Navy Cmdr. Michael O'Loughlin, OP commander, along with Sidney Ikehara and other members of DMA's Pacific office, the

depot undergoes maintenance twice a year with new or revised maps and charts added and obsolete stock salvaged.

Updated *Bowditch* now available

The new 1995 edition of *The American Practical Navigator*, the indispensable reference for the mariner since 1802, is now available for public sale by National Ocean Service authorized sales agents at a cost of \$22.

By 1984, when last printed, *Bowditch* had grown to two volumes containing over 2,400 pages. The newly revised *Bowditch* reverts to one volume with less than 1,000 pages, saving the Defense Mapping Agency \$1.14 million dollars.

The new volume incorporates significant changes in format and design including inset tabs which

easily guide the navigator to desired topics. Improvements were brought about through a two-year effort by the "Bowditch Team" in DMA's former Navigation Division of the Mapping and Charting Department.

Michael Donner, editor-in-chief; Richard Hubbard, assistant editor; and Peter Doherty, composition editor are experienced navigators and were determined to update the book to reflect the practices of the modern mariner while maintaining historical integrity.

"Navigators generally, are not concerned with the advanced mathematics used to describe the propagation of GPS signals in the atmosphere," said Donner. "What they care about are the practical aspects of bringing the ship safely into harbor. This book speaks, as great an extent as possible, to those practical concerns."

MAPCON

DEFCON became part of the popular American vocabulary after the movie "War Games."

The condition system has been part of DoD since 1958 allowing the department to make determinations about the threat of potential violence towards the United States. Threats are ranked on a five-tier rating system.

One condition system that is not as old as the other and not as well known, but of more concern to people at DMA is MAPCON.

DMA developed the MAPCON ranking system to identify the areas that need to be mapped and at what priority.

"The MAPCON system's objective is to look ahead and anticipate customer requirements so that we can respond more rapidly when required," said Air Force Lt. Col. John Wrigley, chief of DMA's Operations Center in Washington.

The decision to put an area, country, exercise or disaster relief effort into a MAPCON level is made by the crisis management team. The CMT meets twice a week to discuss global activity and possible DMA interest.

"We take a look if a commander-in-chief [of a major command] has a requirement in an area or if there is a potential for something happening there to determine if we should put it in the MAPCON system," Wrigley said.

"If a typhoon is sitting off the coast of the Philippines, we might put the area into MAPCON 4," said Les Kemp, the St. Louis representative on the crisis management team.

MAPCON4: Monitor intelligence, news and command interest.

The initial level is MAPCON 4.

"This is really just a 'heads up'," Kemp said. "It's an attention getter, an indication of something about to happen."

During this level, normal production is maintained. There is no change in priority of what is being mapped.

"It's hard to pinpoint what puts an area into MAPCON 4," he said.

Going back to the typhoon example, Kemp said, the Philippines, as a whole, would be threatened, which would warrant DMA interest, in the form of monitoring of intelligence information.

MAPCON3: Conduct an assessment of product coverage, availability, accuracy and review stock levels, determine source availability.

To move up the ladder to MAPCON 3, the CMT would need an indication, from either a customer or intelligence information, of a potentially "urgent" need for mapping, charting or geodetic data.

The system's objective is to look ahead and anticipate customer requirements...

According to Kemp, actions are taken in MAPCON 3.

"We are getting ourselves in position so that if we go into production we have the leg work done," he said.

That work includes: determining available MC&G coverage; checking the adequacy of existing coverage in Product Management Segment; searching library holdings; conducting source assessments and identifying short falls; reviewing stock status to ensure proper amounts of supplies are available in case of production need; and checking current production status.

MAPCON2: Committed production: production planned to meet a date negotiated with a customer (usually a major combat command).

To reach MAPCON 2, a request from the Joint Chiefs of Staff, a commander-in-chief of a unified command, or an intelligence agency must be made.

At this level, DMA will reprioritize production and alter its operation. If a customer needs MC&G data by a certain "time envelope," the request must hold a "Committed" designation.

"We might work around-the-clock to meet a request in MAPCON 2," Kemp said. "Or we might be able to meet the committed date with minimal extra effort."

MAPCON1: All out production to meet a crisis need.

An "immediate" and "urgent" need must be identified to place an area in MAPCON 1. The CMT declares the area to be in "crisis" for it to be on the top level.

"We pull out all stops to get the product out to the customer for areas in MAPCON 1," Kemp said.

Part of the actions include around-the-clock production authorization and the deployment of a crisis response team if requested. —by Donald R. Kusturin, CIW

RC recognizes employees

Reston Center held its final Awards Day June 20 and 135 people were honored.

The afternoon ceremony was followed by a reception in the cafeteria. Center Director Paul L. Peeler Jr. introduced DMA Director Air Force Maj. Gen. Philip W. Nuber, who presented the awards.

John P. Luibl received the DMA Meritorious Civilian Service Award, the second highest award that DMA can bestow upon a civilian employee.

The Director's Award for Outstanding Employee of the Year was presented to eight employees. They were: Eileen E. Connelly, Janice L. Dollison, Steven T. Jordan, Alan L. Mader, Lee E. Mitchell, Alan D. Maharidge, Michael O. Robinson and Wray C. Sexson.

Receiving awards in special categories were the following:

Outstanding Volunteer of the Year:
Linda S. Tsagos and Margaret C. Jorgensen.

Customer Service: David K. Barker, Mary Jane Clendenin, Kenneth A. Manahl, Dina J. McCullough and Joan P. Sun.

Customer Service Team Award:
Reston Telecommunication Center — Army Staff Sgt. Je'nean I. Clark, Army Sgt. 1st Class Michael V. Culbertson and Army Sgt. James D. Mitchell; **Source Management Team** — Dennis R. Doherty, Brenda B. Meyer, Mary B. Morgan and Richard E. Summers.

Outstanding Reston Center Teams of the Year Data Extraction Segment System Management

John S. Anderson, Patrick W. Bartlett, Leslie A. Debellas, Peter J. Doucette, Paul T. Eldridge, Camille B. Hall, Mark A. Kelly, John F. Kobus, William T. Lloyd, Michael L. McCullough, Robert D. Quarles, Thomas M. Radlick, Don Paul Rance, Robert S. Swadner, Paul W. Tohl and Crystal Wysong.

Production Management Segment Ad Hoc Writers

Karen A. Brown, Robert C. Coleman, Torrence W. Jasper, Elizabeth G. Kuennen and Michaela I. Silvey.

Migration Operations: Deborah S. Culbertson, Michael Holder, Deidra A. Hungerford, Kenneth C. Mantle, Dolores V. Nichols and Howard J. Thomas

Reston Operations Center SAE: Michael S. Dougherty, Leslie J. LeSage and Michael S. Merrell

Intersegment Database : Terry J. Baker, Robin A. Draschil, Kevin J. Hoover, Loretta Neal, Javier Navarro and Jeffery D. Pfeiffer.

Descopie

Freddie D. Sisk and Denise A. Stanley

Unity Month Committee

Nomia N. Bryant, Army Staff Sgt. Je'nean I. Clark, Scott W. Mooney, Carol R. Oliver, Rosetta A. Pangburn, Dale R. Robinson, Richard Sims Jr. and Penny W. Thornton

National Quality Month

Leslie A. Debellas, James B. Frater, Marc C. Freytag, Peter C. Gallagher and Peter J. Strzyzewski.

"Bring Your Child to Work" Team

Staff Sgt. Je'nean I. Clark, Jimmy S. Decker, Morgan W. Hogeland, Michael D. Lewis, Brian W. McMullin, Martha P. Nelson, Carol R. Oliver, Rose M. Pultz and Denise A. Stanley.
Quality Assistance Visit Self-Assessment Team: Patricia A. Beldon, Rochelle P. Cornel, James R. Hawk, R. Scott W. Mooney, Wanda L. Powell, Pamela D. Rader, Barbara J. Rauch, Kevin B. Staker and Linda L. Wallace

Production Support Extraction Team: Craig S. Paver, Glenn A. Tewksbury and Robert W. Thompson

Administration/Logistics Office Team : Susan J. Akard, Geneva E. Hargett, Morgan W. Hogeland, Martha S. Pearman, Minnie C. Smedley, Louis S. Spriggs, Robert G. Thompson and Linda S. Tsagos

Quality Improvement Award

Data Area Specialist Pilot Team

James B. Frater, Leonard J. Heyne, Steven T. Jordan, Guy Kangas Jr., Sadie M. Lundberg, Neal E. Newton III, Patricia Pickens, Edward J. Steinmetz and Jeffery S. Thompson
DE/S Process Improvement Team: John P. Hummel, Mark A. Kelly, Michael L. McCullough, Patrick J. Smith, Justin C. Poole and Barry D. Weaver

Product Generation Segment Finishing Quality Review Team: Robert H. Enzer, Kenneth E. Foley, Michael R. Freeman, Rex M. Peterson, Joseph F. Recupero, Valerie J. Stringer, Thane K. VanZomeren and Vincent M. Volkerding.

Single Color Overprint: Filipe K. Ho, Mark A. Kavajecz, Gary J. McFarland and Shawn D. Meyer.

It's the charm of the simple life that beckons Richard Hardwick to the Appalachian Mountains. Hardwick, a visual information specialist at the Bethesda complex, appreciates the beauty of an area almost virtually untouched by the modern civilization that he and other

Washingtonian natives know. He also relishes the time he spends helping the people of a small Kentucky settlement.

Hardwick is a member of a team of volunteers that travels each summer to a settlement located in Kentucky just across the Virginia border and very near the Tennessee line. Once there, they'll be drenched in the humidity and baked by the hot summer sun, as they build a two-bedroom house for a needy local. The volunteer project is a national effort sponsored through Hardwick's church.

Three years ago when the group formed, it was their intention to do only household repairs. Constructing a house was not even a consideration, said Hardwick. Yet this summer, the group will build their third house.

It started when they got their first "repair" assignment for a woman called "Granny" who needed a new wood floor. After a grandchild fell through the old floor, a new one was a must. Hardwick, who had once worked as a general contractor building estate-size homes, said a scouting party was sent there to identify repair materials. The party returned with the news that Granny needed more than a new floor.

"That's when the real work began," said Hardwick. The team estimated that a two-bedroom cottage, designed by a fellow church member, would cost about \$15 thousand for materials.

"With the amount of time and effort needed to make the repairs, we decided it would be just as easy to build the house," said Hardwick. The volunteers agreed to donate their labor and fund their transportation and lodging costs.

A major fundraising effort was initiated. In addition to volunteering his "construction muscle," Hardwick also designed a commemorative T-shirt that was sold to raise money for the effort. He now designs a new T-shirt every year.

"The project really took off," he said. With 48 volunteers the first year, they were able to complete Granny's house in four weeks. The house, now called "the Burke house," after Hardwick's church is the specialty of the volunteers.

The second year, they built the same house for a young married couple with two infant children. The family was previously living in a 10 by 10 foot well house. Hardwick still recalls the image of that young family at sunset, sitting on the recently finished platform foundation, their legs swinging over the edge.

"They seemed to be imagining their new home, and you could almost hear them thinking," said Hardwick. "It was such a wonderful sight."

With unemployment high, Hardwick said life can be hard on these people. Yet, they've still got their sense of humor and strong family values.

Hardwick has a deep appreciation for the people there and believes he has gained more from them than he has given. He has swapped stories with some of the local folk and even learned how to whittle, which Hardwick said is "just a chance for a bunch of guys to sit around and shoot the bull." They may try to pull that dumb hillbilly stuff on you, he said, but the people are more complex than they lead you to believe. — by Kathleen Neary

Granny needed more than a new floor



Photo by Tom Barsh

When Army Gen. Colin Powell, then the chairman of the Joint Chiefs of Staff, came to the Bethesda Complex to thank DMA employees for supporting Operation Desert Storm, Doug Wenk, chief of the Security Police Division at the complex, was smooth and cool coordinating the protective security. The general's military security staff were impressed if not somewhat surprised with Wenk's protective security knowledge and expertise.

His earlier special training was well ingrained. Wenk had served 12 years in the Secret Service, five of those years based in the Old Executive Office Building next to the White House. Highly trained in explosive ordnance, counter intelligence and electronics, he traveled with a variety of "principals": presidents, vice-presidents, and dignitaries — foreign and domestic.

"To be a secret service agent takes true commitment," Wenk said. "You may not even know the principal, only read his or her name in the papers, yet you have to put your life on the line for that person.

"Some would say it's lunacy," said Wenk with a chuckle.

His face turned grave and he became serious. He explained that anyone involved in protecting a principal is in constant danger. It takes a lot of repetitive training until your actions become instinct, and there is no room for error.

An agent overlooks nothing and plans everything — from the airport landing and motorcade routes, to checking out every place to be visited and every person who will come into contact with the principal.

"You are always thinking about the what if's," he said. "Your mind goes a million miles an hour setting up every possible scenario of what could happen at any given moment and how you're going to take action."

As a detail is planned, manpower is put together from field offices around the

country. No matter where the agent is, when tasked to report, he reports.

"I recall being away on assignment for five weeks, home only two days during that time," Wenk said. "It's not unlike being in the military; you are wedded to the service."

His wife, Carol, also with DMA, tells him he should write a book.

"There are a lot of exciting stories to tell about those days," Wenk said. "But, sometimes it's the little moments that stick with you."

He recalled the time he was on a detail traveling with then Vice President Bush in South Dakota. At the small hotel where they stayed, the maintenance engineer insisted on remaining for the night, sleeping on a cot in a supply room, so that he could address any possible malfunction of elevators while the vice president was there. In thanks, Wenk gave him a tie clip and pen emblazoned with the Presidential Seal.

"The man wept, saying that he had never felt so appreciated," Wenk said.

The life of an agent is exhilarating but extremely exhausting, and does not always lend itself to a life-long career, according to Wenk. He left the service in 1987 and joined the DMA security team. He says he feels very lucky to have been able to help enhance DMA's security posture.

When not in a security mode, Wenk, a native of Riverdale, Md., plays bass guitar and sings in a professional band called the "Hy-Lighters."

—by Susan Gonchar

Workin' the what if's



Photo by Tom Barsh



Hats Off

Michael McManus, comptroller's office, recently received the Distinguished Award for Manpower Management at the American Society of Military Comptrollers Professional Development Institute in Columbus, Ohio. McManus competed against 420 nominees from the DoD resource

management community. He was recognized for his significant accomplishments and participation in several areas including: the DMA Printing and Distribution Reengineering/Consolidation study, DMA input to the Commission on Roles and Missions, participation on reengineering teams, and a variety of DMA responses to congressional inquiries.

To the following individuals who were selected to attend various programs for senior executives: **Mark Schultz** who will attend the Harvard Senior Executive Fellows Program; **Bruce Lillegard**, who will attend the DoD Executive Leadership Development Program Senior Executive Leadership Course; and **Jean Haithcock**, who will attend the DoD Executive Leadership Development Course.

Agency publishes strategic plan *continued from page 8*

desirable future, was the last step in the agency's strategic planning process.

"This [vision] describes how our organization will look and how we will act if we are totally successful in doing the things we have identified in the Strategic Plan," Graf said. "It provides a future focal point and will help guide daily decisions and actions so that we are all working toward the same goals and objectives in a complementary and coordinated fashion."

The vision also communicates the agency's strategic intent and "how we prefer to operate as indicated in the Core Values."

Although the DMA Strategic Plan represents the output of only one strategic planning cycle, the process continues under the leadership of the Director and the Executive Board. Board members will also continue to scan the environment and modify and update the plan as needed, as well as oversee the development and execution of business plans that will be needed to implement the Strategic Plan. The business plans

created by each business unit define *how* to achieve the strategic goals and objectives.

The next step in the planning process is the development of implementing strategies and tasks in the Business Plans of each business unit, according to Graf.

"Workers at all levels will provide critical inputs, addressing how best to satisfy applicable strategic objectives," Graf said. "Although the planning process calls for annual performance assessments to measure the success of our plans, continuous feedback will undoubtedly and necessarily shape the entire planning process."

TOPOFORCE XXI *continued from page 9*

"Overall, I think we did extremely well," said Navy Lt. Cmdr. Karl Dinkler, a member of the U.S. Atlantic Command Regional Team, who was one of the DMA points of contact for the exercise.

"Most important, we learned a lot because it forced us to break out of our comfort zone and get into real live customer support," Dinkler said. "As Tom Coghlan (director of Planning and Analysis) put it, 'We confirmed what we've learned about the DPS in two years of normal production, that it isn't responsive to crisis requirements. This should be a major focus item as DPS evolves.'"

Besides the need to improve DPS, participants learned from the exercise the value of stand-alone non-DPS systems in responding quickly to small crisis taskings. Participants also recognized a need to develop formats for "hasty data" — information that does not meet all product specifications but provides users with the mission-critical data they need. A need to develop capabilities for the electronic transfer of source data

and digital products was also emphasized by the exercise. In short, Operation Fremont provided a number of valuable lessons.

"People up and down the work force were excited by this exercise," Dinkler added. "A lot of initiative was shown by the cartographers and all of the DMA employees involved. People were asking, 'When can we do this again?'"

In a May 11 outbrief on the exercise to Sullivan and other senior Army staff, Sullivan expressed his appreciation for the cooperation and performance of DMA in the exercise.

— by Paul Hurlburt with assistance from Lt. Cmdr. Karl Dinkler

Promotions

Justin T. Adams, RC
David L. Akin, USAF, Capt. CSC
Alvin J. Ashman, RC
Richard S. Badley, RC
Covert J. Beach, RC
Lysa Bellini, CSC
Janet L. Blair-Fleetwood, HQ
Norman S. Bowman, RC
Carole A. Brooks, CM
Helga I. Caraballo-Vazquez, RC
Bradley J. Carver, HR
Rochelle Condo, CSC
Jonathan M. Daw, RC
Timothy M. Deak, HTC
Crystal Dickerson, CSC
Karen L. Eichelberger, HR
David Elhyani, CSC
Gary M. Espey, RC
Mary C. Fadely, CSC
Clifton Fauntroy, CSC
William T. Gennetti, RC
Cindy L. Gladden, RC
Janice L. Glover-Jones, HR
James M. Glynn, RC
Glenn A. Griffis, HTC
Donald R. Hamilton, RC
Blaze A. Hillman, CSC
William K. Hinkle, RC
Michael Holder, RC
Deidra A. Hungerford, RC

Pamela D. Jackson, HR
Tamika M. Jenkins, CSC
Donna Marie F. Kurk, RC
Mary C. Larsen, IO
Anthony M. Leatherwood, HR
Christopher N. Lee, RC
Anthony D. Lydon, RC
James E. Lynch, RC
Abdul Majid, RC
Craig Mass, RC
Robert A. McComesky, CSC
Tammi M. Miles, IO
Barry S. Miller, RC
John F. Mitchell, RC
George W. Morgan, HTC
Thomas B. Neel, AQ
Gregory J. Panneck, RC
Toni D. Parker, RC
Stephen V. Pugh, RC
Rose M. Pultz, RC
Rhonda L. Purnell, CSC
Tyrone D. Roberts, HTC
Richard D. Sacco, RC
Marilyn G. Shane, HTC
E. Lynn Smith, HR
Timothy C. Smith, HR
Terence L. Sosnowich, RC
William J. Stout, CSC
Anthony S. Szalkowski, HR
Andrew M. White, RC
Carl C. Wiff II, RC
Annapearl V. Williams, CSC
Bonnie J. Wise, RC
David W. Young, RC
Michael R. Young, RC

Special Acts

Yohannis Abate, HTC
Carol L. Anderson, CM
Cecil P. Ashton, HTC
Deborah Ann Auwarter, HTC
Gaylord Barker, SC
Elizabeth V. Barrer, OP
Paul Beck Jr., SC
Ronald E. Bigger, SC
Susan E.M. Brown, HTC
John P. Burchardt, HTC
Hubert L. Canada, HTC
Cora Lee Castaneda, CSC
Nervin D. Chase, HTC
Donna E. Clark, AQ
Bernie D. Cole, HTC
Stuart H. Coleman, OP
Daniel L. Collins, AQ
Kenneth D. Crutchfield, SC
Reba J. Dickinson, CSC
Lillian E. Dooley, HTC
Sharon J. Dunkle, RC
Mary L. Endress, OP
Kathleen A. Fox, SC
Vernon Gibson, HTC
Jeffrey L. Gift, SC
Carol M. Goings, RC
Richard T. Gonsalves, CI
Thomas E. Gray, RC
Charles S. Hall, RC
Michael J. Harris, OP
Gretchen A. Hawk, OP
Kevin F. Hayes, HTC
Warren M. Hester, HTC
Paula S. Jackson, HTC
Carter M. Johnson, HTC
James E. Johnson, HTC
Troy D. Johnson, HTC
Devolia V. Jones, RC
Evette B. Jones, HTC
Leona E. Jones, HTC
Ervin D. Kennedy Sr., SC
Beverly J. King, SC
Zygmund Lenchert Jr., OP

Brian T. Levetzow, HTC
Lane V. Lewis, HTC
Theresa A. Lowe, CI
Carla N. Lunsford, HTC
Edith E. Lynch, SC
John D. Lynch, HTC
Miguel D. Macaspac, RC
Kevin L. McGee, HTC
Paul F. Mich, OP
Sandra L. Mitchell, HTC
Susan Mock, HTC
David A. Murvihill, HTC
Catherine M. Naylor, HTC
Vincent O. Norfleet, HTC
Robert L. Owens, HTC
Claire Paquin, HTC
George D. Rauch, HTC
Robert E. Reynolds, SC
Gary E. Romero, SC
Adolph Royall, HTC
Michael L. Ryon, HTC
Raymond E. Savage, HTC
Phoebe L. Schertz, OP
Andrew D. Sellman, CSC
David A. Senter, CSC
Kimberly C. Singleton-Slater, SC
Deborah A. Smith, HTC
George A. Smith, HTC
David G. Stephens, SC
Richard W. Stidsen, OP
Sonja D. Strickland, HTC
Bryan T. Strong, SC
Robert E. Strother, HTC
Mark W. Sukontarak, HTC
Heather A. Teagle, HTC
Cassandra L. Teal, RC
Percy Lee Terry, HTC
George W. Thomas, HTC
Jean A. Thompson, HTC
Gail L. Tuohey, CSC
Timothy A. Turner, HTC
Sharon G. Williams, HTC
Frederick L. Wittschack, HTC
Wade H. Young, HTC

Retirements

Air Force **Master Sgt. Willie L. Craver** retired recently with more than 23 years of service to the Air Force, and DMA. Craver was chief of the mission support section in DMA's Europe office. His wife, Barbara, was employed by the Europe office as a warehouse worker in the topographical products warehouse. The Cravers plan on retiring in Alaska.

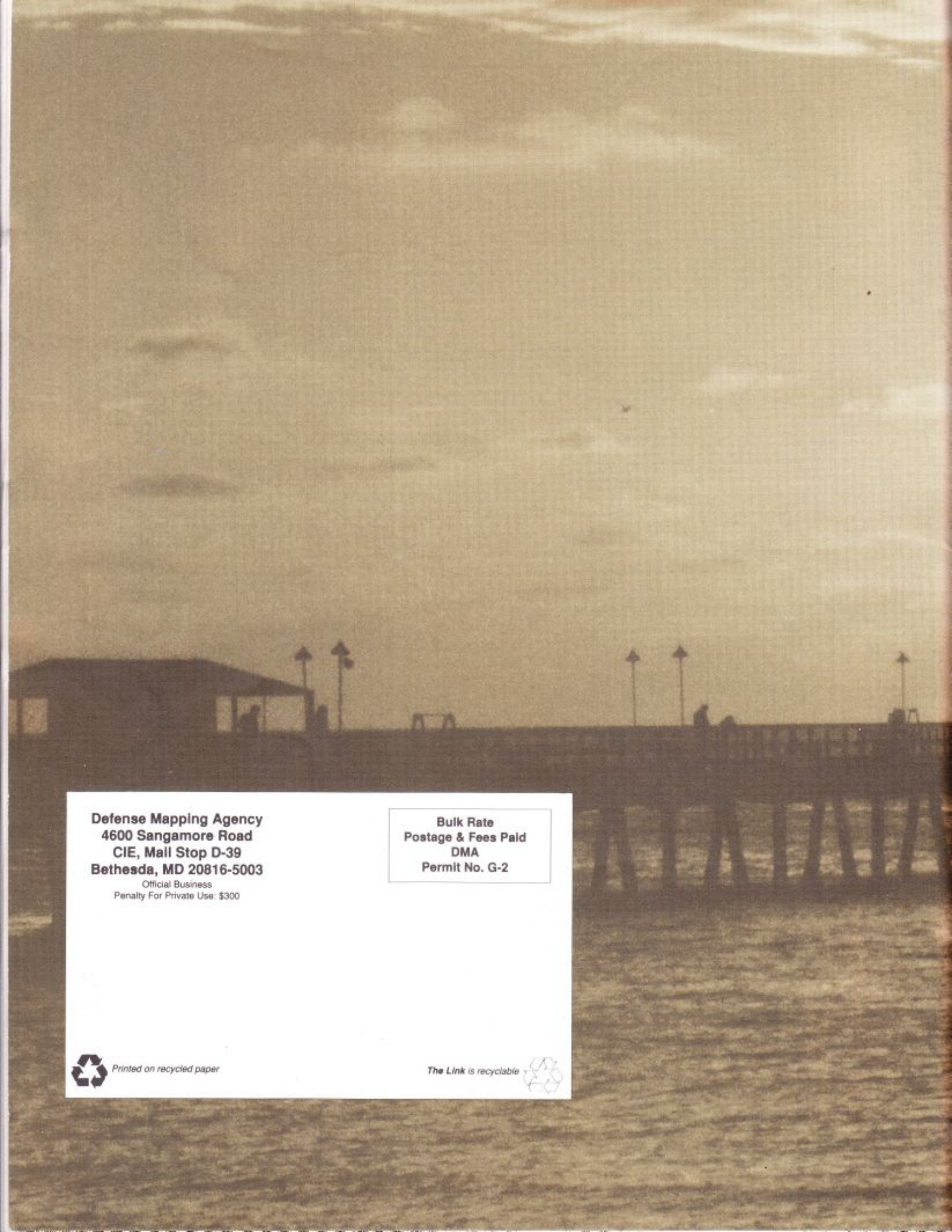
39 years
Janet G. Gee, HTC

7 years
Robert V. Edwards, RC

4 years
Virginia H. White

Legend

AQ	Office of Acquisition, Installation & Logistics
CI	Command Information
CM	Office of Comptroller
CSC	Combat Support Center
HQ	Headquarters
HR	Office of Human Resources
HTC	Hydrographic/Topographic Center
IO	Office of International Programs & Operations
LS	Office of Legal Services
OP	Operations Directorate
PR	Plans & Requirements Directorate
RC	Reston Center
SC	Systems Center
TI	Technology & Information Directorate
DMS	Defense Mapping School



Defense Mapping Agency
4600 Sangamore Road
CIE, Mail Stop D-39
Bethesda, MD 20816-5003

Official Business
Penalty For Private Use: \$300

Bulk Rate
Postage & Fees Paid
DMA
Permit No. G-2



Printed on recycled paper

The Link is recyclable

