

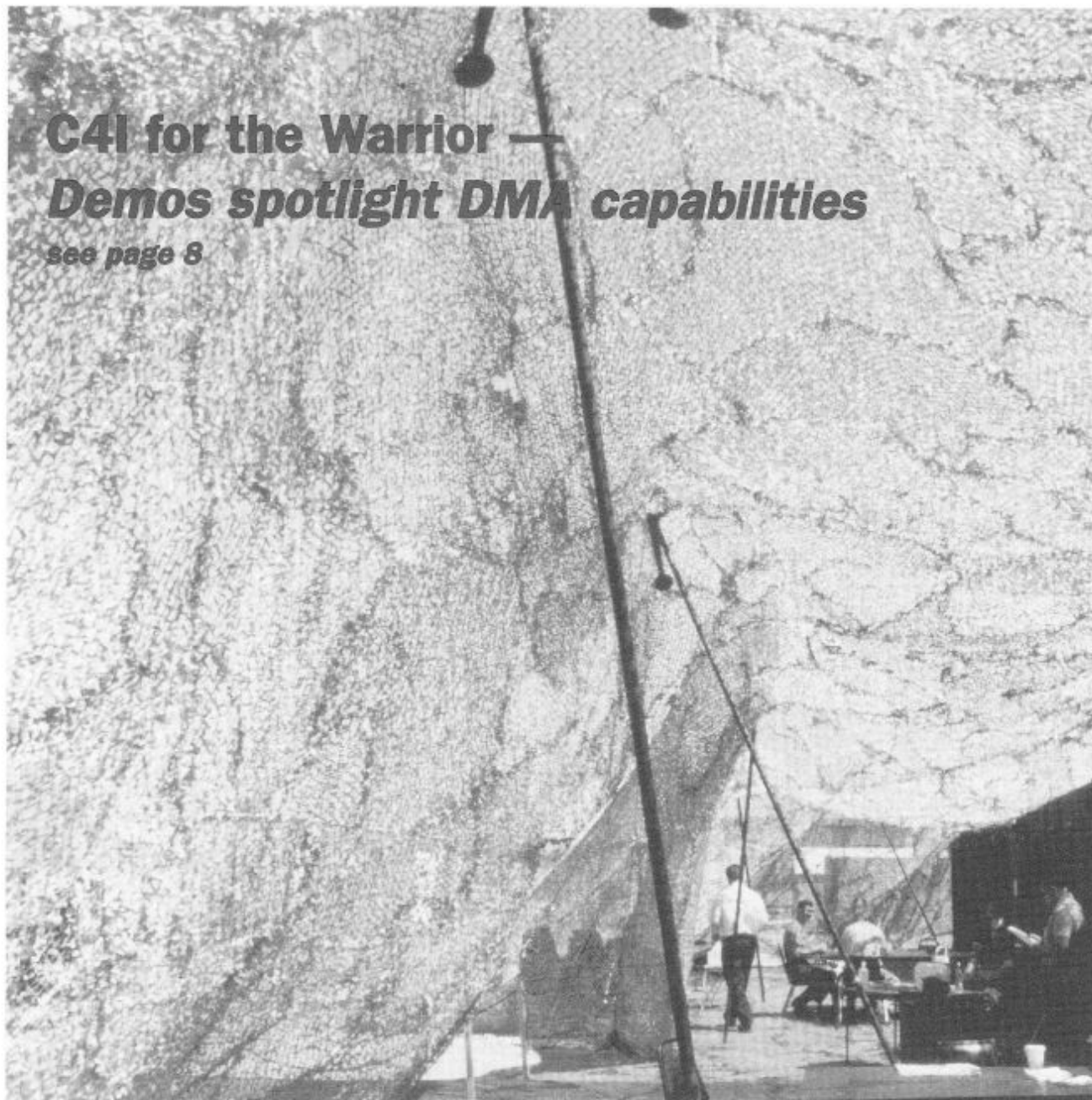
DEFENSE MAPPING AGENCY

LINK

November 6, 1995

**C4I for the Warrior —
Demos spotlight DMA capabilities**

see page 8



DEFENSE MAPPING AGENCY
LINK

November 6, 1995

Reengineering update: OG teams winding up	4
Higdon honored at Pentagon ceremony	6
Cover Story: DMA participates in JWID '95	8
You: Teacher learns a lesson	13

On the cover

A complex of mobile work stations shielded under a camouflaged tent at the Marine Corps' Camp Pendleton, Calif., serves as a testbed "node" for DMA and its partners in this year's Joint Warrior Interoperability Demonstration. Story begins on page 8.

Photo by Joseph Ryan

Volume 1, Issue 6

Published by
Defense Mapping Agency
Office of Command Information
Director, Command Information
Terence S. Meehan
Editor-in-Chief - Susan A. Gonchar
Managing Editor - Kathleen Neary
Associate Editor - Don Kusturin
Assistant Editor - Muriel Winder
Writers - Paul Hurlburt, Wells Huff
Designer - Lisa Gillogly
Circulation - Debbie Wenzelburger

Defense Mapping Agency Link is an authorized command information publication published semi-monthly in the interest of Defense Mapping Agency personnel. Contents of this publication are not necessarily the official view of, or endorsed by the U.S. Government, the Department of Defense, or the Defense Mapping Agency. Copy deadlines are the first and third Thursday of the month. Articles are edited for style, content, and length. Correspondence should be addressed to: DMA Link, Defense Mapping Agency, Command Information, 4800 Sangamore Road, Mail Stop D-39, Bethesda, MD 20816-5003. Telephone:(301) 227-3089, DSN 286-3089; or in St. Louis, (314) 263-4142 or DSN 693-4142.

UP FRONT

DoD adopts new travel procedures

As part of an ongoing effort to reengineer temporary duty travel within DoD, Under Secretary of Defense (Comptroller) John Hamre has approved new procedures for processing, paying and auditing TDY, according to Jan Christensen of DMA's Travel Reengineering Team.

Reimbursements for TDY will be sent automatically via electronic funds transfer to the employee's bank account that's used for payroll purposes. However, if a separate EFT account is established for travel pay, the funds will be transferred there. This safer method, which started Oct. 16, will reduce mailing time by one to two days.

DoD has eliminated the requirement to obtain paper nonavailability statements to justify reimbursement for commercial lodging and per diem payments. In the past, employees who traveled to an installation were required to stay in government quarters. If no quarters were available, orders had to be stamped, certifying this before any reimbursement for other lodging costs. Now, a nonavailability confirmation number obtained by phone is sufficient.

Random sampling procedures for auditing TDY vouchers will be implemented in lieu of the current total audit. The DMA Travel Reengineering Team is working with DoD on how best to implement this policy.

These new procedures will speed the processing time for travel vouchers and lead to greater customer satisfaction, said Christensen.

For further information, contact Sandy Standeford at 314-263-4151 or DSN 693-4151. For travel policy issues, call Christensen at 703-285-9212 or DSN 356-9212. ■

Next Link

In the Director's Bits and Bytes column, General Nuber will report the status of the National Imagery and Mapping Agency.

Team produces training data set for Coast Guard

A cooperative effort between the U.S. Coast Guard and the Defense Mapping Agency resulted in the successful completion and delivery of the first phase of a Digital Nautical Chart training data set.

This was the first DMA designed, and specially tailored, DNC training data set for the Coast Guard.

The project came about after the Coast Guard requested special DNC data of San Francisco Bay to support their Vessel Traffic Service. The VTS monitors busy navigational areas in ports and harbors and provides advisory information to vessel traffic on other vessels, weather conditions and other relative information. Before the DNC data was available, VTS operators were limited to radar information. There was no other support information as found on nautical charts.

"The Coast Guard was anxious to see selected information such as shoreline, navigational aids and channel limits," said Stephen Haag, project team leader. "This information could not be provided by radar."

According to Haag, a special conference was arranged at Governor's Island, New York. There, the Coast Guard and project members discussed the unique requirements of the project and its time constraints. The Coast Guard needed the first phase of the project by Sept. 1 in order to support its training requirements.

During the conference, DMA representatives were able to get detailed insight on VTS operations and how specific DNC information could better suit the VTS. Both parties agreed on modifications to the size and scope

of the project in accordance with the customer requirements.

When all the requirement issues were resolved, it was up to the DNC production team to provide the complete end-to-end collection, attribution, finishing and delivery of the product.



Coast Guard Cutter on escort duty.

courtesy photo

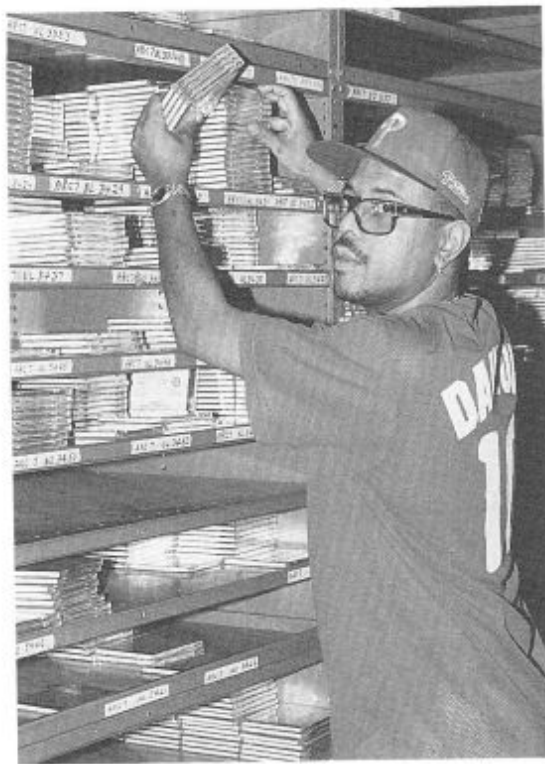
"This was a cooperative team effort between engineering and production personnel and another example of DMA providing a quality product to the customer on time," said Jim Hall, Operations Group. ■

— submitted by Stephen Haag and Jim Hall

Teams reengineer the production process

Reengineering teams in the Operations Group are winding up months of study and analysis to reengineer the production process, which officials are calling crucial to DMA.

Solutions to the opportunities for reengineering identified by the OG teams are



Material handler Brad Rolling, in DMA's Distribution Depot in Philadelphia, pulls compact disks for distribution. All aspects of the production process from source management to data generation to product distribution, have received the close attention of the reengineering teams.

now being "postured, costed, and discussed with stakeholders," according to team reports. "Stakeholders" are those affected by the process being reengineered: internal and external customers, managers, taxpayers and others.

The largest of DMA's 12 business units, OG has 14 reengineering teams – the most in the agency.

All aspects of the production process – from source management to data generation to product distribution – have received the close attention of team members recruited from the ranks of employees. Each team is composed of about eight members selected for their proficiency and expertise.

This report focuses on the efforts of six of the OG teams, four involved in reengineering the data generation process, one source management and one product distribution.

The source management team has been reengineering the process of providing

imagery in hard and soft copy for production. The team aims to provide, on a more timely basis, imagery that meets all specifications, said team leader Norm Spencer.

The teams reengineering the data generation process are focusing on four topics: (1) architecture of the Digital Production System, (2) extraction, (3) finishing and (4) the "best of the best" data generation processes from throughout the agency.

Their collective goal is to keep DMA competitive – "competitive in terms of product quality, cycle time, productivity, response time, process reliability and efficiency," according to the teams.

Two principle reengineering objectives have been established for the teams: 1) to provide recommendations and an implementation plan for reducing production cycle time, and 2) to provide recommendations and an implementation plan for achieving the "spigot concept." Under this concept, DMA will be able to tap into the production pipeline to retrieve data in a state of readiness appropriate to customers' needs and provide the data to them.

Phil Vargas is overall leader of the four data generation teams.

The product distribution team is reengineering order fulfillment.

"The team's charter was to baseline DMA's current standard and non-standard, crisis and non-crisis order fulfillment process," said team leader Darrell Burke. "Our aim is to streamline the whole order fulfillment process from the time the order is sent until it leaves DMA's hands."

Team members have sought to identify – from the consumer's perspective – potential process reengineering opportunities that could have significant impact on process performance and customer satisfaction.

Although the team has completed its assignments, order fulfillment will continue to

receive scrutiny in an ongoing effort to keep the customer happy, according to Burke.

Team Methodology

To achieve their goals, all of the reengineering teams used a business processing reengineering methodology developed by Coopers and Lybrand.

After creating an "as-is" process model, the teams collected and analyzed as-is process model metrics. Metric data was captured from the Bethesda, Reston and St. Louis production sites. From their analyses, the teams identified and prioritized opportunities for reengineering. Applying technologies, ideas and direction from inside and outside DMA, the teams created a "to-be" process model. The last two steps were to develop an implementation plan and make reengineering and metric collection recommendations to OG.

Input from within DMA was provided to the teams by production personnel and staff members from requirements, production and development offices. The reengineering teams also met with other reengineering teams and received briefings on such pertinent topics as DMA's Migration Plan, the Enhanced Product Prototyping Environment, geospatial standards and interoperable map software. And, finally, they "went fishin'" for hotline suggestions phoned in by employees.

Changes Coming

Initial feedback from the data generation reengineering teams indicates that a 30 to 50 percent reduction in cycle times is possible if all their recommendations are implemented.

"Our vision includes new and faster methods for delivering data to the work stations, the ability to use a wide range of sources at the work station, a flexible and open work station environment, and access to on-line data such as geonames and value-added data from the customer," Vargas said.

The teams completed the reengineering process and briefed their implementation plan and recommendations to the Executive Board Oct. 26. Some changes to policies and/or processes will be proposed in the near future, while the teams continue to work longer term issues.

The source management team will complete its activities before the end of the 1st quarter. The order fulfillment team has

completed its activities and briefed management on their implementation plan and recommendations.

Who will benefit from reengineering?

Summing up for all the team leaders, Spencer said:

- DMA's customers, who will receive more timely products;
- the agency, which will maintain its lead in geospatial technology;
- taxpayers, who will benefit from the reduced costs of a more efficient system; and
- DMA employees, who will benefit from better job satisfaction and less frustration. ■

— by Paul Hurlburt



photos by Tom Barish

Jan Schneier, associate director for Data Generation, discusses the Reengineered Digital Production Process with some of the reengineering team members who prepared the document. The 300-page document contains the recommendations and implementation plan the four data generation reengineering teams are using to brief senior staff. From Schneier's left to his right are Jim Takach, Betz Allen, Jim Sarcinello, Brad Smith, Mary Brown and Phil Vargas.

Higdon honored at Pentagon ceremony

Scott Higdon was one of 16 DoD employees with disabilities honored at the 15th annual DoD Disability Awards ceremony held at the Pentagon.

A cartographer in the agency's St. Louis production center, Higdon was also one of five employees named as DMA's Outstanding Employee with a Disability for 1995.

The awards are presented annually during National Disability Employment Awareness Month.

The fact that Higdon uses a wheel chair and has limited use of his arms and hands hasn't stopped him from accomplishing some remarkable things for himself and DMA.

In the Research and Development Laboratory of the agency's Acquisition and Technology Group, Higdon has used his broad technical ability to help develop new software tools like

DMAMUSE, the MC&G Utility Software that provides customer access to DMA's digital CD-ROM products.

"Higdon has provided a bridge between our MUSE programmers and our customers," explains his supervisor, Dr. Bernard Kolo. "He developed software which allows customers to report trouble and give us their critical feedback."

Higdon was hired by DMA in 1988 as a cartographer, and worked initially as a geodesist in the Gravity and Geodesy Division.

In 1991, he was reassigned to DMA's Systems Center, where he became proficient

in the knowledge-based software used in the Digital Production System.

Later that year, he was selected for Long-Term Full-Time Training at Massachusetts Institute of Technology, where he collected a master of science degree in artificial intelligence. He also holds degrees in earth science, computer science and mathematics, and a master's in geography from the University of Tennessee.

Along the way, Higdon has become adept in using a mouth stick and a voice-activated computer to perform much of his work.

"Higdon has been an exceptional addition to our laboratory," Kolo states. "He brings to us a knowledge and expertise in artificial intelligence." As an unexpected bonus, Kolo notes, he is also an artist and designed the cover of the DMAMUSE CD-ROM. Currently he has been assigned another major project as one of the investigators of the new DMA Test Product Prototype.

Higdon also pursues his artistic talent on his own time. There have been two displays of his original works of art, painstakingly executed by holding a paint brush in his mouth.

On the job, he has found time to serve as a keyworker and currently business unit manager for the AT's St. Louis Combined Federal Campaign.

And he's enthusiastic about his job. "I'm really glad to be part of this group," he says. "It's a privilege to work with Dr. Kolo. He recognizes me as a resource, and not just dead weight." ■

—by Wells Huff



photo by Jim Stepanik

Higdon

DMA names others for disability award

In addition to Scott Higdon, DMA named four others as DMA Outstanding Employees with Disabilities.



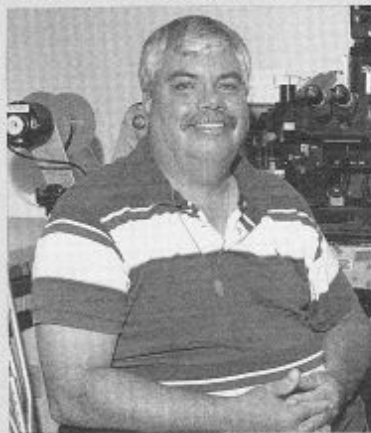
Anthony Hill

Anthony Hill is a duplicating operator with Installation Management and responsible for duplicating and distribution of all administrative printing. A Rockville, Md. native, Hill is a graduate of Maryland School for the Deaf and has been working at DMA since 1984. According to his nomination package, Hill's willingness and teaming abilities have inspired several co-workers to enroll in sign language classes in order to communicate with him.



Clayton Mobley

Clayton Mobley is a technical information specialist in the Hard Copy Source and Reference Library. A DMA employee since 1981, Mobley is a Paragould, Ark. native. When only 12 years old, a portion of his right foot was dismembered in a train accident. He has worked to recreate listings of hundreds of boxes of aeronautical archived materials that required making frequent trips to the National Personnel Records Center where he lifted and moved boxes while inventorying their contents.



Edward A. Balling

Edward Balling is an airfield extraction analyst for the Operations Group. He analyzes airfields for change detection, prepares graphics and enters all significant features in a specialized data base. A Troy, Ill. resident, Hall has been employed at DMA since 1984. His entire left leg was amputated in February because of the return of a cancerous tumor in his hip. He returned to work only five weeks after his operation.



Donna S. Banner

Donna Banner, a Springfield, Mo., native is a management information assistant with OG. A DMA employee for 13 years, Banner suffered a broken neck in an automobile accident in 1976. Although she's confined to a wheelchair and can't use her fingers for keyboard entry, Banner has mastered several applications used in data input and report generation and has exceeded requirements for her job.

—Compiled by Muridith Winder

DMA joins annual testbed for C4I

by Paul Hurlburt



Like other elements of the DoD community, DMA got a chance to show what it can do during the Joint Warrior Interoperability Demonstration Sept. 18-30.

DMA participation gave the agency a chance to show where it is going – to put its vision in action, said DMA Director Air Force Maj. Gen. Philip W. Nuber.

It showed “teams working at their very best – using innovation, creativity and technology to accomplish the task at hand,” said Roberta Lenczowski, director of Acquisition and Technology.

JWID is the annual testbed activity for Command, Control, Communications, Computers and Intelligence (C4I) for the Warrior. Participation is competitive, based on proposals submitted by DoD elements.

DMA’s presence in JWID was “absolutely essential” in demonstrating the agency’s capabilities as a partner in C4I technology, said Irv Buck, the AT’s deputy director for Customer Support. DMA “went into JWID knowing that it was extremely important to market and demonstrate our Global Geospatial Mapping Information and Services capabilities.”

DMA officials are now evaluating the agency’s participation in JWID '95 and are scheduled to report to the Joint Staff Dec. 15.

High expectations exceeded

At the outset of JWID '95, the expectation was that DMA would be an important player in the demonstration, but not necessarily be fully successful in all its initiatives, Buck said.

Initial feedback indicates that DMA exceeded all expectations.

JWID '95’s primary objective was to demonstrate

the interoperability of existing and emerging C4I systems in the deployment of a joint task force.

DMA supported four demonstrations in partnership with several DoD elements and MITRE Corp. of McLean, Va. DMA also supported Global Command and Control System activities, which took place throughout the JWID. GCCS will replace the Worldwide Military Command and Control System. It will use SIPRNet, a military version of the Internet, for communications.

A demonstration of the Force Level Analysis Mission Effectiveness System relied on two DMA products – Digital Terrain Elevation Data and Vector Smart Map. The FLAME System provides a virtual environment that allows ground-level walkthroughs for mission planning.

For the FLAMES demonstration, DMA provided a Tactical Terrain Data prototype on a 60-day notice for Camp Pendleton, Calif., and standard and specially produced data for a 48-hour crisis response. FLAMES data was posted to the Internet and accessed by participants on the DMA Home Page.

DMA provided crucial support for an improved Common Operational Picture that was demonstrated as part of JWID '95. Part of the Global Command and Control System, COP was used to provide commanders a tactical picture for planning and rehearsal operations in Southern California.



Antennas protrude from a camouflaged testbed node for JWID '95 at Camp Pendleton, Calif. Demonstrating communications interoperability among different groups was an important part of JWID '95, which included DMA as a partner in providing C4I to the warfighter.

photo by Joseph Ryan

DMA integrated a GGMI&S home page into the COP, providing the capability to access a "crisis catalog" and download GGMI&S data.

DMA's facility in St. Louis was one of six sites nationwide to participate in a demonstration of the Collaborative Targeting System. By integrating various targeting applications, CT gives planners the capability to collaborate on targeting up, down and across command echelons. CT uses Hypertext Markup Language on World Wide Web servers connected to the SIPRNet.

DMA imagery, raster graphics and DTED were provided for a demonstration of the Global Broadcast System, which uses the same technology as Direct Satellite System Television broadcasting. GBS will provide information to deployed forces on a worldwide basis, as well as up and down the chain of command. JWID '95 was the first effort toward implementing the entire system in a joint environment.

DMA provided GGMI&S support for GCCS, which was available to participants throughout JWID '95. A single C4I system to support the warfighter at all levels, GCCS will show warfighters their battlespace and satisfy their total information requirements when fighting as a team with a common mission.

The DMA JWID Team was composed of experts matrixed from AT and the Operations Group, especially AT's Customer Support and Interoperability Divisions and OG's Customer Services and Data Generation Divisions.

DMA's success in JWID '95 required producing data sets, installing required hardware and software configurations, securing network connections and providing the JWID Team with office automation tools.

Information for this article was based on the DMA Internal Operations Plan for JWID '95.

Ad hoc exercises highlight new alliance between cartographer, warfighter

The era of Global Geospatial Mapping Information and Services has already begun, according to Al League, DMA's team leader for this year's Joint Warrior Interoperability Demonstration.

"In JWID we tried to embody GGMI&S. It had been mostly theory when we started, and I think that's what we did," League said.

A physical scientist in DMA's Acquisitions and Technology Group, League led a corps of nine volunteers, backed by the entire agency work force, in fulfilling DMA's role as a partner in both planned and ad hoc exercises.

"In JWID '95, we showed that DMA has GGMI&S capability now. We may not have data for the whole world, but in the FLAMES demonstration, we proved we can make it."

DMA had 60 days to prepare its Camp Pendleton database, including prototype land combat data, for the Force Level Analysis Mission Effectiveness System demonstration. The mission planning system, which is based on DMA Digital Terrain Elevation Data and Vector Smart Map, gives users a continually changing view of their surroundings as if they are moving through them on a military vehicle.

After JWID started, DMA had 48 hours to provide additional data over a previously undisclosed area to meet a crisis scenario. It was a challenge a team of cartographers in St. Louis met, delivering the new product in less than 32 hours.

With DMA personnel also on the scene at Camp Pendleton, along with military participants and representatives of private industry, a "serendipitous environment" was created for ad hoc experiments, League said.

In one of these unplanned exercises, DMA enhanced a raster map that would orient a warrior on the battlefield. In another, DMA provided a new way of exploiting Digital Point Positioning Data Bases, a new targeting product.

League and DMA cartographer Mark Tatgenhorst had already loaded a Compressed ARC Digitized Raster Graphic of Camp Pendleton on CD-ROM into the local area network at the JWID work site. In the ad hoc exercise, they used DMAMUSE software to



photo by Murnah Winster

Through JWID '95 DMA "gained momentum to become a more influential player..."

—Al League

continued on page 10

Ad hoc exercises highlight new alliance between cartographer, warfighter

continued from page 9

import layers of a Vector Smart Map, which were transmitted, within minutes, electronically from DMA's facility in St. Louis.

The VMAP layers provided new information and the capability to manipulate the information.

"We highlighted roads, buildings and other features of interest in bright colors," League said.

"Next we took the compressed image and sent it over a tactical radio network to a soldier wearing a computer carried in a belt." The computer contained a Global Positioning System receiver.

"In seconds, the soldier had a new map in his heads-up visor display linked to a GPS receiver that provided the soldier's orientation on the map. GGMI&S is here."

In the Collaborative Targeting demonstration, the plan was for DMA to mensurate precise positions in support of targeteers, League said. Instead of passing huge DPPDB files over the communications network,

however, staff of the Enhanced Product Prototyping Environment in St. Louis found it was able to better serve participants by providing access to the point positioning database.

"Targeteers in Norfolk were able to reach into our database via the SIPRNet and use it to collaborate on targets," League said.

In the future, League envisions a cartographer or target analyst at a DMA production facility "literally reaching out to customers on the SIPRNet."

"The cartographer would build products for customers wherever they are located without ever leaving the work site. I believe we could do it today if all the pieces were in place."

The products would be built with the customer's participation, enabling the customer to select and highlight features and add value with new information from the field.

As the customers interact with the cartographers, they would receive "telementoring," League said. "By

watching cartographers use the tools, customers will learn how to use them, and they will learn about our products."

Through JWID '95, DMA "gained momentum to become a more influential player in actual crises and operations," League said. "For the agency, it is better to be included up front rather than to have to jump through hoops later.

"Everybody who participated was a volunteer and everyone who participated was empowered," League said. "We only gave people rough guidance, so the key to our success was the individual cartographer's personal initiative and desire to do a better job.

"We also couldn't have done it without all the products and support provided by people throughout the agency. It was a real DMA show, so we can all take pride in our accomplishment."

—by Paul Hurlburt

NEWS CLIPS

Reinvention hub relocates

DMA has given up its lease of the Boone Boulevard office space in Tysons Corner, Va. For over a year, DMA housed the majority of its reinvention activities and core operations with oversight under DMA's Reinvention Implementation Office. These activities have moved to the fourth floor of the Headquarters Annex building in Merrifield. Planning and Analysis assumed responsibility of these activities Oct. 1. Employees can contact the new reinvention hub at (703) 285-9432. The work force can continue to call the 1-800 A NEW DMA telephone number, which is still receiving calls, according to PA officials.

Preparedness exercise scheduled

A Disaster Preparedness Exercise will be conducted Nov. 7-9 by Installation Management East, in conjunction with all DMA business units at Merrifield, Reston and Bethesda.

It will be a limited participation exercise, with no interaction with external disaster response agencies. Although some exercise events such as telephonic communications, review of plans, completion of checklists and reporting procedures will be actual, most events will be simulated or walked through.

All exercise inputs will be governed by controllers/evaluators, and will be preceded by the announcement "THIS IS AN EXERCISE INPUT."

The purpose of the exercise is to review existing plans, procedures and checklists to ensure they are viable in preparing for and responding to disasters or emergency situations.

Installation Management East is responsible for disaster preparedness planning for DMA sites in the eastern region. For additional information, contact the exercise director, Army Maj. Bob Manney at (301) 227-4525.

Erskine Hall gets demo room

With new DMA systems and software products to show and contractors wanting to display their wares, a demonstration room opens this month in Erskine Hall.

The room will accommodate 15 to 20 people and will be located in Room 267, near the 2nd floor auditorium at the Bethesda site.

Vendors can make their own power arrangements or use resident computer equipment.

To reserve the demonstration room, contact Fredericka Shaw, 301-227-2025.

Technology seminar planned

DMA's Acquisition and Technology Computer/Communication Migration Office is sponsoring a technology seminar Nov. 30 in the Erskine Hall auditorium. This is the first in a series of seminars designed to inform DMA of commercial products that will potentially support



Dr. H. Gregory Smith was named technical adviser for Geographical Information Systems, in the Science and Technology Office, Staff Support Division, Acquisition and Technology Group. He replaces Roberta E. Lenczowski, the director of AT, who last held that position. Smith holds a bachelor of science degree in physical geography from Oregon State University; a master of art in geography from the University of California at Berkeley; and a doctorate in physical geography from Oregon State University, with a minor in Statistics. He has nearly 20 years experience in the development of geospatial information systems. Dr. Smith is presently employed at the MITRE Corporation, Center for Integrated Intelligence Systems, where he has been for the last four years as consulting scientist for spatial

information and imagery systems, and co-manager, open and client/server systems department, open systems technical center.

James S. Broadwater was named chief of the International Operations Division's European Command/Central Command Branch. He was formerly chief of the Atlantic Command/Southern Command Branch. In other moves, Air Force Col. Francis S. Jones is serving as the OG program manager for Strategic Command. He arrived from Falcon Air Force Base, Colo... Navy Capt. Richard



Blumberg

E. Blumberg is chief of the Geospatial Standards Management Office for AT. He was formerly with the Naval Observatory in Washington... Marine Corps Lt.

Col. Robert W. Ellis Jr., took over as deputy commandant of the Defense Mapping School. He was previously stationed at Camp Pendleton, Calif... Army Lt. Col. Leon Crumblin is chief of the Warrior Support Branch at DMS. He arrived from Pine Bluff Arsenal, Ark... Army Lt. Col. Craig K. Madden is

serving as a land combat officer in OG's Customer Support Division. He arrived from Schofield Barracks, Hawaii... Army Lt. Col. Douglas C. Raymond is serving as assistant of OG's Consumer Interface Department. He was previously stationed with U.S. Forces Korea... Air Force Lt. Col. Tony L. Bland was named chief of the Administrative Management Policy Office at headquarters DMA Chief of Staff office. He arrived from Vicenza, Italy... Air Force Lt. Col. Ricky L. Mowrer was named a cartographic/geodetic staff officer at OG's Geodetic/Systems Support. He was previously assigned to DMS... Air Force Lt. Col. Collins M. Jackson is serving as imagery tasking officer for Requirements and Policy Integration. He was previously stationed at the Pentagon... Air Force Lt. Col. John Alfier is serving as chief of the Joint Operations Division at DMS. He arrived from Offutt Air Force Base, Neb... Army Maj. John A. Owens III is program manager in the Production Management Office at AT. He arrived from Adelphi, Md... and Air Force Maj. Jerry D. Whitley chief of the Operations Center for OG's Consumer Interface Department. He was stationed at Maxwell Air Force Base, Ala. ■

MC&G functionalities. Agenda and time information will be available later this month.

Reading Connection kicks off

Linda Kennedy, professional story teller, member of the Black Repertory Theater and the American Federation of Television and Radio, shared secrets of successful storytelling with the volunteers for the Reading Connection Program Oct. 12. Some of her suggestions included choosing books you enjoy, sitting close to your audience and using props related to your story. She demonstrated her techniques to program participants as she read *Anansi and the Moss Covered Rock*.

The Reading Connection is a read aloud program using the knowledge, expertise and experience of volunteers to strengthen the reading skills of elementary school students. Each volunteer helps to inspire classroom students to

become successful readers by sharing in the exploration of literature and by demonstrating how the fundamentals of reading are integrated into all aspects of life.

Thirty-three DMA employees are presently participating in the program with Sigel Elementary School in St. Louis.

Bethesda Complex gets more parking

DMA employees will find more parking spaces and safety changes since the renovation of the parking lot at the Bethesda complex, according to Installation Management officials.

"We've added 50 spaces, improved the drainage and added crosswalks," said Stevan Csanady, contracting officer representative for the paving project. "We've also enlarged the paved parking area, restriped the lots and marked all the curbs."

The project was intended to improve the roadways and parking areas near Erskine, Abert, Roberdeau, Emery and Maury halls according to Annette Viola, project manager. She said that besides these changes, some islands were removed to accommodate the crosswalks.

"The project took just 60 days, compared to the original estimate of six months and was completed under budget," Viola said.

Viola and Csanady credited the contractor with accommodating DMA's requirements and minimizing disruptions to agency employees.

"With the support of the security and logistics offices and the employees who parked in the lots, we were able to minimize the contractor's downtime and we got a better product for that," Csanady said.

Employee establishes foundation to honor memory of daughter

JoAnn Gellman, a DMA data extractor, has a particular interest in the Combined Federal Campaign. The foundation she created is a recipient of CFC donations.

Gellman and her husband David established the Julia Gellman Foundation in 1989 to help children with cancer and their families. It is named after their daughter who died of liver cancer at age seven.

In memory of Julia, the foundation's contribution card states, "Throughout her extensive treatments, Julia showed strength and courage as well as an incredible enthusiasm for life." The card also features a self-portrait of Julia titled "Today is a Sunny Day."

The foundation makes grants to meet the special needs of families who have children undergoing treatment for cancer. The money goes for such things as medical costs; transportation of family members who could not otherwise afford to make trips with the children; child care for other children in the family; extraordinary telephone and utility bills; and even goes toward social needs such as birthdays and Christmas.

"Insurance is good, but it doesn't cover all the expenses," Gellman said.

In establishing the foundation, the Gellmans talked with an attorney friend of the family to find out about the legal requirements; then they

In the beginning, funding came from family and friends, and in 1991, the foundation became a part of the CFC.

"We talked with United Way and the Combined Federal Campaign to find out how to qualify for funding," she said. "And then we got on their list of charities."

During 1994, the Julia Gellman Foundation received \$10,000 from the CFC, which helped them to make more than 40 grants to families in need.

"We haven't had to turn away a request yet," she said. "In fact, at times we call the hospitals to remind them that we have funds available."

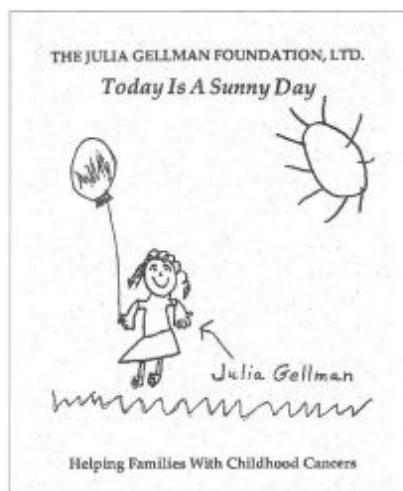
The Gellmans have kept the administrative cost low.

"Almost every dollar that comes in the door goes out in grants," Gellman explained.

Candidates are identified with the help of social workers at various hospitals in the Washington area.

The Julia Gellman Foundation is one of many charities participating in the CFC. ■

—by Don Kusturin



began talking to other small organizations to better understand how they work.

"We knew what we wanted to do. We just needed to know how to get it done," said Gellman. "The larger organizations were too strict for what we wanted."

IN MEMORIAM



Campbell

Officer James Campbell, a DMA security policeman assigned to the Bethesda Complex, died from a heart attack in his Prince Georges County apartment Oct. 17. Campbell, who worked 20 years with DMA, is survived by his daughter. He was a native of Elkins, WVa.

Bobby Thompson, a retired DMA employee, died recently of cancer. Thompson worked for the Scientific Data Department Hydro Division.

Frank Bruce, a retired DMA employee, passed away at his Silver Spring, Md., home recently. He is survived by his wife, Matilda; son, Stephen and other relatives.



“I volunteered for the Peace Corps because I had a real desire to teach, travel and be fully immersed in a foreign culture,” said Sheila McCord, a secretary in Acquisition and Technology Interoperability Division in Bethesda.

Armed with a degree in English from Oklahoma State University in Stillwater, McCord joined the Peace Corps in 1990 and served two years as an English teacher/trainer in Nepal.

Nepal, located south of China and North of India, was then considered the third poorest nation in the world.

Although she spent her first three months in intensive Nepalese language training in the village of Gaurigunj, she said that her students, grades 4 through 7, were quick to help her “fill in the blanks.”

“Once the language came easily, my greatest challenge was teaching the students to understand basic American classroom behavior and learning techniques. They sat on long benches, bare feet on a dirt floor, in self-imposed caste order and never deviated from that order even when I tried to move them around. No win there.

“However,” she said “there were many triumphs measured out in small ways. When a student learned to read sounding out words phonetically rather than by memorization, which they were accustomed to, I considered it a real accomplishment. Then, I felt that the student would have something to build on when I left.”

Customs and living conditions were also very different – getting used to eating with your fingers and bathing in the street.

Teacher learns a lesson



Sheila McCord joins her host family at a Buddhist temple in Nepal.

Food consisted of lentils (daal) and rice (bahat) twice a day every day. Things such as vegetables, fruit or sweets were considered snacks, not served with the meal. Generally meat was too expensive or not eaten for religious reasons. “I lost 30 pounds very quickly,” said McCord.

Her bathing costume, called a lungi, was a cotton tube-like sack sewn together on the sides. McCord would walk to the public tap in her lungi, with soap and shampoo in hand.

“Although you covered up best as you could, you were the *public show*,” said McCord. Trying to soap-down, slosh water and keep your modesty all at the same time was quite an art.”

Home was a cement house, rather like a garage, that she rented from a Nepalese family. It had no electricity, running water or bathroom facilities. School papers were graded by candlelight. “You learned how to work with what you had and make the best of it.

“Yes, I got homesick and I knew that I was able to quit at any time. But it’s funny, what kept you there is knowing that you could leave.

“Teaching in Nepal is not just a fond memory, I am forever linked to it. I feel connected, needed and appreciated for the smallest things and certainly look at the world a lot differently now,” she said.

McCord is presently a volunteer for the Good Shepherd Ministry, helping foreign children adjust to the school system here. She is tutoring a boy from Puerto Rico and continuing with her own education to earn a Teaching English as a Second Language certificate. Eventually, she hopes to teach in a Department of Defense or State Department program.

Perhaps her parents summed it up best when they proudly said, “Sheila is nothing like the young girl we sent to Nepal.” ■

—by Susan Gonchar



VETERANS ★ DAY

DMA Link

CI, Mail Stop D-39
Defense Mapping Agency
4600 Sangamore Road
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 