

DEFENSE MAPPING AGENCY

# LINK

August 5, 1996



***DMA joins space venture  
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DMA and NASA will use the space shuttle to collect data of the Earth's surface. See related story on Page 3. **Covers:** Photo courtesy of NASA

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## Bits and Bytes

Navy Rear Adm. Jack Dantone



How "swiftly flow the days." I was surprised at the JOB' article in last month's *Link*. Let me go on record as saying that it is not working yet. I've directed that all vacancies to be filled by JOB' will be announced weekly.

There are a lot of good things happening in DMA. Our customer support folks are performing small miracles. Just before departing on the European tour, the U.S. Air Force "Thunderbirds" found that they needed some image products to do their show. DMA delivered in less than two days and, literally, made the shows possible.

We also remain critical to the Bosnia peacekeeping mission. We've inserted boundary changes on 17 maps which will be used to further efforts to ensure a lasting peace in the region.

So the beat goes on.

I spend most of my energy looking for new ideas on how we can revise and produce our products more quickly. I can't tell you how important that is. If you have some ideas, let me know. Try passing them up through your business unit. If you don't hear from me within two weeks, send it to me on e-mail.

Thanks for your work!

*Old fighter saying: Speed is life.*

# DMA, NASA to collect data jointly



*In a cooperative venture, DMA and NASA will use the space shuttle to collect interferometric synthetic aperture radar data of the Earth's surface. DMA will use the data to produce its most complete elevation data set ever assembled to date.*

This joint endeavor, called the Shuttle Radar Topography Mission (SRTM), was finalized formally between NASA and DMA July 8. Under the agreement, DMA will fund modifications to the Spaceborne Imaging Radar system, the space vehicle, the data processing and a portion of the launch costs. The agreement was signed by DMA's Director, Navy Rear Adm. Jack Dantone, and NASA Acting Associate Administrator for Mission to Planet Earth, William F. Townsend.

The mission is scheduled for a May 2000 launch. It will take 11 days to collect all the information needed for processing the radar data into a three dimensional representation of more than 80 percent of the Earth's land mass. The radar images will form a homogeneous block of data

from one platform without the typical interference caused by weather patterns, DMA officials said.

Once collected, the data will be processed into heights above the ellipsoid by the Jet Propulsion Laboratory, Pasadena, Calif., DMA will use the processed data to generate near-global, medium-scale Digital Terrain Elevation Data (DTED). This data will support both military and public customers and enable DMA to fulfill a substantial portion of a new joint defense requirement for global DTED with elevation post spacings at 30-meters or 1 arc-second intervals. DMA currently has DTED at 100-meter or 3 arc-second post spacings for about 65 percent of the world and less than one percent at the 1 arc-second interval.

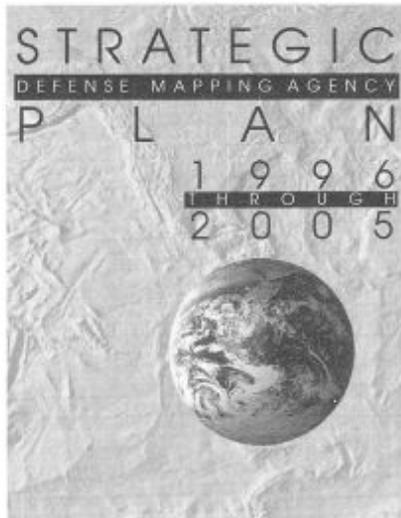
This terrain elevation data is one of three "pillars" of the geospatial foundation for a common digital database for modern military operations. "This pillar is a critical element in the Department of Defense's strategy for implementing the Defense Science Board report, 'Defense Mapping for Future Operations,'" Dantone said. "Combined with [the other 'pillars'], spatial image data and smart feature data, it will give our military customers a common, three-dimensional view of the battlespace."

Current plans call for portions of the digital elevation data to be made available to public, commercial and educational institutions when data generation is complete, around the year 2002.

— by Kathleen Neary



Space shuttle



## Strategic goals undergoes review, changes

**D**MA's strategic goals and objectives have been reviewed and strengthened and the highlights are outlined below. A more detailed edition will be published in the very near future.

It's important to note that many of these goals and objectives are "stretch goals" - but like Olympic athletes, employees must reach out if they expect to win.

### Goal 1.

Respond to our customers' needs by providing the right global geospatial information and services (GGI&S).

- Meet customer readiness and responsiveness needs.
- Exploit foreign, national and commercial produced data to the fullest extent possible to meet our customers' needs.
- Expand and sustain the commercial capability to accomplish production demands and satisfy customer requirements.

### Goal 2.

Transition DMA and its customers from its current product specific environment to a geospatial information on-demand environment by September 1999.

- For guidance, the Agency will:
- Use expertise derived from customers, the commercial sector, DMA and external review board.
  - Develop, implement and sustain capability to produce digital

data and make it accessible to customers in minutes or hours, vice months or years, by developing the capability to produce incrementally densified data by fiscal 1998. The database will be keyed to a standard geospatial framework.

- Engage the customers in the identification of the geospatial database contents and initiate production by October 1997.

- Guidance: Populate the customer-accessible geospatial database with data from national, military and commercial imagery products; current mapping data to meld with pre-positioned databases; and collateral sources for imagery/mapping exploitation.

- Influence and maintain the industry-wide standards for geospatial information.

- Ensure a capability to provide a 30-day (or less) data currency over customer-specified areas by September 1998.

- Ensure that all DMA products can be provided within 30 days by September 1999.

- Partner with customers in the acquisition/development of systems that use geospatial information.

- Guidance: Provide targeted, on-going customer training for use and maintenance of DMA-provided GGI&S capabilities.

*continued on page 5*

- Plan and execute a rapid move away from distribution and warehousing of paper maps and charts to a just-in-time printing capability.

### Goal 3.

Improve DMA effectiveness, efficiency, and customer satisfaction by transitioning from current DMA legacy systems to commercial technology by September 1999.

- Evaluate existing legacy systems against current commercial capabilities by September 1997.

- Leverage commercial technology to improve DMA's ability to produce and provide user-accessible geospatial databases by September 1997.

### Goal 4.

Transition and maintain a DMA work force and workplace capable of excelling now and in the future environment.

- Ensure DMA Core Values are consistently demonstrated in our daily actions, at all levels, throughout the organization.

- Establish and sustain an environment that encourages all individuals obtain the skills necessary to readily adapt to challenge and change.

- Develop and maintain an effective and supportive work place.

### Goal 5.

Involve customers, partners, suppliers, and commercial experts in continuous improvement activities.

## DoD selects DMA as automation test site

The Defense Mapping Agency has been named a DoD test site for Human Resource automation.

As a test site, DMA will take the lead in delivering the latest in DoD automation initiatives to customers. The initiatives are designed to improve the speed and accuracy of the products and services that HR provides DMA's managers and employees.

Some of the programs involved in the DoD Human Resource Functional Process Improvements are:

PERSACTION - the processing of requests for personnel actions (SF-52s) electronically;

STAIRS (Standard Automated Inventory and Referral System) - DMA is implementing JOB+ as its STAIRS implementation project to provide automated ranking, rating and referral of job candidates; COREDOC—an electronic method of writing and classifying position descriptions along with recruitment knowledges, skills and abilities and training competencies;

TRAIN—processing of DoD Form 1556 "Requests for Training";

IC/UC—electronic processing of injury compensation and unemployment compensation claims;



Photo by Dan Baker

Mike Soo, chief of the Regionalization Program Management Branch for DoD's Civilian Personnel Management Service, presents HR regional director Judy Scheibel with a plaque formalizing DMA's status as a test site.

EMPLOYEE EXPRESS—an automated system that allows eligible employees to make selected changes to their personnel and payroll records.

"Being designated as a DoD Operational Integration Test Site is great for our customers," said Judy Scheibel, HR regional director at DMA

St. Louis. "It is allowing DMA HR to quickly provide DMA managers and administrative personnel with the automated tools they need to eliminate the paper-intensive process we have today".



## Transition teams building NIMA structures

**T**he National Imagery and Mapping Agency transition teams are building the business unit organizations.

The process involves designing the organizational structure, identifying the kinds and numbers of positions in grade ranges, identifying incumbents who will clearly move with their current function and identifying other employees who still need work assignments. Business units will crosswalk entire functions and positions to the greatest extent possible.

The crosswalking exercise will let business units place each employee.

There is no reduction in force associated with the NIMA standup. Every employee who would have been employed by one of the merging organizations on approval of

NIMA will be placed in a NIMA position.

The goal is to have all SES/SIS, ST and GS/GG-15 employees assigned to a designated NIMA position by Aug. 15, and all others by Aug. 30. Employees will be notified of their specific assignments at the end of the process.

Officials stress that if the required reconciliation between the House and Senate versions of the Defense Appropriations bill fails to include the required text to establish NIMA, little will change in how each organization forming NIMA operates.

NIMA planning has not changed any structure within existing organizations that will form NIMA. The fiscal 1997 appropriations bill will continue to retain DMA, Central Imagery Office, National Photographic Interpretation Center,

National Reconnaissance Office and others in their present status. No contingency planning is needed to put elements back together should Congress fail to create NIMA.

Implementation of the current planning for NIMA, which would change existing configurations, will not occur until Congress approves the standup of the organization.

DMA Ombudsman Kathleen Neary is available to help get answers to employees' questions about NIMA or DMA activities, or to pass along suggestions to the right office or team. She can be reached on e-mail or fax at (703) 275-8561.

## New system to establish single database

Acquisition and Technology officials has notified the DoD Comptroller Office of DMA's intent to implement the Defense Property Accountability System (DPAS).

DPAS will establish a single DMA equipment accountability and maintenance/DMAID number database. DPAS will also host vehicle and material handling equipment databases maintained in Installation Management.

Under DPAS, the current Standard Base Supply System equipment accounts lists maintained in IME and IMW will be deactivated.

Basic changes to equipment accounting with DPAS include:

- DMAID number as the control mechanism for both supply and maintenance.

- Barcode technology for conducting annual inventories of equipment.

- Annual inventories using IM supply teams rather than equipment custodians.

Changes to the maintenance support program under DPAS should be transparent to customers.

DPAS will require establishing an inventory database that is more comprehensive than the existing SBSS and maintenance databases. To meet the Nov. 25, DPAS activation date, a physical inventory will need to be conducted to gather the additional data. The task will be greatly simplified if DMAID numbers are already assigned prior to performing the inventory.

Inventories have begun for the St. Louis and Washington-area sites.

Inventories at activities geographically separated from Washington and St. Louis will be conducted by the responsible custodians or designated individuals.

IM wants to minimize the intrusion of the inventory on the work routine by emphasizing the need to have DMAID numbers assigned and affixed to all accountable and maintained DMA equipment. IM seeks everyone's cooperation by having affixed barcode labels. Multiple teams will be used to complete the effort.

Please address any questions or concerns to Air Force Master Sgt. Terry Walters via e-mail, by calling (301)227-2522 or sending to distribution mail stop D-36.

## **Agency purchases large format scanner**

The Repromat Scanning team at St. Louis has enhanced its scanning capability with a new Scangraphics CF 1000/44 large format scanner.

The new scanner, to support the Digital-to-Plate System and other applications, can digitize originals up to 44 inches wide at eight standard scanning resolutions – from 200 to 1,000 dots per inch.

The scanner is microprocessor controlled, and includes charged coupled, device-based optics, automatic calibration, extensive self-test diagnostics and high-resolution display. It will scan film, blueprints, mylar, sepia, vellum and linen.

The scanning system, purchased off the shelf from the General Services Administration schedule, supports most industry standard data formats.

Tom Braun, system manager for the OG Customer Services Division Repromat Scanning team, said, "The delivery of the large format scanner is a significant milestone as our team works towards an all digital production workflow." The team has completed training on and tested the new scanning system.

## **DMA awards first contract for digital-to-plate system**

DMA has awarded the first Digital-to-Plate (DTP) System contract to Krause Printing Techniques International, Inc. The new system will be delivered to St. Louis in late October.

The highly automated DTP system will streamline printing plate production by using digital product files created by the Repromat Scanning team and production

systems, and image them directly onto printing plates. The new system will reduce cycle time in hard copy replication, generate more consistent image quality, reduce consumables, waste effluent and operating costs, official said.

Along with the Imagesetter, the DTP system also includes a color proofer, edit workstations for the digital map files and a high-capacity server.

This first DTP system will generate plates large enough to run on the new, high-speed 40-inch press currently operating in Building 37. DMA has the option to buy two additional large format DTP systems within the next 12 months. The large format systems will be capable of generating plates for the largest printing press.

## **DCPS is delayed**

The Defense Mapping Agency will convert to the Defense Civilian Payroll System (DCPS) Sept. 15, instead of July 21, according to Agency officials.

The delay is to analyze and incorporate needed changes in the system. Also, additional training is needed to ensure that the payroll system will operate as designed.

DCPS implementation team members are working technical issues with the project managers, timekeepers and certifiers. The Defense Finance and Accounting Service is providing on-site technical support to resolve communications difficulties between DMA and the Defense Information Systems Agency.

## **Company recalls bike forks**

Girvin Incorporated of Woonsocket, R. I., is voluntarily recalling 120 Thermoplastic Carbon Fiber Girvin CL Suspension Forks for mountain bikes. These forks may crack or separate, causing a rider to lose control of the bicycle and fall.

Girvin has received four reports of forks breaking. The legs to the forks were manufactured by Applied Fiber Systems. The U.S. Consumer Product Safety Commission is unaware of any injuries.

The lightweight, black forks have white "Girvin" decals on each leg and yellow drop-outs. The recalled forks have serial numbers between 039297 and 040478 stamped on the bottom of the top fork link, the metal piece connecting the legs at the top of the fork.

Authorized Girvin dealers sold the Girvin CL forks nationwide from March 1996 through June 1996 as after-market equipment for \$599.

Consumers who own bicycles with the defective Girvin CL Suspension Forks should stop using the bicycles immediately and call Girvin Incorporated Technical Services at (800)447-3824, extension 316. Girvin Incorporated will give consumers a free set of aluminum legs until replacement carbon fiber legs are available. ■

*It all comes down to the basics*

## Lessons of DMS survey team members go around the world

**T**hey are teachers, interpreters and travelers. At any given time, somewhere in the world, the students they teach are using the skills learned at the Defense Mapping School to measure some part of the earth's surface.

For Wayne Gleason, seasoned veteran of 16 years as an instructor on the survey team at DMS, it all comes down to basics. That's how he learned surveying in the Marine Corps and he has carried that knowledge forward with the new

technology of the Global Positioning System he teaches today.

On any typical day at DMS, students from around the world may be sitting in classrooms learning survey skills to take back to their country. Or as instructors on Mobile Training Teams they may be holding classes somewhere in the world. Although they may not be able to sit down and make small talk with many of their students, they all speak a common language – one of mathematical measurements.

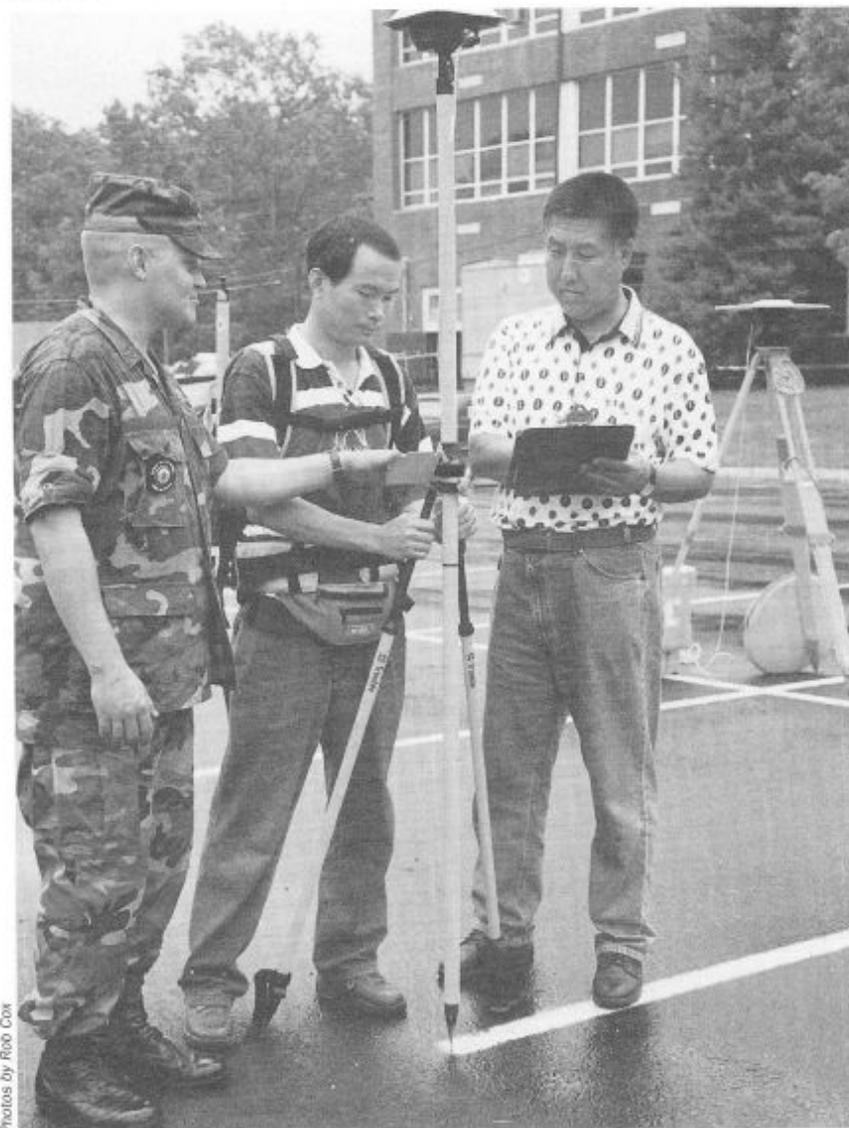
Gleason himself is a world traveler, only by chance. "It wasn't something I thought about, it just happened." And he's been around the world, maybe more than once.

Gleason and nine other instructors on the survey team teach courses in GPS, advanced global positioning (AGS), basic geodetic surveying and advance geodetic surveying and an officer's course in mapping, charting and geodetic surveying.

Although laid back, Gleason is enthusiastic about his work and his students. His office has a homey feel with the smell of coffee brewing, a can of peanuts in the shell sitting on the desk and country music playing softly in the background.

"Excuse the mess, but everyone is always dropping off things in here and then coming back to ask me where something is," Gleason said.

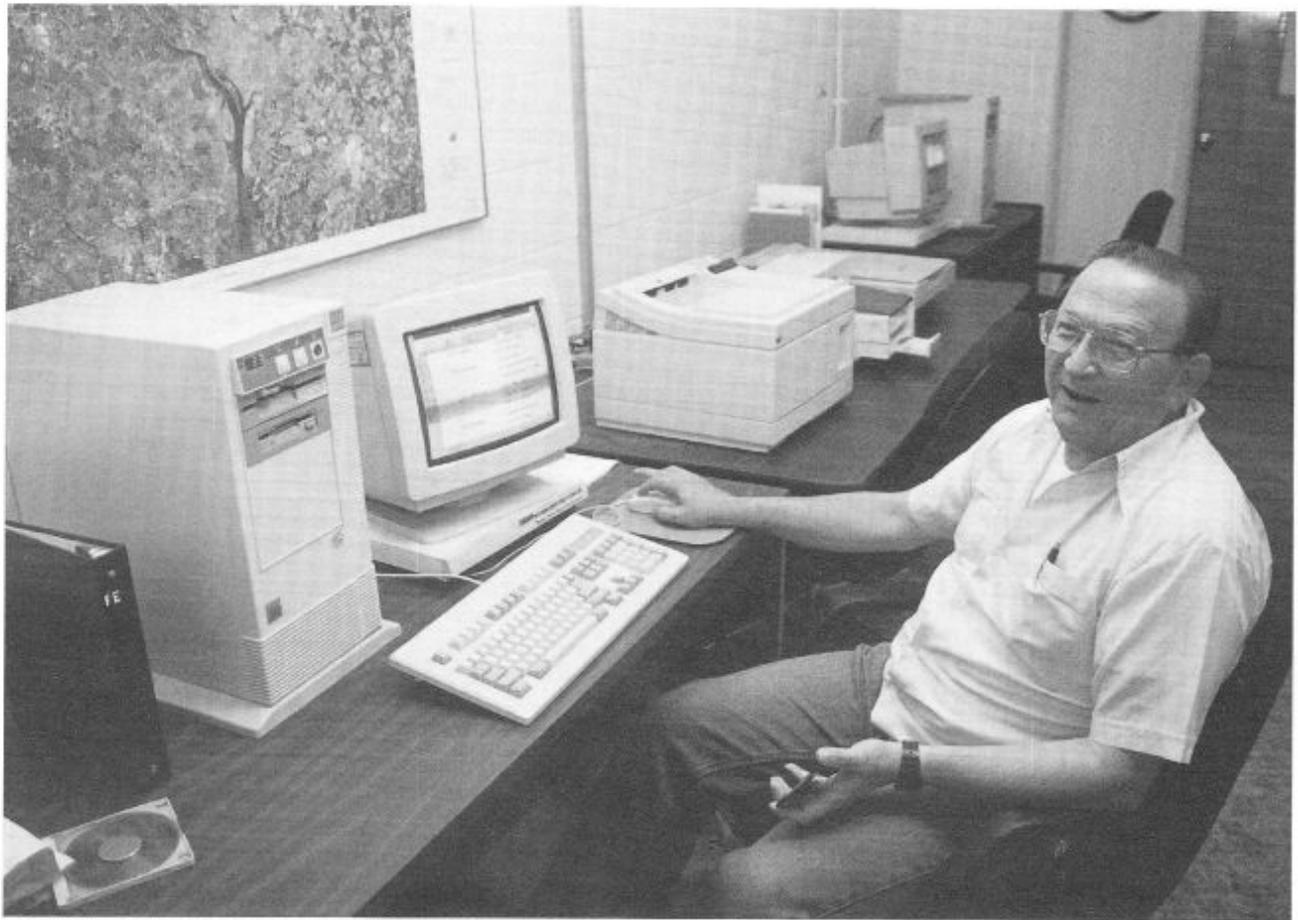
A well-known figure around Ft. Belvoir, Gleason spent six years stationed on the post while serving in the Marine Corps, prior to starting with DMS.



Photos by Rob Cox

*Kim Bang Won, center, and Park Youn Chul of Korea, learn GPS from Army Staff Sgt. Dale Cyrus*

DMA Link



*Wayne Gleason has taught thousands of students surveying in his years at DMS*

He also has the distinction of teaching all of the current instructors on the survey teams.

"He's the guru around here, the been there – done that guy," said Army Staff Sgt. Dale Cyrus, an instructor at DMS for the past year.

Both Gleason and Cyrus started in artillery and changed to surveying. Gleason started out the old way, doing everything manually.

"It all comes down to the basics, whether you're surveying a parking lot or a hundred miles of rugged terrain," he said.

Cyrus' opportunity came when his mathematical ability was noticed by his superiors.

"They asked me if I wanted to learn surveying. I thought they

wanted me to stand on the corner and ask people questions," joked Cyrus, originally from Oklahoma.

Cyrus is beginning his world tour with teaching assignments in Venezuela and Germany, and in the future he may be going to Estonia.

He and Gleason recently taught GPS to two Korean nationals, who didn't speak much English. "We pointed a lot, but they understood what they needed to know."

For Gleason, his first trip with a Mobile Training Team was about five miles away to a site on Telegraph Road in Alexandria. After that, he was sent to train the Alabama National Guard in survey skills and for the next three years he flew down to Dothan, Ala., monthly.

And then there was the night work.

"We taught the advanced geodetic survey course at night in 'Astro-shacks; usually in the fall and winter because it's the best time to see stars," Gleason said.

What are the skills Gleason considers necessary to be a good surveyor?

"Mathematical ability, manual dexterity, stereoscopic vision (ability to see 3-D images using special equipment), and most of all – integrity."

Gleason has seen survey work make fascinating changes over the years.

"It's an exciting field, I feel fortunate to be a part of it," he said. ■

– By Jennifer Lafley

August 5, 1996

# *Finding fun on land, water... and in the air*

*Personnel share their greatest, most excellent adventures*

## **Road tripping or traveling afar, DMA employees find unique adventures**

### *Drivin' along in my Chevrolet*

**"F**or us 'gear heads' there is nothing better," said Ernie Peters of St. Louis, a self-proclaimed car nut, who spent his vacation in June driving to Lincoln, Neb., in his '56 Chevrolet.

For the 1,000-mile round-trip, Peters, his wife and three children caravanned with other like-minded folks driving 35 cars made prior to 1964 as part of an event called "Americruise" sponsored by *Rod & Custom Magazine*.

For Peters, this was a hard-earned trip. After eight years of work to build his Chevy from the wheels up, he was ready for a road trip. Except for the upholstery, he did all of the work on the car himself.

"I started working on cars in high school and never stopped," Peters said. Although, before becoming a car nut, he spent many years riding on a Harley-Davidson motorcycle. "My family just got too big for motorcycles."

Although Peters is chief of the safety and health office (IMWH), he has always worked on motors of some sort. Starting at 16, he spent his summers working for a neighbor who owned a garage and repair shop. But he never realized that those skills would lead him to building his own car to take to a car show.

Although the caravan was a sight for others on the road, with its rainbow colored hot rods, the

caravan members also stopped to sightsee.

One highlight of the trip was a visit to "Weld Racing" in Kansas City, Mo., where they were treated to lunch and a tour of their manufacturing facility.

Once he arrived at the Lincoln State Fair park, Peters had his work cut out for him. With 2,300 hot rods in the parking lot to check out, booths and displays (even for children), he had to move fast.

In the evenings, after his children played in the pool, the family would cruise the many hotel parking lots stopping to talk to other car enthusiasts.

But on Saturday night, the city of Lincoln won the hearts of all the participants. Knowing what hot-rodders love best, they sponsored a "cruise" through the main street of town. Crowds gathered on both sides of the street and cheered as the drivers proudly showed off their vehicles.

Now that his Chevy has got some mileage on it, Peters is ready for the next road trip.

"We are already making plans for next year's cruise."



Photo courtesy of Ernie Peters

**SEE THE USA:** The Peters' family cruised to Nebraska in the '56 Chevy.

## *Kangas, Koalas, and Kiwis*

### **Bungee jumping adds a little spring into a memorable journey**

**S**ome people may be homebodies, but Kim Roivas, chief of the headquarters' budget office, is at home when she's traveling. But her greatest adventure, as yet, was her 1991 vacation to New Zealand, Australia and Hawaii with her husband, Michael, who works in AT.

"I'm an adventure-seeker," said Roivas, who also had it in mind to try the sport of bungee jumping, which was then still new in the U.S.

For 5 1/2 weeks, the Roivases traveled first by motor home, then a combination of modes of travel — plane, car, and boat and white-water raft.

"Our best decision was to rent the motor home and explore the countryside without a fixed schedule," said Roivas, who found the camping facilities spotless with modern kitchens and recreations areas.

"You immediately become laid-back. With the roads becoming impassable because of falling rocks, sheep and earthquake activity, you can't be in a hurry," she said. Although they had a destination each day, frequently they would change their itinerary to explore something else.

And, bungee jumping was just one more area to be explored.

"It's sort of like being a human slingshot," she said nonchalantly. Her first jump was over 90 feet and her second, 143 feet "They play loud

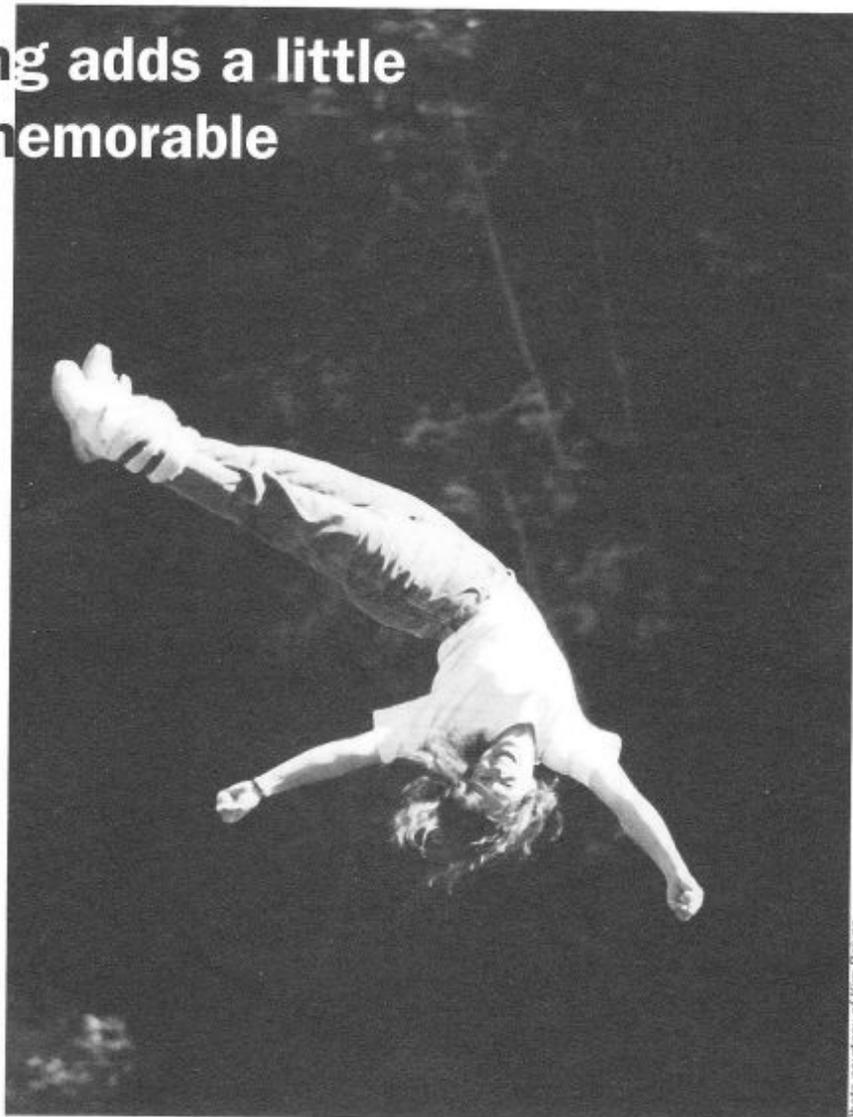


Photo courtesy of Kim Roivas

*HANGING LOOSE: Kim Roivas has her own view of New Zealand's river rapids in Queenstown.*

rock and roll to get you fired up just before the jump."

They began their trip on Feb. 13 (New Zealand's fall) in Auckland and made their way to the southernmost point of Stewart Island, experiencing all types of topography and plant life.

"One end of the island is completely different from the other — but all beautiful."

Sitting with her album in the lobby of the headquarters building, Roivas' enthusiasm for the trip is still apparent.

"I can't say enough to encourage others to take a trip like this. It really is paradise on earth."

Since her trip, Roivas has had two children and has given up bungee jumping for the present time. Although her next trip will be to Disney World, she hopes to visit the Orient in the near future.

"Travel helps you grow as a person, it gives you a new perspective on life," she said. ■

— By Jennifer Lafley

## Team wins approval for photo labs

From the day DMA made the commitment to all digital map production, it was obvious that many jobs would need to change. Nowhere was that more apparent than in the Agency's photo labs.

"We were told several years ago that photo lab support by this time would be minimal," recalled Ron Updegrave, one of about 130 lab employees in St. Louis and Bethesda.

Last year, after they received training in business process reengineering, Updegrave was one of 11 photographers photo lab chief Connie Meyers tasked to look at ways to improve the efficiency of photographic activities. They began by looking at all the tasks performed within the two labs, using a methodology called IDEF to identify the 20 percent of their processes that used 80 percent of their time and resources.

"IDEF is a wonderful tool for tracing Activity Based Costing," said Cindy Bickett, the team member who learned IDEF and charted all of the "as is" and "to be" processes for the reengineering effort.

"We talked to a lot of program managers and users of our products about current and future needs," said team member James Hall. Despite changes in production goals, he added, "customers said they would still need us" for the foreseeable future, to continue supplying them with high resolution hard copy.



Members of the St. Louis enhancement team compare digitally image enhanced hardcopy with what they see on the screen. Clockwise, from left, are Ron Updegrave, Caesar Moss, Jim Hall, and Dennis Osborne.

Photo by Jim Stepanik

"We thought we were going to need to supply more electronically digitized imagery more quickly because of revolutionary changes in image processing and output," Hall noted. "What we see now is an evolution as we continue to support customer requirements for traditional wet process photography."

Team members also conducted research at other government agencies involved with photo and imaging support.

"We went out and looked at what agencies like USGS [U.S. Geological Survey] and the Department of Energy were doing," Updegrave recalled. At DOE's Lawrence Berkeley National Laboratory, for example, they saw a million-image lab and library, totally digital, which had replaced the wet chemical lab and film library, reducing their photo chemical waste to zero."

The idea of totally digital image enhancement labs is an attractive one. Commercial off-the-shelf digital equipment and software are available to replace film, chemicals and electro-optical equipment in current use.

But the team's research shows many customers are unprepared to accept all of their products such as Gridded Airfields or Aim Point Graphics in a totally digital format.

The challenge, as the team sees it, is to move toward a totally digital environment while continuing to support customers with hardcopy products as required.

During the team's evaluation, many process improvements and "best practices" of east and west were identified to answer the question, "How can we do it better?"

Both photo labs produce a variety of film and paper products for

internal customers in the Operations Group and customer support teams. Seven distinct work areas were identified for immediate, short-term or long-term improvement, with long-term dictating an all-digital environment. Again, using the IDEF program, the savings in time, material and maintenance of each recommended improvement was calculated.

The team's "to be" report was made to the DMA director in early May, prefaced with a strong recommendation for transition to the all-digital lab concept and recommendations for both the immediate and the longer term changes. The report, detailing possible results in dollars and man-hours, was accepted enthusiastically. A second team was identified to proceed with implementation.

Immediate changes, saving the agency nearly two work years in the ensuing 12 months, already have been made. They include relaxing a security requirement affecting delivery of all photo products and purchasing a second Carlson Color Proofer that cuts the time to produce color proofs by 90 percent, saving three hours of process time and more than \$100 for each contact litho proof produced.

A major near-term recommendation, in the research phase of implementation, is the replacement of Off Line Orthophoto Printing Systems [OLOPS] with state-of-the-art Digital Orthophoto Rectification systems using COTS hardware and software.

The team estimated the cost for the two new DOR systems at \$760,000 and calculated they will

save more than half a million dollars a year, so the payback will be in less than two years.

All told, the changes approved but not yet implemented are expected to save the agency another eight work years annually, plus additional savings of \$120,000 annually in materials and maintenance, once they are effected.

Another accepted proposal was for a universal position description that will allow greater flexibility and training opportunities for all photographers and lithographers in the labs. Included in their recommendation, and approved by the director, is the stipulation that those with at least eight years of cartographic production support experience and at least 30 semester hours of relevant cartographic college courses are eligible for transfer to cartography positions, to make use of their skills as future DMA needs change.

Commenting on their success, team champion Ken Crist said, "The group really came together as a team. They were able to stay focused on their task. In their briefing to the Director, the findings and recommendations were clear and well-quantified."

Or, as team leader Charles Trimble said in making the presentations, "None of us is as smart as all of us." ■

— By Wells Huff



**Peter J. Parkinson** was appointed British Liaison Officer (Geographic) with the United Kingdom Liaison Office at the Defense Mapping Agency. Parkinson replaces **Keith A. Connal**, here since 1992. In this post, Parkinson coordinates military survey-DMA crisis/operational support, routine co-production coordination, acquisition of maps, charts and digital data, policy advice on release, classification and copyright issues and for monitoring the military survey/DMA Exchange Agreement. The British liaison officer also has extensive liaison responsibilities with a variety of other U.S. government agencies and with North American commercial and academic organizations. Parkinson most recently directed the Libraries Division within the Geographic Information Directorate of Military Survey in Great Britain. He is married and has three adult children.



Falzetta

**Navy Capt. Tony Falzetta** was named program manager for European Command customer support office, succeeding **Air Force Col. Dorin E. Balls** who's retiring. Falzetta graduated recently from the Industrial College of the Armed Forces, earning a master's degree in national resource strategy. A Detroit native, Falzetta was a P-3 "Orion" aviator flying anti-submarine warfare missions on deployments around the world. He is married to the former Janet Schmitz of Ferndale, Mich. They have three children.

In other Agency moves, **Army Lt. Col. Stephen A. Kilcullen**, is serving as land combat operations officer in the Army Customer Support Office at Acquisition and Technology. He was recently stationed in Norfolk. **Air Force Lt. Col. Joseph F. Lahue** arrived at the Operations Group, from the Defense Intelligence Agency, Washington, D.C. He will serve as the distribution plans staff officer, warehouse operations division. **Air Force Lt. Col. Richard J. Seelen**, is coordinator for international systems support, Atlantic Command/Southern Command Regional Branch, International Operations Division at Operations Group. He comes from Scott Air Force Base, Ill. **Army Lt. Col. William Smith** is OG's new customer support officer for the Joint Chiefs Of Staff support team. He comes from MacDill AFB, Fla.

## RETIREMENTS

**Air Force Col. Dorin E. Balls**, program manager for the European Command customer support office, is retiring with more than 25 years of military service.

Balls' military career began as an instructor pilot at Reese Air Force Base, Texas. From there, he became an F-4 "Phantom II" pilot and flight commander at Royal Air Force Bentwaters, United Kingdom. Following other assignments in Europe and the Mediterranean, Balls was reassigned to George AFB, Calif., as chief of training and an F-4 instructor pilot.



Balls

He then attended the Armed Forces Staff College at Norfolk, served at the Pentagon, flew F-16 aircraft at Hill AFB, Utah, and attended Air

War College at Maxwell AFB, Ala. Before joining DMA in 1994, Balls was stationed at Headquarters, Allied Air Force Central Europe, Ramstein Air Base, Germany. He holds a bachelor's degree in mechanical engineering from the University of Idaho and a master's

degree in management from Troy State University. He's married and has two children.

### Other retirements:

31 Years  
Jenkins, Albert J.

20 Years  
Keithly, James M.

5 Years  
Mack, Maryline

Military retirements:  
Snell, John R., Air Force, Lt. Col.  
Sarigianis, Steven M., Army, Maj.

# ACCOLADES

## Quality Step Increase

Ridley, David N.

## Special Act or Service

Adams, Wendell O.  
 Addoms, David L.  
 Alexander, Keith E.  
 Alphin, Kevin E.  
 Andersen, Peter S.  
 Arber, David W.  
 Banker, Timothy D.  
 Barsh, Thomas L.  
 Becherer, Thomas L.  
 Bell, Jennifer M.  
 Benjamin, Joseph E.  
 Berge, Rick D.  
 Berry, Bruce G.  
 Bidinger, David J.  
 Birden, Mary L.  
 Birdsong, Orville D.  
 Black, Gregory E.  
 Bobbitt, Raymond L. Jr.  
 Borrer, Jacqueline E.  
 Bowman, Williedell C.  
 Braun, Tom R.  
 Bray, Audra L.  
 Brouk, Gregory W.  
 Brunk, Bernice J.  
 Buenaflor, Anthony R.  
 Burlingame, Roger L.  
 Carl, Douglas L.  
 Chance, Stella K.  
 Chaney, Phillip E.  
 Cinque, Albert P.  
 Clark, John J.  
 Clemons, Clara I.  
 Cooper, Kennon W.  
 Cox, Robert L.  
 Crawford, John A.  
 Cutter, Christian  
 Danner, Michele C.  
 Deen, Lisa M.  
 DeJarnette, James E.  
 Dimascio, William H.  
 Drew, Geneese S.  
 Dugo, Jeannie B.  
 Esker, Evelyn L.  
 Everhart, Sabrina D.  
 Fahrner, Leonard L.  
 Fergus, Daniel J.  
 Ferguson, Craig A.  
 Fernon, Derek J.  
 Ferris, Kenneth C.  
 Fitzpatrick, J Paul III  
 Fleming, Elliisa G.  
 Foerg, E. Denise  
 Fox, Kathleen A.

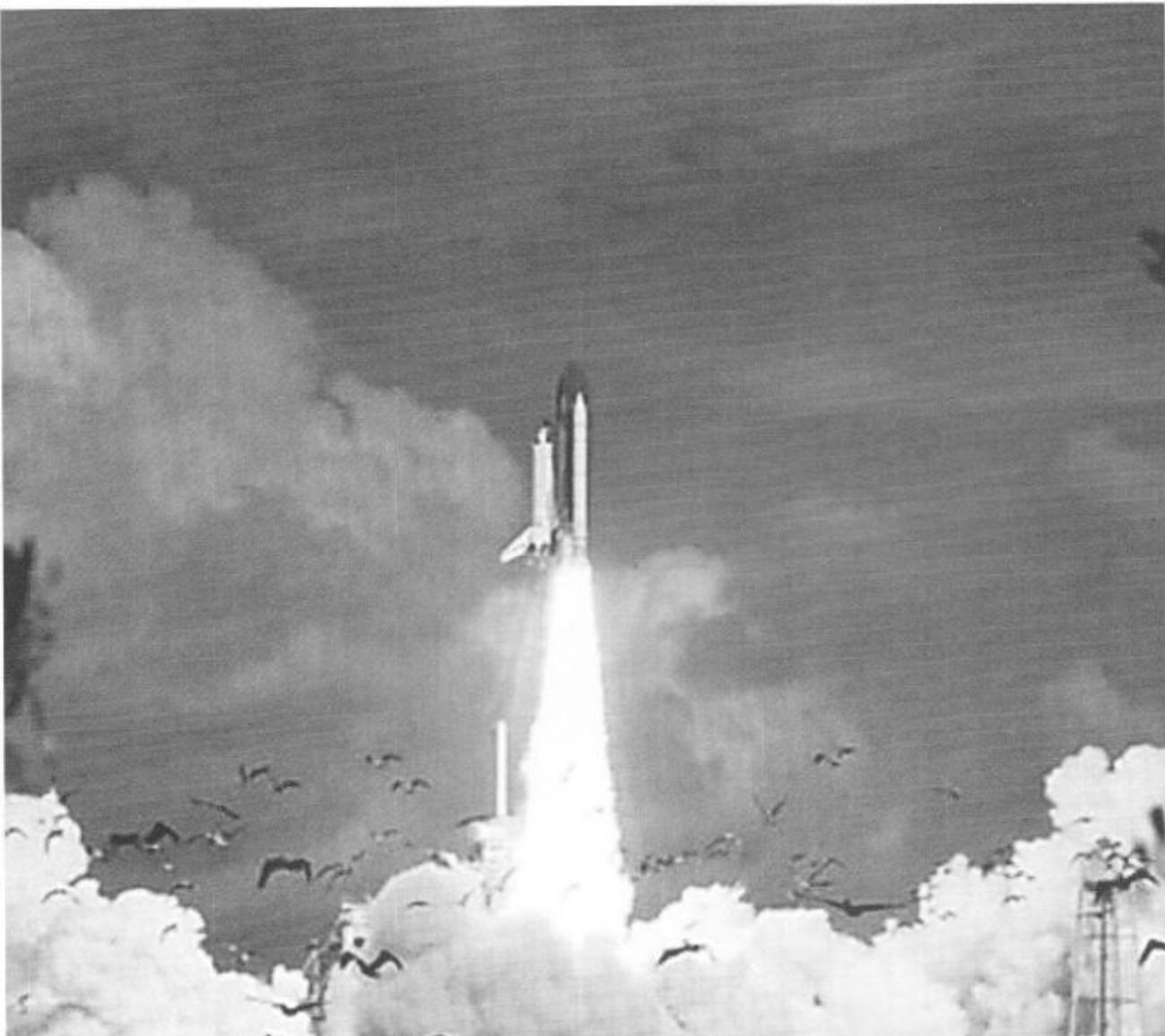
Franklin, Lawrence A.  
 Funk, Richard T.  
 Gaddy, Carmen D.  
 Garrison, Jacob Lee.  
 Gavin, Stafford P. Jr.  
 Gentle, Paulette E.  
 Gillogly, Lisa C.  
 Glass, Richard A.  
 Godar, Stephen M.  
 Gonsalves, Richard T.  
 Green, Theodore D.  
 Gregory, Arthur C.  
 Griffin-Bell, Lynn M.  
 Gross, Mark H.  
 Gruchot, Paul A.  
 Haase, Jeffrey A.  
 Hamel, Antoinette R.  
 Harbaugh, Michael W.  
 Hardwick, Richard G.  
 Hargett, Geneva E.  
 Harman, Nola J.  
 Harmon, Colby A.  
 Hill, Lawrence C.  
 Hoffman, Joyce A.  
 Hogeland, Morgan W.  
 Hoglund, Kurt  
 Housel, Terry C.  
 Howard, Elizabeth H.  
 Howell, Leslie E.  
 Howell, Roger B.  
 Ian, Benet Donald  
 Irvin, Mary M.  
 Iverson, Richard A.  
 Janus, Christopher G.  
 Jenkins, Shirley S.  
 Jennings, Michael E.  
 Johnson, Darryl W.  
 Jones, Donald R.  
 Jones, Racita  
 Jorgensen, Margaret C.  
 Kerins, John M.  
 Kerns, David E.  
 King, Edwin A.  
 Klopfenstein, Frieda M.  
 Kocur, Stephen J.  
 Kolb, Michael K.  
 Korfonta, John H.  
 Koth, Theodore L.  
 Kotsiras, Bessie  
 Kulis, Mark W.  
 Lakeman, Dean C.  
 Larson, Donald L.  
 Lee, Peter  
 Lee, Rhonda M. H.  
 Logterman, Julene L.  
 Low, Janet L.  
 Lowe, Theresa A.  
 Madrid, Richard M.  
 Malone, James P.

Marsh, Julie D.  
 Martin, Pamela  
 Matczak, Donald W.  
 May, Thomas P.  
 Mayer, Ralph Edwin  
 Mccusker, Douglas E.  
 McFarland, Candace N.  
 McGee, Kevin L.  
 Meeks, Garratt J.  
 Mercer, Howard S.  
 Metro, Anthony J.  
 Middleton, Betty A.  
 Miller, Linda M.  
 Mills, Milton D.  
 Monahan, Duane E.  
 Moore, Bonita J.  
 Morris, Marion F.  
 Murphy, Rochester  
 Murr, Robert Ernest  
 Nash, Danny C.  
 Nelius, Carl  
 Nelstead, Kevin T.  
 Nettles, Carrie L.  
 Noll, Garland W.  
 Norman, William E.  
 Ogborn, Stanley W.  
 Orr, Andrea M.  
 Osborne, Sanford A.  
 Oswill, Susan K.  
 Papcun, Gregory A.  
 Parker, Richard C. Jr.  
 Pelletiere, George A.  
 Pennington, Lowell  
 Pepmeier, Mark D.  
 Petersen, Christian T.  
 Peterson, Brian M.  
 Piller, Gerard A.  
 Plummer, Thelonia Y.  
 Rauch, Barbara J.  
 Rauch, Eric  
 Redinger, Jeffry S.  
 Reichling, Carol Ann  
 Reiter, John R.  
 Reuter, J. Patterson  
 Riggs, Joseph C.  
 Roberts, Holly M.  
 Rodriguez, Patsy L.  
 Roff, Thomas A.  
 Ross, Andrew  
 Rue, Darryl L.  
 Samuels, Leon O.  
 Santiago, Angel R.  
 Schwartzbeck, Michael R.  
 Scopp, David S.  
 Sellmeyer, Charles T.  
 Selvey, Ronald L.  
 Sener, Lillian D.  
 Shaughnessy, Patrick J.  
 Smith, Patrick J.

Snowling, Timothy M.  
 Sopata, Louis J.  
 Stanback, Fred D. Jr.  
 Stickl, Peter Jr.  
 Strats, Harry G.  
 Stringer-Sims, Jacqueline M.  
 Stroud, Richard S.  
 Sukontarak, Mark W.  
 Sykes, Livingstone B. III  
 Tasho, James D.  
 Thomas, George W.  
 Thompson, Lynn L.  
 Tierney, Martin P.  
 True, Scott A.  
 Tyszk, Robert J.  
 Vaneman, Warren K.  
 Vento, Paul V.  
 Vermeulen, Kevin W.  
 Wagner, Scott A.  
 Warner, Frank S.  
 Waters-Heflin, John N.  
 Webster, Johnson H. Jr.  
 Weeke, Alan B.  
 Westfall, Thomas W.  
 Wetherbee, Peter T.  
 Wilcox, Terry R.  
 Wilkinson, Jane D.  
 Williams, Clark J.  
 Williams, Karen J.  
 Wilson, James J.  
 Witomski, Felicia  
 Wolf, Robert L.  
 Wood, John M.  
 Wright, Donna E.  
 Yarborough, Len Jr.  
 Yeager, John F.  
 Zimmerman, Marjorie V.  
 Zimmermann, Gary K.

## Promotions

Allison, Faye, GS13  
 Anderson, Douglas, GS12  
 Ashman, Alvin, GS09  
 Baars, Jennifer L., Sgt., Army  
 Badley, Richard, GS07  
 Beach, Covert, GS09  
 Bekanich, Nicholas, GS12  
 Bowman, Norman, GS09  
 Braunel, Glenn, GS12  
 Brunson, James, GS11  
 Burt, Douglas, GS11  
 Christian, Donald, GS12  
 Collazo, Eva, GS14  
 Crites, Sharon, GS12  
 Dawson, Cheryl, GS11  
 Dean, Kevin, GS04  
 DeJarnette, James, WL07  
 Delmotte, Joseph, GS11  
 Dougherty, David A., Maj., Army  
 Elinan, Eduardo, GS13  
 Ellis, Keith, GS11  
 Espey, Gary, GS09  
 Foreman, Elmer, GS09  
 Greenland, Roger, GS13  
 Haak, Jeffrey W., Maj., Air Force  
 Hamilton, Donald, GS07  
 Hawkins, Kenneth, GS12  
 Heaton, Vonna, GM15  
 Hendricks, Kristin L., Lt., Navy  
 Hinkle, William, GS09  
 Hoelker, Christine, EGS13  
 Johnson, Timothy, GS05  
 Juchno, Patricia, GS09  
 Kurtz, Gertha, XP07  
 Lee, Christopher, GS09  
 Lemon, Luther, WL02  
 Ligibel, Gregory, GS12  
 Lynch, James, GS07  
 Mass, Craig, GS07  
 Mirick, Jeffrey, GS12  
 Moore, Jennifer, GS09  
 Moran, James, GS14  
 Mroz, Monica, GS12  
 Neary, Kathleen, GS13  
 O'Brien, Liam, GS14  
 Oliver, Carol, GS12  
 Panneck, Gregory, GS09  
 Paulton, David, GS12  
 Perucca, Melissa, GS12  
 Peters, Michael A., 1st Lt., Air Force  
 Pierson, Tad, GS12  
 Plumart, Larry, GS12  
 Pohlers, Michael, GS14  
 Powell, David, GS09  
 Pugh, Stephen, GS09  
 Riddle, Derrick, GS12  
 Sacco, Richard, GS09  
 Spease, Randall, GS11  
 Wallach, Steven, ES00  
 Warring, Dennis, GS11S  
 Washington, Vivian D., GS12  
 Weingord, Michael, GS14  
 White, Deniese, GS13  
 White, Roger, GS14  
 Wiff, Carl, GS09  
 Wilcox, Myra, GS09  
 Winkeler, Mary, GS08



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