

NEWSLETTER

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Happy
New Year!

2000

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DO and DT Focus Days

Leading to the way ahead

by Linda Lewis

Mr. Rich Taylor, Deputy Director, Operations (DDO) and Mr. Bob Stevens, Chief, Technology and Systems (DDT), sponsored a 2-day session for their work forces to focus on ways to develop signals intelligence (SIGINT) partnerships. These DO and DT Focus Days, October 25-26,



Mr. Larry Irvine (l.), Operations Organization, and Mr. Tom Granger, Technical Services Organization

1999, began renewed relationships between and within the key components.

The welcoming ceremony featured Lt Gen Hayden, who quoted Paul "Bear" Bryant, the legendary University of Alabama football coach, saying, "even the best game plan ain't got no chance if the players don't execute it." This quote should say a lot to each of us. We need to adapt the Agency and employee attitudes to position NSA for success.

Mr. Bob Stevens followed by concentrating on the "opportunity" we face. "The key to our success is a strong dynamic partnership between DT and DO. A partnership built on understanding, trust, and teamwork." Mr. Rich Taylor noted, "operations encompasses all the activities that enable analysts to provide intelligence to meet customer requirements. Many Agency personnel, in different jobs, have a stake in ensuring that SIGINT continues to be America's most valued source of intelligence."

Mr. Tom Granger, of the Technical Services Organization, and Mr. Larry Irvine, of the Operations Organization, acted as senior mentors and encouraged the DO and DT work forces to participate in the topics chosen for discussion during the Focus Days. These topics included Requirements, Requirements, Requirements; Modern SIGINT Analysis—What Does It Mean to YOU?; Will the REAL Program Manager Please Stand Up?; M/W Center for Analytic Technology—Bridging the Gap; Who Let the Crypt Analysis Team Out of the Bag?; Infrastructure—Fragility of the System and

What's Being Done About It; and How Does Research (in DO and DT) Result in SIGINT? The intent of these sessions was to provoke dialogue and to stimulate interaction between people—the people who will reorient relationships required to move a viable SIGINT organization forward. The discussions happened—it is now up to everyone to continue the momentum.

In addition to the discussion sessions, there were displays of technology initiatives from the Research and Technology Organization, contractual

outreach to academia (LUCITE) run by the Information Technology Systems Organization, and Joint Process Engineering Group (JPEG) sponsored by the SIGINT Engineering Organization, as well as classified initiatives and end-to-end mission threads of SIGINT successes.

For more information regarding Focus Days or to suggest topics of interest for future offerings, contact the Focus Day Planning Committee at <http://www.k.nsa/FOCUS/>.

THE NATIONAL SECURITY AGENCY NEWSLETTER

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NSA/CSS INTERNAL
COMMUNICATIONS CELL

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DIRNSA'S DESK



Happy New Year! This is a time for joyous celebration, great anticipation, and heartfelt resolution.

This month we also celebrate the birth of Dr. Martin Luther King, Jr. Dr. King was a visionary who knew that a change in ethos was necessary if the United States was to prosper. Similarly, our Agency must undergo change if we are to remain viable in the future.

There has been much discussion about this change, much agreement that it is necessary, but some reluctance to take the actions to implement it. As an Agency, we must resolve to make those changes that are necessary for our continued success. And we are changing!

This month marks the halfway point in our 100 Days of Change. If you've been reading my daily DIRgrams, you know we've already implemented a number of recommendations made by the two study teams and by you, the work force. Your comments and suggestions have been most helpful to me. Please keep them coming as we work to ensure our Agency's continued success in the 21st century.

We have disestablished the SALT, the Critical Issues Group (CIG), and the Corporate Management Review Group (CMRG) and have established a leaner, more agile Executive Leadership Team (ELT). The ELT is focusing on corporate and strategic issues to promote efficiencies and assist me in the conduct of our Agency operations. Our new chief financial manager, Ms. Bev Wright, will help us develop a management strategy that will enable more efficient use of our resources and ensure that our mission drives our budget decisions.

Our new public affairs plan will carefully balance security with openness to help us communicate the NSA story to a broader audience.

We have taken the first step to improving the personnel promotion process by disbanding the current Agency boards (except one to review and nominate candidates in the field), and have delegated GG14 and GG15 nominations to the Key Components. My ultimate goal is to have a streamlined promotion process that emphasizes performance and mission contributions.

We have moved functions around to consolidate both authority and responsibility. Offices for Corporate Communications, Field Representation, Space Management, Logistics, and Foreign Relations will be held accountable for these important areas.

On the military side, I have appointed Maj Gen Tiin Kera, USAF, as Deputy Chief of the Central Security Service. The offices of Military Personnel and Reserve Affairs, along with the Senior Enlisted Advisor, will be subordinated under her. This appointment and consolidation will enable a tighter focus and closer relationship with the SCEs. It will also provide a clearer path so that our Agency's military leadership and personnel can make major advances toward our main strategic objectives and be better equipped to meet the vital needs of the military members of our diverse work force.

Although we are making progress, there is still much work to do and it will be challenging. I am counting on each of you to be committed to effecting the necessary changes. Let's continue to work as a team and dedicate ourselves to the overall success of NSA rather than narrow goals or personal distinction. By doing this, we will be able to modernize and respond to future SIGINT and Information Assurance challenges and provide the appropriate products and customer services to safeguard our National Security into the 21st century.

Michael V. Hayden

NSA Hosts Special Partnership Breakfast

by Dana Roscoe

On October 14, 1999, the Agency hosted a BWI Business Partnership breakfast in the Canine Suite. The partnership was founded approximately 20 years ago by NSA, Westinghouse, and developer Dickenson-Heffner as a transportation management association. It has grown to include more than 170 members from the local government and business communities. Members are primarily from Anne Arundel County, but Howard County is also well represented. Membership in this organization has opened many doors for NSA over the years. While the primary focus is still transportation, economic development issues are of almost equal importance to the partnership. It sponsors the breakfasts as a marketing tool, and this was the second time NSA has been the host.

Opening Remarks

Mr. Neil Spritz, the Executive Director of the BWI Partnership, welcomed everyone and then turned the podium over to Mr. Terry Thompson, Assistant Deputy Director, Support Services, who introduced the head table, which included Lt Gen Michael V. Hayden, USAF, Director, NSA/CSS. He, too, welcomed everyone, even the media! Mr. Thompson also noted that Ms. Kay Hill, Support Services Organization, who has been involved with the partnership since its early days, had just been appointed the NSA Director for Community Partnerships. Mr. Thompson briefly mentioned a few of the changes that had taken place since the founding of the partnership, getting a laugh when he added that NSA had definitely

become more open in recent years—where NSA used to stand for “Never Say Anything,” it now stands for “Nothing’s Secret Anymore.”

Director’s Comments

After breakfast, Lt Gen Hayden again welcomed everyone and mentioned he heard great things about the partnership. He said he was looking forward to learning more about the partnership and interacting with it. Lt Gen Hayden then spent some time talking about the mission and direction of the Agency. He said that NSAers were the codemakers and codebreakers, and that the Agency’s job is to provide the President and his Cabinet with information regarding the plans and intentions of the Nation’s adversaries, while denying similar access to them. He said NSA’s job is to make sure that the Nation is never surprised again as it was at Pearl Harbor.

The Director then provided some interesting logistical data. When the Agency was established, there were only 5,000 stand-alone computers on the planet. Today, there are 180 million, as well as 14 million fax machines and 40 million cellular phones—a technology explosion around which NSA has to operate.

NSA’s Place in the Community

Lt Gen Hayden detailed some informative tidbits about NSA’s place in the community—it’s located in 50 buildings on various campuses; it’s the largest employer in Anne Arundel County; and it awarded 13,000 contracts to Maryland firms, worth more than \$700 million. NSA spends more than \$5 million at local colleges and

universities, providing training to its employees, and pays more than \$21 million to BGE for its electric bill! The Agency gives more than \$1 million to the Combined Federal Campaign, and NSA has been a major blood donor for more than 25 years, averaging more than 500 pints per month! Lt Gen Hayden believes that the partnership is critically important to the Agency, and that it is more than a choice to be a good neighbor—it is a responsibility!

DIRNSA said that he sees the BWI Business Partnership as a great forum to address questions of mutual interest. He has already seen the results of how effective the group has been in developing solutions to common problems and interests, and believes that NSA can learn from them.

Work Force Adjustments

Lt Gen Hayden spoke about some changes that have taken place that will affect NSA’s work force—adjustments that the Agency will have to make to face the future. One change is the mandate to reduce the size of NSA’s work force. He discussed the Soft Landing program, already in place; BREAKTHROUGH, which will outsource some computer functions; and GROUNDBREAKER, which could affect more than 3,000 employees involved in the information technology infrastructure. He stressed the need for shared knowledge among the members of the partnership and indicated that together we will have continued growth and prosperity.

A question and answer session followed. When asked how unhappy NSA was with the recent changes in the export of cryptography, Miss Barbara McNamara, Deputy Director, NSA, said NSA played heav-

ily in the formulation of the policy—it paid attention to industry, and the Agency struck a good balance between national security and private industries' needs.

The Director concluded by responding to a question about whether the Agency's mission has been complicated by the fact that peace has broken out. He affirmed that this was true, and detailed the difference between the past and the present that make this difficult. NSA used to have a steady funding stream, it was focused on one enemy, and it was technologically more advanced. Now, the Agency is faced with intermittent funding, target agility, and exploding technology.

BWI Airport Status

The new BWI Airport director, Mr. David Blackshear, made a few

remarks regarding how well the airport was doing. In August alone, the growth rate was more than 17 percent. Southwest Airlines' business is up 30 percent, and Mr. Blackshear predicts that they will grow from the current 86 flights a day to several hundred. He admitted that the airport is not yet prepared to handle this, and only wishes that he knew if they would be. Mr. Blackshear also admitted that there is already a parking crisis, even with the recent addition of the new parking garage. His objective is to make BWI the airport of choice for the Baltimore and Washington area.

Closing Remarks

Mr. Neil Spritz wrapped up the meeting with a recap of recent accomplishments and issues with which the group had been dealing. He reminded everyone that the Maryland Route 32 project was a direct result of this partnership. He discussed the proposed Arundel Mills that will be built near the Route 100 and Route 176 interchange—it will have more than 1.4 million square feet of space, will initially employ approximately 2,000 people, and is expected to eventually have 6,000 employees. The partnership is working on better bus transportation to Columbia and is looking at which minor roads need improvement.

Editor's Note

A benefit available to Agency ride-sharing employees, as a direct result of NSA's membership in this organization, is the guaranteed-ride-home program. That means, if an employee who is a member of a ride-sharing group is detained at work and misses a carpool ride home, transportation will be provided free of charge, up to six times a year!

Thrift Savings Plan Rates Through November 1999

Years	C	F	G
1994	1.33%	(2.96%)	7.22%
1995	37.41%	18.31%	7.03%
1996	22.85%	3.66%	6.76%
1997	33.17%	9.60%	6.77%
1998	28.44%	8.70%	5.74%
1998			
December	5.76	.30	.43
1999			
January	4.19	.71	.42
February	(3.09)	(1.74)	.38
March	3.99	.54	.47
April	3.86	.29	.46
May	(2.36)	(.89)	.47
June	5.54	(.33)	.49
July	(3.14)	(.43)	.52
August	(.50)	(.05)	.53
September	(2.78)	1.15	.51
October	6.34	.38	.53
November	2.00	(.01)	.51
Last 12 Months			
	20.79%	(.10%)	5.88%

Percentages in () are negative.

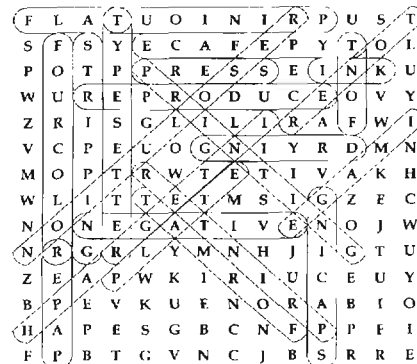
REPORTING ON FRAUD, WASTE, AND INEFFICIENCY

The Secretary of Defense has solicited the cooperation and support of all DOD personnel in reducing fraud, waste, and inefficiency in DOD. All personnel should be alert to opportunities for improved economies and efficiencies in NSA operations. Recommendations should be made through appropriate management channels.

To report suspected instances of fraud, waste, and inefficiency within NSA, call either the NSA Inspector General (IG) at 301-688-6666 or the DOD Hotline at 1-800-424-9098. The Hotline operates from 8:00 a.m. to 5:30 p.m. each workday and is staffed by personnel from the Defense Criminal Investigative Service. The identity of all callers will be fully protected.

Personnel using the outside telephone or contacting the DOD Hotline are reminded of security requirements; they should discuss only unclassified information. Classified conversations should be held only over the secure phone with the NSA IG's office or with the IG's representative in person in OPS 2B, Room 2B8076. Shift personnel or others wishing to leave a message with the NSA IG may do so by calling on the secure phone and leaving a recorded message.

ANSWERS TO THE JANUARY PUZZLE



Retirements

41 Years

Eugene R. Lynch

37 Years

Kenneth H. Barnes
Carl D. Biosvert
Marcia A. Meador

36 Years

Rowland T. Bohler
Charles M. Karmann
Allan W. Kreider
Martha R. Edmonds
Timothy P. Gately
Alfred W. Harkins
Virginia B. Klinedinst
Richard J. Meyer
Peggy A. Mote
Priscilla L. Mister
Evelyn S. Warren
Charles E. West, Jr.

35 Years

Pete J. Ragusa
Patrick J. Shea

34 Years

Alfred H. Anderson
Ann R. Carlson
Jeffrey L. Cather
Judith D. Covern
Mark A. Herner
Manuel Marquez
Jack M. McGurn
Barbara Paisley
Steven Peters
John R. Pettit

33 Years

William Allen
Ruth E. Butler

James G. Coates
Angela D. Darrah
Judith R. Johnson
William C. Mock, Jr.

32 Years

Michael E. Farr
Donald A. Jewell, Jr.
David P. Kokalis
Linda E. Lewis
Margie N. Matthews
Sue Miller
Joyce E. Queen
Nancy C. Springfield
Sheryl D. Weiner

31 Years

Judith G. Allen
William A. Johnston
Lawrence J. Mislyan
Joseph P. Okane
Louis J. Perona, Jr.

30 Years

Marsha A. Friend
Connie L. Lamont

29 Years

William H. Motley
Emily F. Murphy
Dennis S. Odelius
Sharon L. Robinson

28 Years

Karen L. Huber
William S. Markey
David R. Wolf

27 Years

Sonja A. Brooks
Carolyn E. Dehner

David G. Johnson
Richard M. Stewart
Richard Talley

26 Years

Darlene T. Nelson

25 Years

Mabel P. Jackson
Razelle E. King
Dona L. Nagy-Sutton

24 Years

Brenda A. Fegley
Mabel P. Jackson

Ellen R. Jenkins
Ann E. Rader

23 Years

Carole L. Lavin
Peter J. Sciukas

22 Years

Doris V. Smith

20 Years

Patricia Gobbett-Levno
Karl L. Adams III

10 Years

Susan K. Fournier

Action Line Merges with NSA On-Line

As you probably recall, the NSA/CSS Internal Communications Cell (NICC) conducted a survey September 1–October 15, 1999, to determine what the *NSA Newsletter's* readers think about the publication. We wanted to learn what items you like the best, and which you like the least. We wanted you to share with us your suggestions for improving the *NSA Newsletter*, and we wanted to hear what kinds of articles you are most interested in reading.

Next month, we'll provide some more detailed results of the survey. This month, we're announcing that we will no longer publish "Action Line," as NSA On-Line has for all intents and purposes superseded its function. The latter service can provide a much more timely response, and is not limited in terms of available space, as "Action Line" always was.

If the *NSA Newsletter* receives questions for "Action Line," we will redirect them to NSA On-Line.

Ripping Into the Future—Creating a Lasting Impression

by Susan M. Forsyth

January 16–22 marks International Printing Week, a time to recognize the value of employees in the printing industry and of the industry to society. This year's theme is "Ripping into the Future—Creating a Lasting Impression." The purpose of International Printing Week has evolved over the years from a career awareness program to an industry promotional celebration. The history of the industry is fascinating, as is the history of NSA's own Print Plant.

Movable Type

In 1450, German printer Johannes Gutenberg was credited with bringing together the two main concepts of modern printing: movable, reusable pieces of metal type, and a printing press for repeatedly producing sharp impressions on paper. Prior to this, all books were handwritten.

Father of American Printing

Ben Franklin, believed to have been the most important American citizen of his time, actively promoted printing and assisted in the establishment and promotion of more than 40 printing plants in the Colonies. Often referred to as the "Father of American Printing," Franklin was an apprentice printer at age 12. His high regard for the craft is revealed by the words with which he began his will, "I, Ben Franklin, Printer...."

Changes in the Industry

The technology of printing has undergone dramatic changes during the past 5 centuries. The first commercial printers were limited to lead type, handmade paper and inks, and

slow wooden presses to transfer an image to paper. Today, with electronic transmission and laser technology, it is possible to "print" material simply by converting electronic impulses into words or images on a page.

NSA's Print Plant

NSA's print plant, established in support of Communications Security (COMSEC), was first located on Nebraska Avenue in Washington, D.C. In 1968, it was moved to the new "S Building" (recently named the Rowlett Building and more commonly referred to as OPS 3). In the early 1990's, the printing operation of the COMSEC organization merged with that of the Signals Intelligence (SIGINT) Organization to form a single print plant. The process that has seen the most change at NSA is the prepress area. In the prepress area, plates with text and pictures are made for the printing presses. In the 1950's, typesetters had trays of metal letters in different fonts and had to place the appropriate letters backward in cases. This process, called hot metal, was considered a craft and the typesetters liked to show it off. They were often faster than typists! Machine type replaced typesetters and by the 1970's, magnetic cards were being used.

These methods resulted in paper output that had to be photographed to produce a negative. In the 1970's, technology advanced to allow letters to be burned directly on negatives. A process called stripping, positioning negatives on a flat to compose a page, had to be completed before the plate could be produced. Today, the Intergraph sends text and photos electronically to produce a press-size (41" x 52")

negative, virtually eliminating stripping. In the future, laser plate makers will allow computer-to-plate technology, eliminating negatives.

As technology progresses, so does the Print Plant. From folding and cutting machines, to electronic submission of jobs, laser plate makers, CD duplicators, and four-color presses, the Publishing Services Division of the Information Systems Security Organization has kept abreast of technology to provide its customers with timely, accurate products. With the purchase of a new four-color Mitsubishi press, changing plates, feeding paper, and drying is done at the touch of a computer screen.

Publishing Services' first priority and main mission remains the support of COMSEC and SIGINT. It then supports all other mission-related projects. The *NSA Newsletter* was printed on the new press for the first time in October 1999.

International Printing Week

International Printing week will be celebrated at NSA with a variety of activities. Kicking off the week will be a ribbon-cutting ceremony for the new four-color Mitsubishi press. The OPS 3 lobby showcase will display printing processes of yesterday, today, and tomorrow. A miniproduct show and a celebration of Ben Franklin's birthday are planned.

For more information, contact Publishing Services' Customer Relations Office at 972-2650(s) or 301-688-2650, or via e-mail at publish@nsa. Visit Publishing Services' Website at <http://www.ops3.y.nsa/Y19/Y19/homepage.html>.

A Time When There Were...

Colored balconies in movie theaters

Seats in the back of the bus

Soldiers called out to protect little children who were trying to go to school

by Tonya Young

Office of Equal Employment Opportunity

As many NSAers are aware, the circumstances above existed in the United States fewer than 40 years ago. The struggle to change these conditions and to win equal protection under the law for citizens of all races thrust Dr. Martin Luther King, Jr. into the leadership role of the Civil Rights Movement.

Dr. King first came into the national spotlight when he organized the Montgomery, AL bus boycott, during which time he was jailed, his home was burned, and his life was threatened. Faced with great opposition, Dr. King continued to lead marches, sit-ins, demonstrations, and black voter registration drives throughout the South, until his assassination in 1968 in Memphis, TN.

As we enter the 21st century, it is important to remember Dr. Martin Luther King Jr., Rosa Parks, Medgar Evers, Malcolm X, the 250,000 people who attended the March on Washington, DC, and the countless others who sacrificed and continue to sacrifice to ensure equal protection and equal rights for all Americans. As part of this time of remembrance, the Office of Diversity Programs asked several Agency employees to share their experiences and reflections on the impact the Civil Rights Movement had on their lives. The following comments are representative of those received from employees of diverse cultural backgrounds who work in several of the Agency's Key Components.

Employees' Reflections

"In 1968, I lived in Maryland with my husband and young son. We were the typical middle-class American white family living the American dream—fun family times, nice homes, and better futures for our children. We were aware of the advantages we had being white over those of some of our friends and coworkers. There were activities we took for granted and experiences we enjoyed that were exclusionary to those of color.

At that time, I had been part of the NSA work force for 6 years and had developed friendships with coworkers, black and white. I remember...

◆ being invited to a coworker's wedding and hearing her tell a friend that she could come to the wedding ceremony, but not the reception, because the private hall did not allow blacks to attend functions. I felt sad and upset that we still had so many signs of discrimination and exclusion because of ethnicity.

◆ cutting ties with some white friends and coworkers after we attended a function at a private club, where the table conversation turned to ethnic jokes and put-downs of their black coworkers. These were the same people they called friends at work. I was saddened to hear them say, 'Yeah we are nice to them at work, but we wouldn't have them over for dinner; after all, what would our neighbors think?'

Dr. King's untimely death brought reactions on many sides and showed

America that it had a long way to go to reach the plateau of equality for all. People began to stand up for their beliefs and to fight for the right of everyone to enjoy the same opportunities in their home life, educational pursuits, and careers."

"I did not march, but I did become more knowledgeable about the differences and opportunities that existed for those who were white and those who were black. I remember being offered the opportunity to enter the management tier along with several other highly experienced women and blacks. It was obvious that the current management chain did not reflect the makeup of its subordinate work force and a decree had come down that changes had to be made. Every one of us accepted the opportunity and its challenges. We knew we could begin making a difference in NSA's work force. We comprised 13 percent of the group management positions that oversaw approximately 1,000 people. Suddenly, qualified blacks and women were given the opportunity to attend advanced studies classes and were offered positions that provided exposure to more lucrative careers. These 'little marches' had begun with the hope that as we advanced we would reach back and help others begin their march."

◆ "when public beaches on the Chesapeake Bay were designated as white or colored beaches, and no blacks were allowed on the white beaches. I'm not sure that whites would have been turned away if they approached the black beaches, but I do know that the reverse was true.

◆ when Annapolis High was the traditional white school and Bates the black high school. The accommodations and facilities were better and more up-to-date for white teens. The schools did not mix. The first attempts at desegregation were hard on everyone. Kids were pulled away from friends with like backgrounds and community involvement and tossed into situations where mostly everything surrounding them was white—the teachers and the students. Severna Park High School began with most of the student body and teachers coming from either Annapolis or Glen Burnie. This was quickly followed by two busloads of students from Bates, who found the atmosphere so bad that they were allowed to return to Bates to complete their education.

◆ being chastised by my Richmond, VA cousins because I went to sit in the back of the bus into town. Both the whites in the front and the blacks in the back stared at me. I was an elementary school northerner who didn't understand that blacks had their places and the front of the bus was not one of them.

◆ my dark-haired cousin being forbidden to enter a movie theater in Ocean City because they thought she was black. When she went back and put on her bathing suit and showed them that her skin was dark because of her suntan, she got in. Being blond, blue eyed and tanned, I couldn't believe that they let me enter, but not her.”

“I have seen NSA progress through the years with a broadening of oppor-

tunities for all its work force. I have seen the numbers of people in decision-making positions expand, although very slowly, to include those of different cultures. We have been slow in seeing the value added to the organization by including the skills, expertise, and experiences that many of our minorities and women bring to the team.”

“I grew up as an Air Force brat, living mostly in the South (especially Texas) until I was 12 years old. In the summer of 1957, my father was transferred to be the Air Force attaché at the U.S. Embassy in Rabat, Morocco. Until then, I had no real experience or thoughts about racism or civil rights, though I'm sure now that I was too young to notice. At 13, I was in a totally different situation that mixed Moroccan and French cultures (Morocco had obtained its independence from France just 2 years earlier). Americans were by far the minority and English was not spoken much outside of American offices and households.

I attended school with other Americans from Air Force and Navy families. We were a mixture of white-, black-, and brown-skinned kids. However, the unifying factor was that we were Americans. Our race and military sponsorship were not a consideration in that environment. What mattered was that we were Americans speaking the same language with similar culture and interests when everyone else around us was very different. Our family became best friends with a black family, and my sister dated their son (who was my baseball teammate and the best pitcher in that league). I honestly do not remember if it seemed strange to have American

friends of other races in Morocco, when I had not had such friends in Texas. I do remember that it seemed very natural once I had been in Morocco a few months.

In 1960, my father's tour in Morocco came to an end and we were transferred to an Air Force base in Alexandria, LA. As you can imagine, things were very different in Louisiana from what they had been in Morocco. I was 16 and quickly became very aware of how segregated things were and of how deeply racist many of my new friends and acquaintances were. I guess I should have expected that, but it caught me off guard.”

“When Dr. King was assassinated, I was living in a Washington, DC suburb. My husband was working in downtown DC and left work to find chaos after the rioting started. As a member of the Maryland National Guard, he was called to active duty for 9 days. It was frightening. I knew he would never use a gun against anyone who was simply stealing a TV, yet sniper's guns were being used against him. He was on duty in malls and police stations in the Baltimore area. In truth, his unit was scheduled to be activated for Vietnam; but when the civil unrest started it became obvious that the National Guard was needed at home. The riots likely kept him from serving in Vietnam.”

“I wanted to join Martin Luther King's march to Washington, DC very badly, but I was afraid. There had already been some racial violence in Cambridge, MD in 1963 and 1964, and I was afraid the 'peaceful march' would not be so peaceful.

"I remember the black children who bordered my white neighborhood went to a one-room schoolhouse, while I went to a school with a huge playground, auditorium, and gymnasium. When I was in 4th grade, the black children integrated into our school. There were two black girls in my class, and everyone competed to be their friends. I became friendly with one who eventually graduated from high school with me. She wanted to invite me to her birthday party in 4th grade, but her mother wouldn't allow it. I was relieved because I feared my father wouldn't have allowed me to go."

"I don't believe I had really close inter-racial relationships until I came to work at NSA. It was here that I

found close friends who had more in common with me than differences. It was when I could talk about racial issues with these friends that I knew how close we had become."

The last contribution focuses on a different aspect of civil rights. It may not be part of the official movement, but it was certainly part of the fallout of the struggle for equal rights.

"I came of age after integration, so I never saw separate rest rooms, gas stations, and so forth. However, as a disabled person, I have become aware of the segregation that separates disabled people from the rest of society. We still can't enter all restaurants, visit any movie theater we please, go to historical exhibits, live in any house we please, travel wherever we want—some

facilities aren't accessible, even 9 years after the Americans With Disabilities Act (ADA) was signed.

I consider the ADA the most important piece of civil rights legislation since the 1964 Act. After ADA was signed, I didn't have to feel like a second-class citizen. I could tell theaters and other establishments 'you must make this accessible to me—the law says so.' That was a powerful feeling that usually doesn't come to a disabled person. We have a very long way to go, but ADA was a giant step in the right direction."

As we enjoy the holiday on January 17, take a minute to reflect on the past. Think about how we can all work together to ensure that everyone in America has an equal opportunity to succeed.

Awards

DEFENSE SUPERIOR SERVICE MEDAL



Eugene F. Beauvais
Col USAF

MERITORIOUS CIVILIAN SERVICE AWARD



Thomas E. Hanna, Sr.



Roger P. Quane



Robert A. Verne

Fire Prevention Week

The theme for 1999's Fire Prevention Week, held the week of October 4, 1999, was "The Great Escape." Several programs to celebrate and bring fire protection safety into the workplace and homes were held in locations throughout the Agency. A program was also presented at the Children's World Learning Center, in which 400 of the NSA family's children were instructed on fire prevention and protection including "stop, drop and roll." Individual classroom presentations were also provided. It was a huge success.

Also during Fire Prevention Week, Mr. Dick Whitney, Chief of Staff, Support Services Directorate, and NSA's designated Agency Safety and Health Official; and Ms. Kathy Hutson, Chief, Occupational, Health, Environmental, and Safety Services, presented a letter of appreciation to Captain Miller of the Fort Meade Fire Company for its continued support. In 1998, the Fort Meade Fire Company responded to NSA on 168 fire alarms, 41 medical assists, 44 auto accidents, 8 natural gas investigations, 5 auto fires, 5 brush or grass fires, 5 fuel spills, 2 HAZMAT responses, 1 explosive ordnance disposal standby, and 6 service calls. Thanks to all who participated in the 1999 Fire Prevention Week.

During the next hour, there is a statistical likelihood that more than 300 destructive fires will rage somewhere in the Nation. Don't let yourself or a loved one become a statistic. Get informed, get educated, get smart!

Cover Design, Publication Design
Team of Multimedia Products

Picture This

BEANSTALK: BEANTEAM members celebrate the 10,000th installation of the BEANSTALK software with project manager Bill Maher. Maher promised he would take a swim in the National Business Park's fountain when the team reached their 10,000th installation.

BEANSTALK is an Agency-wide project sponsored by the Chief Information Officer.

Once installed on personal computers and workstations, BEANSTALK software electronically captures data regarding the machine's hardware and software. This data is used to make decisions affecting the Information Technology landscape at the



Joe Hill, Jim Bronakoski, Jim Robertson, Bill Maher, Judy Stephens, Mike Steeves, and Bill Devuono

National Security Agency. For more information about project BEANSTALK, visit its homepage at <http://www.q624.q.nsa/projects/beanstalk/>.

Mark Your Calendar

January 26—Lunch 'N Learn

Dr. Jill Gann will present "Teenagers—Surviving Adolescence," 11:30 a.m.-12:30 p.m. in the Friedman Auditorium. Parents, is a "users manual" needed to help navigate the teen years? Learn about the emotional, social, physical, and psychological characteristics of teens. Develop coping and discipline strategies that will improve communications with teens.

Spring 2000—NSA Payroll Office Reunion

A reunion celebration will be held in the spring of 2000 to include past and present payroll and payroll com-

puter support employees and their spouses. A list of approximately 150 payroll employees spanning a 20-year period was compiled from memory. To ensure everyone is included, contact Terri Kramer (tlkrame@nsa) at 963-7472(s) or 301-688-6787 to verify names on the list, add names, or to offer help.

Photos of payroll and computer support personnel attending events including award ceremonies, parties, and picnics are needed by the end of March for a display. If anyone has photos they are willing to loan, contact Linda Siegle (lmsiegl@nsa) at 972-2650(s) or 301-688-2650.

Club Notes

Arundel Yacht Club (AYC) invites those interested in power or sail boating to attend its monthly meeting Monday, January 10, at 7:00 p.m. in the Colony 7, Conference Room 6. Boat ownership is not a requirement. The winter rendezvous will be held at the home of the Commodore, Saturday, January 22. For further information, contact Evan Andrews at 961-1215(s) or 301-688-0716.

Celtic Forum meets the last Thursday of every month at 11:00 a.m. Anyone interested in the culture, art, languages, or heritage of the Celtic lands (Brittany, Cornwall, Ireland, Man, Scotland, and Wales) or peoples is welcome to attend. For further information, contact Karen Davis (kmdavis@nsa) at 301-688-7884.

Comic Book Science-Fiction Memorabilia Collectors Club meets the first Friday of every month. The club provides a forum for people interested in comic books, science fiction, games, and other fandom. A second meeting for family members is held the third Saturday of each month at the Provinces Library. For information, contact Ann White (abwhit1@nsa).

Deep Sixers SCUBA Diving Club will hold its monthly meeting Monday, January 17 at 7:00 p.m. This year, club meetings will be on the third Monday of the month, not the traditional third Thursday. The January club meeting will entail discussion and planning for dive trips throughout the year to include local quarry diving, Florida, West Virginia, fossil-hunting diving, oyster diving, and

much more! For more club information, contact the club president, Mark, at 301-688-7681.

Gay, Lesbian, Or Bisexual Employees (GLOBE) Alan Turing Chapter will hold its February general meeting in the Colony 7 Complex, Building 9914, in the large conference room. For information regarding the meeting date and time, subscribe to ESS 116 or via e-mail at GLOBE@nsa.

Hispanic Forum meets every month and offers a wide array of activities throughout the year. For more information regarding the forum's goals, activities, and how to join, subscribe to ESS 1252 or contact Ivette Collazo (imecolla@nsa).

Native American Forum (NAF) has organized many exciting events for the general population. Each month, beginning in February, it will show an educational documentary film on American Indians. The NAF has four market day events planned. The dates are linked to the change of seasons. The Spring Market Day will be held in March, the Summer Market Day in June, the Fall Market Day in September, and the Winter Market Day in December. Subscribe to ESS 117 for dates and times of all NAF activities. For more information, contact Treva Clark (taclark@nsa).

Parkway Chorale invites all employees to join it in preparation for its spring concerts. Rehearsals will begin this month. For more information, contact Jane at 301-688-7935.

Parkway Coin and Stamp Club will hold its monthly stamp meeting Thursday, January 13 at noon. The monthly coin meeting will be Thurs-

day, January 27 at noon. Meeting locations will be displayed in the showcase opposite the OPS 1 Cafeteria entrance during the respective week of each meeting. For stamp club information, contact Grover Hinds at 301-688-4598. For coin club information, contact Mitch Ross at 301-688-8428.

Single People in Activities Recreational and Cultural (SPARC) events for January include a Baltimore Symphony concert; dining out at Alexander's Steak House; a potluck dinner; a singles dance in Bowie, MD; an activities planning meeting; and weekly happy hour and trivia at Hurricanes. For more information, subscribe to ESS 1444 or contact Sally Biggerstaff at 972-2270(s) or 301-688-0146.

Socially Oriented Bikers Motorcycle Club will meet Wednesday, January 5 and February 2 at 5:00 p.m. at Perry's in Odenton. Meetings are scheduled for the first Wednesday of each month. For more exciting news on the club, subscribe to ESS 111 or visit the club's Website via the Internet. Remember, lunch rides are held the third Wednesday of each month at 11:30 a.m. Come join us! Membership costs \$12 per year. For further information, contact Ron at 301-688-1051 or Kent at 301-688-0905.

Sun, Snow, & Surt Ski Club was established in 1958. Membership costs \$15 per person and \$25 per family, and includes a monthly newsletter. The membership point of contact is Bill Bishop at 301-688-0840. Ski trips for 2000 include: Breckenridge, CO, January 15-22, \$1,015, point of contact is Iris Black at 410-255-6785; and Snowbird, UT, April 2-9, \$1,049, point of contact is Pam at 301-688-2160.

Best Information Technology Practices

by Kathryn F. Thurston

At a Best Information Technology (IT) Practices Recognition Ceremony on November 15, 1999, Ray Holter, NSA/CSS CIO, presented certificates of achievement to Louise H. Frankenberg (DT MALL) and James J. Smith, Cheryl Hisey Haralson, and Robert J. Schneider (PLETHORA), for the two NSA projects included in the October 1999 Federal CIO Council "Best IT Practices" booklet.

Case Studies

In March 1999, the Federal Chief Information Officers (CIO) Council and the Industry Advisory Council (IAC) solicited the national security community for examples of projects that demonstrated "Best IT Practices." The plan was to compile and document representative case studies demonstrating the successful application of IT in national security agencies.

This was the second such study. The previous one, completed in October 1997, surveyed a cross section of the entire government. This study was limited to agencies associated with national security—the Department of Defense, the Department of State, the Department of Justice, the Federal Emergency Management Agency, and the Intelligence Community.

Forty-five candidate case studies from 15 agencies were submitted to the IAC. The IAC used a series of interviews to define and clarify the IT practices. It presented the 27 best cases to the Federal CIO Council for final adjudication. The Federal CIO Council selected 14 of those IT practices, including 2 NSA/CSS projects,

DT Mall and PLETHORA, as the "Best of the Best" that was published in the Federal CIO Council's unclassified "Best IT Practices" booklet in October.

DT Mall

DT Mall is a Directorate of Technology and Systems project to streamline the ordering of Agency-standard hardware and software. This web-based application uses the best practices of Internet on-line-shopping services to make the acquisition process more user-friendly, more accurate, and more timely. DT Mall provides "one-stop shopping" to assist customers in configuring the right system for their requirements and doing comparison costing.

The time required to create and process a hardware order by customers, budget officers, and acquisition personnel has been reduced by 90 percent, from 8½ hours to less than 1 hour, with accompanying cost savings of 90 percent. Through the use of DT Mall, the Agency expects to realize annual savings of more than \$300,000.

PLETHORA

PLETHORA is the Directorate of Support Services' project to comply with Executive Order (EO) 12958, Classified National Security Information, dated April 17, 1995. This EO requires NSA to review at least 10 million pages of 25-year-old and older cryptologic records for possible declassification.

Under PLETHORA, the Automated Declassification System (ADS) was built, reached initial operating capabilities in March 1998, and is now in

full-scale operations. The ADS provides the means to scan paper, microfiche, and microfilm records, convert them to electronic images, store the images on optical media, and route the images to subject matter experts for review and possible redaction.

Each record receives a three-level review to ensure that sensitive material is not inadvertently declassified. Declassified records are then stored for subsequent disposition. The system architecture is scalable and modular to allow the implementation of new modules as requirements evolve and technologies advance.

To date, through automation NSA has reduced the cost of review and declassification from \$5 to less than \$1 per page. There are now five major agencies within the DOD and the IC that employ all or some part of the ADS technology as part of their declassification effort.

.....
DT Mall may be found on WEBWORLD at <http://www.173.1.nsa/mall>. The complete Best IT Practices booklet has been posted on the CIO Council's Internet site at www.cio.gov.

All Newsletters distributed to Agency facilities outside NSAW should be treated with extreme care. Because the Newsletter contains information about NSA employees and activities which is not routinely made available to the public, reasonable care must be taken to keep it within the circle of Agency employees, retirees, and immediate families. Newsletter copies received in the mail or taken from Agency buildings should be given special care and should be destroyed as soon as they have been read.

Paul Derthick's Headline Puzzleby Larry Gray

The following are all headlines from recent daily newspapers. Each of the five is a different letter-for-letter substitution. All five are derived from the same mixed alphabet at different settings against itself.

1. ZBOO QXBO VXJPXT JPRZ ITUXZ MJTFOXTZGBM NCFG IVZFTX IOBSOBZFZ
2. VQDURQKO BLBW RYBUM MBVNMCM XURY RYUMC-DBMUNC XUW NLBM UOKQWCBMO
3. BVPVYB BTPVYA CIL LYAOQYA BYVVTYKYUV CLIK VIZPQQI BOSV
4. NZTO YJD EDKUEDFD, LFD OEUVR DRKEVFJ, UNXTWLYD EDKUE DPODZYF
5. OKBKWZG WKFQZNDWP KLEKINKB ND JGKPP XDJAG-KLLDC XKWFKW

Answer will appear next month.

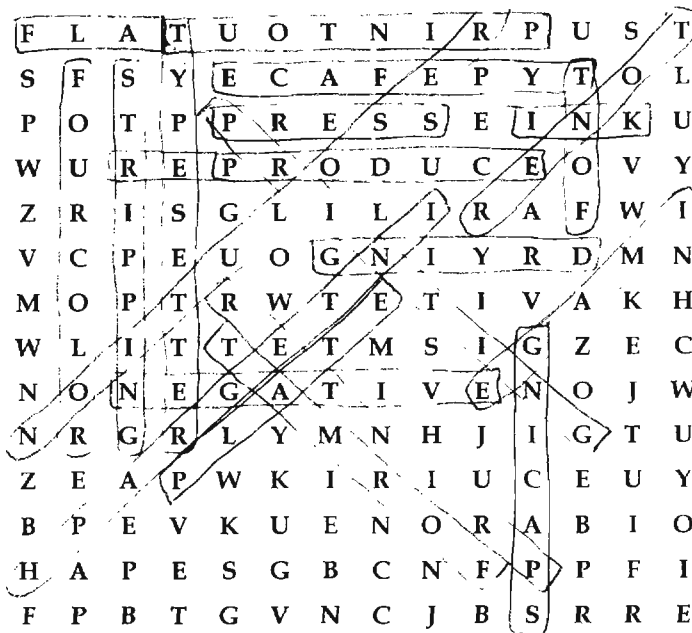
Answer to December Puzzle:

1. IN UNANIMOUS MOVE, USOC VOTES TO SUPPORT CARTER
2. RUSSIAN SOLDIER KILLED BY REBELS IN KABUL NEIGHBORHOOD
3. MARYLAND BEATEN BY NOTRE DAME
4. MEXICO MAY DOUBLE OIL OUTPUT TO AID ECONOMY, CONSUMERS
5. RHODESIAN PEACE A BOON TO NEIGHBORS

Setting: PEACE Key: TRANQUIL Hat: QUIESCENT

Creating an Impression

Hidden in the puzzle below are 22 words associated with the preparation of printing jobs in a print plant. The words read in any direction and any letter may be used more than once.



In Memoriam

Edmund A. Langr, a former analyst and linguist in the Operations Organization, died October 27, 1999. He was 72.

Prior to joining the Agency, Mr. Langr served with the U.S. Army. He retired in 1991 with 29 years of Federal service.

Mr. Langr was a resident of Laurel, MD. In his leisure time he enjoyed reading.

His wife, Mary; three sons, Steve, Mark, and Jeff; and a daughter, Christine, survive Mr. Langr.

Mark S. Gritton, a senior contracting specialist in the Corporate Management Organization, died October 21, 1999 of gastric cancer. He was 45.



Prior to joining the Agency in 1983, Mr. Gritton served with the U.S. Army. He had a Master of Arts degree.

Mr. Gritton was a resident of Ellicott City, MD. He was a beachcomber and enjoyed getting away to the Eastern Shore. Mr. Gritton enjoyed bass fishing and gardening. He was especially fond of spending time with his daughter.

His daughter, Katherine, survives Mr. Gritton.

Lawrence F. Radler, a senior intelligence analyst in the Operations Organization, died November 3, 1999 of heart failure. He was 61.



Prior to joining NSA, Mr. Radler served with the U.S. Air Force. He earned a

bachelor's degree from the University of Maryland.

Mr. Radler resided in Arnold, MD. His interests included stamp collecting, playing guitar, and woodworking.

Mr. Radler is survived by his wife, June; two sons, Lawrence, Jr. and Scott Sobel; a daughter, Gayle Hubey; and four grandchildren.

Alfred W. Rose, a former budget officer in the Technology and Systems Organization, died September 8, 1999. He was 87.

Prior to joining a predecessor of the Agency, Mr. Rose served with the U.S. Army during WWII. He retired in 1974 with 34 years of Federal service.

A native of Englewood, NJ, Mr. Rose earned a Master of Arts degree in education from New York University. In retirement, Mr. Rose divided his time between Naples, FL and Orient, NY. He enjoyed bowling and golfing.

Mr. Rose is survived by his wife, Elizabeth; a daughter, Susan; a son, Donald; and three grandchildren.

John D. Stalnaker, a former computer scientist in the Technology and Systems Organization, died November 1, 1999 of cancer. He was 61.

Prior to joining NSA, Mr. Stalnaker served with the U.S. Navy. He retired with 30 years of Federal service.

A native of Weston, WV, Mr. Stalnaker resided in Laurel, MD. His interests included genealogy.

Mr. Stalnaker is survived by his wife, Rebecca; two daughters, Debbie Evan-tash and Diana Buck; and a granddaughter.

In Appreciation

My family and I would like to express our deep gratitude to our many friends and coworkers for their

expressions of care and sympathy following the death of my father. Dad lived 90 years—told us he was ready for death, but was in no hurry. However, it is still hard to let him go. Your words and expressions of concern were deeply appreciated and will be remembered. Thank you!

—Jim Sadler

My family and I would like to extend our sincere thanks to friends and coworkers for the many expressions of sympathy and support following the death of my mother. Your kindness and thoughtfulness meant a lot to us and helped to ease our loss.

—Fran Lannon

Ed and I would like to express our sincere appreciation to our coworkers and friends for the many expressions of sympathy—the calls, cards, flowers, and memorial contributions we received following the deaths of my father, Charles Hisey and his mother, Elizabeth Bowers. The loss of two loved ones in such a short time has been extremely difficult. Your support and caring has meant so much to us both and will always be remembered.

—Ed and Cheryl Haralson

My family and I would like to express our sincere thanks to my friends and coworkers for their cards, flowers, prayers, phone calls, and support following the sudden death of my sister. Your kindness and thoughtfulness were greatly appreciated. You are never prepared for such a time—thankfully all of you who were there helped to ease the pain.

—Nelda F. Koch and Family

We wish to extend our deep appreciation to our friends and colleagues for all the expressions of sympathy we

received following the death of my father. We would especially like to thank the MHS community and coworkers for their contributions to the American Cancer Society in his memory. Words cannot express the sincere appreciation we feel for your kindness in our time of sorrow.

—Rick Fintinger and Family

Retirements

I would like to thank everyone for your cards, notes, congratulatory remarks, and the luncheon—all in honor of my retirement. You made it a very memorable occasion for my family and me. Good luck to all!

—John B. Parsley

Many thanks and sincere appreciation for the terrific retirement luncheon. We would especially like to thank Doreen and Anita for their efforts in organizing its various aspects. It was great to see coworkers and friends from various periods throughout our careers. Your kind words and gifts were very thoughtful and the memories will last a lifetime. We look forward to seeing many of you in the future, outside the workplace.

—Glenn and Cheryl Wheeler

I would like to thank my friends and coworkers who attended my retirement party. Special thanks to Dick and Cheryl who arranged the luncheon and made it such a success. I appreciated the speakers for their kind words highlighting my 37 years at NSA. I will remember this occasion and the wonderful people at NSA every time I look at the momentos you presented me. My family and I enjoyed the luncheon—I hope you did. Thanks for a great sendoff!

—John Christ

The History of Smoking at NSA

by Dr. John O'Hara

On January 1, NSA celebrated its 10-year anniversary as a totally smoke-free workplace. It was not always like that. At one time, work and dining anywhere in the Agency was conducted in a haze of tobacco smoke. People smoked at any time, anywhere they desired. Unfortunately, that was the accepted norm nearly everywhere. The thousands of Agency employees who suffered from exposure to tobacco smoke did so in silence.

The movement towards a smoke-free environment at NSA started on April 13, 1975, when John O'Hara wrote a letter to DIRNSA suggesting:

- ◆ a memo to the work force, from DIRNSA, stating the impact environmental tobacco smoke could have on people with health problems,
- ◆ a memo prohibiting smoking in conference rooms, and
- ◆ a memo or directive establishing nonsmoking areas in the cafeterias.

The NSA Assistant Director for Personnel and Security (ADPS), answered O'Hara's letter stating: "The Agency has no authority to prohibit smoking and we have to rely on common courtesy and the consideration of one's coworkers to solve the problem."

For years, O'Hara continued to write letters to DIRNSA and ADPS quoting facts and figures from Surgeon General reports and other studies. He was granted permission to address DIRNSA and Agency seniors on March 22, 1979. He presented data based on long-term studies conducted by the medical department of

the DOW Corporation that showed the negative impact of smoking on the DOW work force. His extrapolations of the DOW data to the NSA work force showed that smoking was costing the Agency 151 person years per year of lost productivity, plus untold thousands of dollars attributable to premature deaths related to tobacco smoke and cleaning facilities of tobacco debris. After the briefing, the Director gave his support to a continuing education program and authorized *NSA Newsletter* articles relating to the smoking issue.

From March 1979 to May 1984 the *Newsletter* carried articles written by O'Hara and Medical Center personnel describing the hazards of tobacco smoke. As a result of the articles, the authors and the *Newsletter* staff were flooded with phone calls from employees complaining about smoking in their work spaces. To handle the complaints, the Agency Smoking Policy Compliance Officer (ASPCO) position was created in February 1983. In January 1985, the ASPCO polled the work force to determine their views on the smoking issue. The poll revealed that 81 percent of the work force were nonsmokers. Seventy-five percent indicated that smoking in the workplace adversely affected their productivity. No action was taken as a result of that poll.

A stronger DOD Directive on smoking in the workplace was issued March 11, 1986. For the first time, nonsmoking was established as the norm. Although smoking was not banned, it was only permitted in common work spaces if it did not adversely affect nonsmokers. Smoking was still permitted in private offices, hallways, bathrooms, and dining areas.

On December 2, 1988, Dr. O'Hara briefed then DIRNSA, Vice Admiral

William Studeman, and Agency seniors on the problems of smoking at NSA. O'Hara recommended:

- ◆ the removal of all tobacco vending machines from the Agency,
- ◆ the cessation of tobacco sales in the Agency drug store,
- ◆ a phased approach to the Agency going totally smoke free,
- ◆ stop-smoking clinics on Government time, and
- ◆ removal of ashtrays from hallways.

DIRNSA approved the recommendations. On February 21, 1989, Admiral Studeman signed a memorandum stating that:

- ◆ NSA would become a totally smoke-free workplace as of January 1, 1990, and
- ◆ free smoking cessation clinics would be available.

The policy was implemented with little difficulty.

When smokers realized the Agency was going to go smoke free, there was a flood of applicants for the smoking cessation clinics. The ASPCO responded by presenting more clinics. This action was a key factor in the relatively smooth transition to a smoke-free Agency. The employees who smoked realized NSA was genuinely interested in them and was willing to help them quit.

On June 28, 1990, the President of the Maryland Division of the American Cancer Society presented Admiral Studeman with the ACS Smoke Busters Award for his outstanding actions on behalf of the health and welfare of the Agency's work force. *NSA was finally smoke free!*

For a more detailed version of this article, contact Dr. John O'Hara, Office of the Chief Scientist, at 963-1211(s).