

**NATIONAL
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September 1999



Award for Quality Improvement

is presented to

**National Security Agency/Central Security Service
Fort George G. Meade, Maryland**

In recognition of significant achievement in quality management

**The President's Quality Award Program
1999**

"The work force won it!"

Inside This Issue:

Journey Toward Excellence	4
America — Multicultural Superpower	6
Keeping NSA Secure.....	8

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Frketic Honored for Outstanding Service to NSA

On July 28, on behalf of Lt Gen Michael V. Hayden, USAF, DIRNSA, Mr. Terry Thompson, Deputy Director for Support Services, bestowed the Director's Distinguished Service Medal on COL John D. Frketic, USA, the outgoing Garrison Commander of Fort Meade.

This honor was in recognition of COL Frketic's distinguished service,



COL John D. Frketic

support, and assistance to NSA from July 1997 to July 1999. The presentation was made during the official Change of Command ceremony honoring COL Frketic and the incoming Garrison Commander, COL Michael J. Stewart on Fort Meade's McGlachin Field. The ceremony was hosted by MG Robert R. Ivany, Commanding General, United States Army Military District of Washington.

Antiterrorist Support

In July 1997, one of COL Frketic's first responsibilities as Garrison Commander was to act as chairman of the Antiterrorism Force Protection (ATFP) Committee. In this role, he provided vital assistance to NSA in meeting Federal ATFP regulations.

In addition, COL Frketic was actively involved in the early stages of NSA's Perimeter Security Antiterrorism (PSAT) Upgrades Program.

Throughout his tenure as Garrison Commander, COL Frketic showed great concern for NSA's mission and people as evidenced by his outstanding support of NSA's ATFP efforts. COL Frketic's foresight and keen understanding of the Intelligence Community proved invaluable in melding the Agency's PSAT requirements and much-needed security upgrades with the welfare and morale issues important to Fort Meade.

COL Frketic also provided guidance in the privatization of the Agency's utilities, by ensuring that utilities supporting critical NSA systems received "reliable and redundant" capability. His efforts resulted in support from the Department of Public Works in providing quick responses to malfunctions on weekends and the prevention of damage to Agency equipment on several occasions.

COL Frketic also recognized the need to improve the quality of life for NSA's service personnel. He was involved in expediting the scheduling of unaccompanied personnel housing privatization at Fort Meade. COL Frketic's efforts were critical in gaining the support of State and county leadership for Route 32 upgrades and road improvements for safer access to the Agency. The Agency is indebted to COL Frketic for enhancing the partnership between NSA and Fort Meade.

The new Garrison Commander, COL Michael J. Stewart was commissioned as a military intelligence offi-

cer in 1974 and entered active duty in 1977 after earning a bachelor's degree in political science and graduating from Washburn Law School. His distinguished career includes serving as the deputy chief of an intelligence task force during Operations Desert Storm and Desert Shield. This highly decorated officer was also the First



COL Michael J. Stewart

Team's Assistant Chief of Staff for Intelligence (G-2); attended the Army War College; and served as the G-2, Eighth United States Army, Korea.

In welcoming COL Stewart, Mr. Thompson expressed his hope that the close partnership begun between NSA and Fort Meade under COL Frketic would continue to flourish under the leadership of COL Stewart. —lmy

All Newsletters distributed to Agency facilities outside NSA should be treated with extreme care; these Newsletters should not, under any circumstances, be taken outside the facilities. 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.

DIRNSA'S DESK

***A Hero for the 21st Century***

The theme for Hispanic Heritage Month this year is "A Vision for the 21st Century." In light of that, I'd like to remember a hero—MSGT Roy P. Benevidez.

On May 2, 1968, then SSGT Benevidez earned the Medal of Honor while serving with the 5th Special Forces Group, Republic of Vietnam. Upon hearing that a 12-man reconnaissance team required emergency extraction near Loc Ninh, and that three previous attempts had failed due to intense ground fire, Sergeant Benevidez voluntarily boarded a returning aircraft to assist in another extraction attempt. He directed the helicopter to a safe landing zone, then ran 75 meters under withering fire, taking multiple wounds to reach the remnants of the team. Despite his wounds, he formed a defensive perimeter, directed the aircraft into position, and carried wounded team members aboard while providing protective fire. As enemy fire intensified, he hurried to the body of the dead team leader to recover classified documents, receiving serious wounds from small arms fire and grenades. At nearly the same moment, the pilot was mortally wounded and the helicopter crashed. Although severely wounded, Sergeant Benevidez secured the classified documents and aided the wounded out of the overturned aircraft. He then formed a defensive perimeter and directed tactical air strikes until another extraction could be attempted. Wounded again while administering first aid to one of the survivors just before the rescue helicopter landed, he ferried his comrades to the aircraft, killing one enemy hand-to-hand and saving the aircraft as two enemies rushed from a blind angle. With little strength remaining, he made one last trip to the perimeter to ensure all classified material had been secured or destroyed. Only then did he permit himself to be pulled aboard the extraction aircraft. President Reagan presented the Medal of Honor to MSGT Benevidez in 1981.

A true American hero, MSGT Benevidez did not rest on his laurels. He dedicated the remainder of his life to helping others. He spoke at the Agency and participated in talks and seminars sponsored by the National Cryptologic Museum. Sadly, MSGT Benevidez passed away on November 29, 1998. His story is recounted as part of the new Vietnam exhibit at the National Cryptologic Museum.

MSGT Benevidez's lessons live on and bring us forward to "A Vision for the 21st Century." We must neither forget nor become trapped in the past. We must constantly strive to better our future. NCS-21 is our ticket into the 21st century, and Goal 5 states, "we will maintain a work environment that values the unique contributions of each employee." Diversity will be our strength. In addition to MSGT Benevidez, there have been Hispanic Medal of Honor recipients in just about every major conflict involving American soldiers, including the Boxer Rebellion in China. We must remember our past and the valuable contributions of diverse groups as we move into the future. Hispanic Heritage Month means that we move forward, yet we remember.

Michael V. Hayden

Agency Wins Prestigious President's Quality Improvement Award

by the Assessment, Measurement, and Evaluation Office

On behalf of the Agency's work force, Miss Barbara McNamara, Deputy Director, NSA/CSS proudly accepted the President's Quality Improvement Award (PQIA) during the 1999 Excellence in Government Conference held in July in Washington, DC. NSA/CSS was one of three organizations recognized with this award. At the conference, NSA exhibited a display booth showcasing its best practices. Mr. Jim Newton, Chief of Staff, Support Services Organization and Ms. Maureen Baginski, Chief, DO Intelligence, Oversight, and Policy also represented the Agency at an award recipients' workshop that focused on customer service.

For the past 2 years, NSA/CSS has participated in the President's Quality Award (PQA) Program as the next step in its continuous improvement journey. NSA/CSS was selected as a DOD finalist both years, and this year the Agency was selected by OPM to receive the PQIA.

The PQIA recognizes NSA's process improvement efforts in delivering quality products and services to its customers.

External examiners evaluated NSA against the PQA Program criteria. They determined that the Agency was deploying improvement systems throughout most areas and work units and attaining results in important business areas.

The quality journey began in 1988, resulting in the implementation of many process improvements. The National Cryptologic Strategy for the

21st Century (NCS-21) is the Agency's plan for achieving its mission of information superiority, and the Unified Cryptologic Architecture (UCA) 2010 is NSA's guide for strategic direction. Throughout the journey, employees learned that to be successful they must deliver timely and reliable products and services to customers and effectively manage processes, partnerships, technology, and resources.

The President's Quality Award Program highlighted the following attributes, in the seven categories, that led to the Agency's recognition.

NSA's Leadership focuses on:

- ♦communicating with the work force,
- ♦developing values and goals,
- ♦benchmarking with the public and private sector,
- ♦training the work force, and
- ♦meeting with customers and stakeholders.

NSA's Strategic Planning reflects:

- ♦a formal, documented process;
- ♦consideration of customer and stakeholder requirements;
- ♦human resources planning to ensure a technical work force; and
- ♦a process to integrate planning, programming, and budgeting.

NSA's Customer Focus involves:

- ♦soliciting requirements from customers;
- ♦placing representatives at customer sites;
- ♦training in customer service skills; and

- ♦establishing a program for customer visits, an advocacy office, and a customer feedback process.

NSA's Information and Analysis efforts include:

- ♦quarterly corporate performance assessments;
- ♦a balanced scorecard approach to measurement;
- ♦teams working to identify, evaluate, and improve information and data sources;
- ♦organizing and updating comparative data for access to current best practices, studies, etc.;
- ♦a benchmarking guide; and
- ♦a pilot program for activity-based costing.

NSA's Human Resources efforts include:

- ♦a human resources plan,
- ♦a compensation and recognition system,
- ♦onsite professional development programs,
- ♦an employee satisfaction survey,
- ♦a suggestion program, and
- ♦internal customer service centers.

NSA's Process Management reflects:

- ♦product and process improvements,
- ♦anticipation of customer requirements,
- ♦partnerships with industry, and
- ♦state-of-the-art processes for developing and designing new systems.

NSA's Business Results manifest themselves in:

- ♦reduced delivery times of time-sensitive information,
- ♦increased levels of customer satisfaction,
- ♦increased levels of employee satisfaction,

- ♦investment in work force education and training,
- ♦a more productive recycling program,
- ♦reduced time lost due to injury and illness,
- ♦reduced time for the security processing cycle, and
- ♦positive trends in recruitment and retention rates.

NSA has made significant progress toward excellence. The new challenge is to continue the improvement journey by using the feedback the Agency received from the PQA process.

According to Miss McNamara, "Now the real challenge begins. It

would be easy to view this success as the end of our hard work, but it is essential that we consider it the start of the next phase of our quality journey. I am eagerly anticipating the strides that NSA/CSS will make in the future as we use the feedback we received through the PQIA process to continue improving."

For those interested in taking an active role in the next phase of NSA's journey, contact the Assessment, Measurement, and Evaluation Office at 963-1157(s).

 "One Team, One Mission—Information Superiority For America and Its Allies"

The Paper Chase

Last year, the Facilities Services and Logistics Services offices partnered for Phase II of Operation Spring Cleaning, "The Paper Chase." A huge success, this project involved turning in water-soluble paper products for recycling. The completion of this project resulted in a collection of 58,920 pounds (29.4 tons) of water-soluble paper from 19 buildings.

The 1999 Paper Chase begins in October. Acceptable items include newspapers and inserts, carbonless paper, magazines, FAX paper, catalogs, copier paper, cardboard, file folders, junk and bulk mail, paper bags, computer paper, wrapping paper, packaging paper, envelopes, color paper, paperboard, books (all types), office paper, and computer manuals. *All water-soluble paper will be treated as classified material.*

For additional information, contact Cartier McKinzie at 963-6782(s), 301-688-5992, or cdmckin@nsa or

Vernon Shiflett at 972-2486(s), 301-688-5467, or vlshifl@nsa.

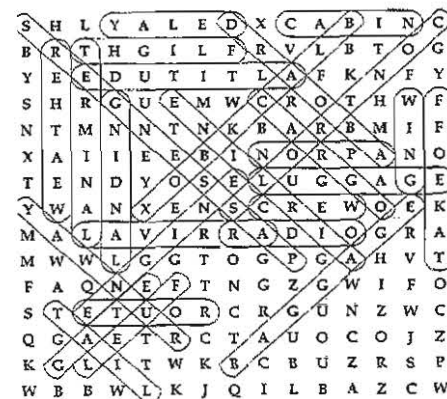
1999 Operation Spring Clean-up Phase II Schedule

Building	Dates	
CANX	October	4-5
NBP	October	6-7
Laurel	October	8
SAB 1	October	12
SAB 3	October	13
SAB 4	October	14
OPS 3	October	15
FANX I	October	18-19
FANX II	October	20-21
FANX III	October	22-25
APS 20	October	26-27
R&E Bldg.	October	28-29
HQS Bldg.	November	1-2
OPS 1	November	3-4
SPC	November	5
OPS 2A	November	8-9
Tordella	November	10
SPL	November	12
OPS 2B	November	15-16
Contr. Loc.	November	17

Months	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			
August	(14.47)	1.66	.49
September	6.33	2.36	.44
October	8.19	(.52)	.41
November	6.04	.56	.42
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
Last 12 Months	20.10%	2.47%	5.54%

Percentages in () are negative.

ANSWERS TO THE SEPTEMBER PUZZLE



Hispanics—Shaping the Future

by the Office of Equal Employment Opportunity

The U.S. Congress sets aside the period from September 15 to October 15 each year for the Nation to celebrate Hispanic heritage. It is fitting that Americans observe Hispanic Heritage Month—for it was in the U.S. that the term “Hispanic” was coined to describe the divergent people of Spanish-speaking heritage.

Cultural activities are staged coast-to-coast to demonstrate diverse Hispanic roots and customs. Hispanic Americans represent more than two dozen countries of origin and U.S. territories and states, and live and work in every part of the country.

Influencing Popular Culture

Hispanic culture is so prevalent that according to author Ellen Summerfield, salsa has now officially replaced catsup as the Nation’s top-selling condiment. Whether through food, music, arts and sciences, or business and trade, a cultural exchange is rapidly occurring and Hispanics are changing the country.

Hispanics are, arguably, more culturally diverse than any other U.S. minority. Through heritage festivals, even Hispanics themselves learn more about each other. This mutually beneficial spirit is also spreading to other Spanish-speaking countries through greater communications via satellites, the Worldwide Web, and the growth of Spanish-speaking television and radio. There are also efforts underway to standardize the Spanish language among the international media.

The new millennium will bring unprecedented opportunities for Hispanics, due in part to their ballooning

population, growing representation in local and Federal politics, and an emergence in all sectors of American enterprise. With this growth comes a renewed responsibility for Hispanic leadership to shape not only their culture’s future, but also national policy.

Challenges will likely include increased recruiting and retention of Hispanics into the Armed Forces, the prospects of North American Free Trade Agreement expansion, the evolution of Cuba as a non-Communist nation, the possible addition of Puerto Rico as the 51st state, language issues, and comprehensive immigration policy revision.

Nation building is a dynamic process—building on the best of what each culture has to offer may be the country’s greatest attribute. As Federico Mayor Zaragoza, Director General of the United Nations Educational, Scientific, and Cultural Organization (UNESCO), said, “America’s main role in the new world order is not as a military superpower, but as a multi-cultural superpower.”

A Demographic Portrait

There are several essential points to remember when studying about Hispanics. Many Hispanics live in the U.S.; there are many cultures and subgroups composing Hispanics; and many Hispanics have lived in territory occupied by the U.S. for a very long time.

The term “Hispanic” is derived from the Latin word for Spain (Hispania). In the U.S., some consider the word “Hispanic” to be a bureaucratic government label used for census pur-

poses. Indeed, the Census Bureau defines Hispanics as residents of the U.S. who are of Spanish-speaking eth-

nic groups, origin, or descent. The categorization appeared for the first time in government reports in 1978.

The Federal government has been slow to recognize the importance of differentiating this minority. The landmark 1970 census was the first to enumerate those of Spanish origin or descent, thereby distinguishing between Mexican Americans, Cuban Americans, and Puerto Rican Americans.

There were also separate categories for Central and South Americans and “others.” Previous iterations included a variety of labels such as Latino, la Raza, Spanish-speaking, country of origin, and Spanish surname.

The census effort is further complicated because Hispanics are an ethnically and racially diverse group, with many heterogeneous cultures, indigenous languages, and dialects. It is possible for a Puerto Rican man who is ethnically Hispanic to be racially black or white. Any discussions of demographics must account for these statistical intricacies.

More recent data indicates that Mexican Americans compose the largest subgroup of Hispanics in the U.S., followed by Central and South Americans, and Puerto Ricans. The smallest subgroups comprise Cuban Americans and Caribbean Islanders.

Population Growth

The U.S. population, approximately 270 million, is expected to increase by 130 million in the next 50 years. The largest growth is predicted in the Asian and Hispanic communities.

In 1990, Hispanics made up 9 percent of the Nation; they are expected to account for a quarter of the popu-

lation in the next 2 generations. California claims more than 30 percent of their population as Hispanic and that proportion is expected to rise to 40 percent within the next several years.

As a result of higher birth rates among immigrants and other non-white populations, whites are predicted to comprise only a simple majority (53 percent) by the middle of the 21st century. Similarly, the U.S. Bureau of Labor Statistics projects that the Hispanic portion of the American labor force will increase 36 percent by 2006.

Summary

Hispanics have made an indelible mark on the history and culture of the U.S. As the Nation enters the 21st century, the myths of the melting pot and total assimilation appear naive, since there has been a considerable resurgence of ethnicity.

The United States will either be a nation that fully embraces the cultural pluralism and multilingualism or one that disparagingly separates along ethnic, social, racial, or economic lines.

The future requires that all Americans help build a diverse, technologically sophisticated, and cosmopolitan

society with concern for human values and principles.

To accomplish this, American society requires trust and knowledge. With consideration, courage, and understanding, all of which lead to wisdom, the tapestry of a modern America will continue to flourish.

Article taken in part from the DOD Hispanic Heritage Month HomePage.

Calendar of Events

September 14--DOD Hispanic Heritage Month kickoff, the Pentagon

September 22--Display "Hispanics in the American Revolution," OPS 2A Cafeteria

September 23--Hispanic Heritage Luncheon, Canine Suite, Speaker: Lt Col Falto-Heck, NRO

October 14--Hispanic/Anglo Communications Workshop, Canine Suite

Visit the EEO HomePage for additional event information.

Mark Your Calendar

September 28--Employee Assistance Service (EAS) Open House

The Employee Assistance Service is commemorating 10 years of service to Agency personnel with an Open House, Tuesday, September 28, 1:00-3:00 p.m. in its office at 7272 Park Circle Drive, Hanover, MD. Visit the EAS for some light refreshments and meet the staff. For more EAS information, check out the EAS HomePage on the NSA Web at <http://www.s.nsa/OHESS/s214/EAS.html> or call 410-712-4444.

October 8--R&E Reunion

Invitations to the R&E reunion were mailed in late July. The reunion will be held at the Fort Meade Officers Club, October 8, 4:00 p.m. Those who did not receive an invitation but wish to attend should contact Hellen Stewart at 410-761-0105 or Rose Kallenbach at 410-255-7581.

Menwith Hill Picnic

The Menwith Hill Picnic will now be held every other year. The next picnic will be at Blob's Park, September 9, 2000. Volunteers are needed now for the MHS committee. Replacements for the treasurer and publicity chairman positions are also required. The deadline to assume these positions is May 2000. Interested individuals should provide their name, organization, phone numbers, building and room numbers, and position of interest via E-mail to Carol Burroughs (caburro), Barbara Seelos (baseelo), or Judy Losleben (jrseelo).

Retirements

37 Years

Geraldine G. Garrett
William H. Shellenberger

35 Years

Alexander J. Heim

34 Years

Avon H. Garrett

33 Years

Patricia A. McAndrew

32 Years

Jeanne Y. Zimmer

31 Years

Gary W. Secrest

30 Years

Robert E. Glasgow

26 Years

Ira B. Newman

Protective Services—More Than Meets the Eye

An Overview of NSA's Protective Services

by T.C. Carrington and Debra L.Z. Potts

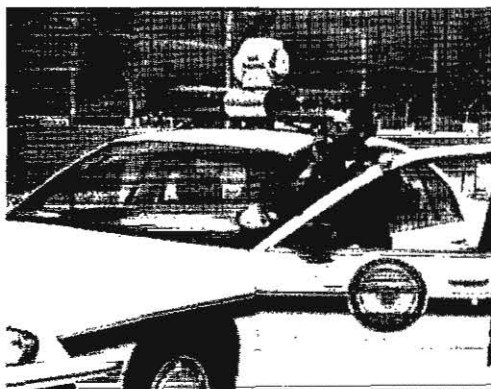
In 1986, the Administrator of the General Services Administration (GSA) delegated the authority to protect NSA assets to the Director, NSA. NSA's Proprietary Police Force was formed to assume the role GSA's Federal Protective Service had previously held. As the largest major process in the Support Services Organization's (DS) Office of Security, and one of the largest divisions in the Agency, Protective Services (PS) provides a visible, first-line armed defense of the Agency, thereby deterring threats against the Agency, its facilities, and personnel on a year-round, 24-hour basis. To accomplish the overall mission of asset protection, PS employs two processes—Operations and Emergency Services. Agency personnel regularly observe officers standing post at pedestrian and vehicle control points, checking badges, and responding to various calls for assistance, which are the most visible duties of their daily routine. However, the "force" has become very diversified, with a host of abilities and responsibilities in many areas.

PS Operations

The PS process consists of Fixed, Mobile, and Response Post Operations, and the Training, Range Management, and K-9 Units.

Asset protection is the overall mission of PS. Currently, PS provides customer-focused, risk-management based law enforcement and security services. The officers man strategically placed fixed posts and mobile patrols, throughout NSA compounds, 24

hours a day. With the placement of personnel throughout NSA compounds, PS strives to maintain the secure integrity of the Agency and the surrounding area through the continual performance of three key activi-



Officer Diana Cabrales responds to a call from the Communications Center.

ties—observation, reaction, and deterrence.

Since an officer is generally the first Agency employee a visitor encounters upon arriving at NSA, PS officers serve as ambassadors of the Agency. They not only ensure a secure environment, but also provide direction and assistance to all Agency employees and visitors. Strategically placed throughout NSA compounds, officers observe a myriad of personnel and activities in and around NSA spaces on a daily basis. A staggering number of employees and visitors enter and exit the compounds each day. In an effort to safeguard and streamline employee and visitor access to the various compounds, PS employs a proactive access control system. Officers at vehicle gates and building entrances ensure that only authorized personnel

gain access to the inner compounds. When necessary, PS officers investigate situations, vehicles, and individuals that are of potential security concern. This may involve stopping and questioning individuals or occupants of suspicious vehicles, and detaining or possibly arresting suspicious persons. To ensure that visitors or affiliated persons do not introduce prohibited items or contraband into sensitive Agency facilities or compounds, PS employs the use of security inspections and metal detection units.

In addition to monitoring vehicular and pedestrian access to the facilities, PS officers react to numerous requests for information, keys, and other types of assistance. Even with the recent installation of the automated key access machines, PS officers are responsible for issuing many controlled keys, and performing daily key inventories. PS also issues badges to personnel when the Visitor Control Centers are closed. This frequently involves coordinating with personnel from various other Agency organizations in an effort to facilitate authorized access for employees and visitors. The foremost concern is providing efficient customer service and effective security, while ensuring Agency operations are not disrupted.

Officers are trained and prepared to react effectively in various situations. Officers not assigned on post remain in a response-ready mode. When an emergency call is made to the PS Communications Center (ComCenter), response officers and mobile units are dispatched to the scene. PS officers have an impressive emergency response time of fewer than 3 minutes. When arriving on the scene, officers have been trained to take control and provide direction to other per-

sonnel in the area. All officers are certified in CPR, first aid, and the Automated External Defibrillator Unit operation.

The PS Training Unit is responsible for PS recruit, in-service, and firearms



Officer Ann Carn validates the need for a vehicle to enter an NSA compound.

training, and provides training to other Agency employees and external agencies upon request. The staff frequently partners with other highly specialized PS units, the National Cryptologic School, and various Agency organizations to develop courses and provide personnel with the necessary training. In FY98, the training staff assisted in teaching several personal protection courses. PS firearms instructors trained NSA military and civilian personnel in the use of firearms. This staff and PS logistics personnel also coordinate deployment of weapons to the field in support of Agency operations.

All firearms training is accomplished through close coordination with PS's Range Management staff. The staff is responsible for scheduling and monitoring range use, providing range safety briefings, performing range maintenance, and coordinating range closings for DOI programs including hunting, fishing, land conservation, and ground testing.

The Explosive Detection Canine Unit, referred to as the K-9 Unit, is a visible deterrent to would-be threats to Agency security. In July 1998, the Office of Security procured a number of explosive-detection dogs and trained PS officers as handlers. In response to the ever-increasing need for the K-9 Unit support, the Office of Security procured additional dogs in May 1999. Overviews of the PS K-9 Unit were published in the February 1999 issue of the *NSA Newsletter* and the August 25, 1998 issue of the *NSA Communicator*.

PS Emergency Services

This process consists of Emergency Management, ComCenter, Mobile Operations, Special Operations Unit, Executive Protection, and PS Records Management.

PS is at the forefront of emergency management at the Agency. The personnel tasked with this responsibility contribute to establishing comprehensive heightened security alert protocols for NSA's Critical Incident Management Plan (CIMP) and mission-specific protective programs for emergency response to facilities. These individuals developed strategic alliances with Fort Meade, Anne Arundel County, and other emergency service providers to ensure that NSA will have ample backup support for special events and emergency situations.

The PS ComCenter is transparent to most of the Agency. This self-supported team provides the nucleus to PS Operations. They provide command, control, monitoring, and operation of the Agency's intrusion detection, closed circuit television (CCTV), and radio dispatch system for PS officers at all NSA sites. The

PS ComCenter is located with the Support Services Operations Center (SSOC) and the Facility Control Center (FCC) in the DS Emergency Management Center. The officers on duty, usually two or three per shift, handle more than 1,500 telephone calls a day, processing requests for assistance, alarms, and radio dispatch services. In addition, ComCenter personnel provide emergency and non-emergency radio dispatch to PS response units while monitoring thousands of alarms and hundreds of CCTV monitoring points. This team also maintains and provides response of the Field Communications/Mobile Command Post 24 hours a day to support any incident.

The Mobile Patrol team displays high visibility, alertness, and aggressive patrols in their daily operations to



ComCenter Officers Lorraine Lelley and Robert Matia coordinate an emergency response.

provide the first line of defense to NSA. They also enforce pertinent traffic and parking laws and regulations on NSA property in accordance with Maryland Vehicle Law. Mobile units respond to more than 700 emergency calls a year including accidents, fire and smoke alarms, and medical emergencies. Officers also answer numerous calls for motorist assistance (including lock outs or jump starts), stop suspicious vehicles on NSA prop-

erty, and provide support to visiting dignitaries and various special events. Fort Meade Campus patrols generally put an average of 3,850 miles on a mobile unit each month, that is an average of approximately 46,230 miles for each mobile unit a year, just by patrolling the area.

PS's Special Operations Unit/Emergency Reaction Team (SOU/ERT) is trained and prepared to respond to incidents, establish safe perimeters, evacuate personnel, and make emergency entries, when necessary. Many Agency personnel have noticed the "Men in Black" standing stoically at selected locations, displaying a formidable deterrent presence.

The Executive Protection Unit consists of several PS officers assigned to provide transportation and protection for the Director and the Deputy Director, NSA/CSS. They also conduct proactive advance preparation, coordination, and onsite security oversight of locations at which the Director or the Deputy Director are scheduled to appear.

Officers selected for this prestigious assignment receive extensive specialized training in protective driving, executive protection, and firearms. They interact with personnel at all levels within the government, as well as other Federal, State, and local law enforcement agencies. When circumstances dictate augmentation of this unit, members of the SOU/ERT are detailed to assist.

Special Tasks

In recent years, various Agency organizations requested PS to perform functions beyond its traditional security role. Requests for officers to perform courier runs, security off-site details, and operational support are not uncommon. For example, in

1998, PS officers performed 23 out-of-state special courier runs and escorted special shipments on an as-needed basis, ensuring expeditious delivery of critical orders. These activities continue in 1999 and are expected to be per-



Officer Mamie Johnson issues a key to employee Robert Wilkerson.

formed indefinitely. Additionally, throughout the year, PS supported more than 25 Agency functions held in various locations throughout the United States and overseas.

The contingent of PS officers permanently assigned to Finksburg routinely provide invaluable service to the site beyond their security and law enforcement functions. Since 1995, these officers have voluntarily agreed to receive specialized training in processing worldwide customer-service calls for the STUIII help desk. In 1998, they completed 6,317 STUIII help desk customer service actions in addition to performing their main PS functions.

An astounding 22,611 of these actions have been completed by PS officers since receiving initial training in 1995. This real time telephone support to the INFOSEC Operations and Support Group and numerous customers around the world, provided an avenue for receiving emergency calls and enabled the group to expand its hours to undertake additional special tasking requirements of its own.

Finally, PS supports various Agency social functions including the McGruff Crime Dog program. Officers don the McGruff suit and appear at various Agency events delivering safety information.

PS also supports the American flag presentations. The Agency presents an American flag that has flown over the Agency to retirees (with at least 5 years of service). PS is the organization tasked to ensure that those flags are flown, folded "military style," and prepared for presentation. Thousands of flags are flown over the Agency, more than 2,500 in 1998. Flag recipients can be assured their flag was proudly flown over the National Security Agency.

For additional information, contact Protective Services at 963-4703(s) or 963-1734(s).

Did You Know...?

- ❖ PS is the only organization within NSA that has law enforcement authority.
- ❖ PS is the only police and security organization in Maryland to be universally equipped and trained in the use of automated external defibrillators.
- ❖ PS is the only police and security organization in Maryland equipped with vehicle-mounted thermal imaging devices.
- ❖ Last year, PS responded to 779 emergency incidents, with an impressive average response time of fewer than 3 minutes.

Action Line

ALL AMERICAN

Dear Action Line,

A few years ago, I quietly rejoiced when the "I Am An American" Festival was announced. At last, I thought, a brief time to celebrate the things that bring us together, rather than those that divide us. Unfortunately, it seems to have become just another "hyphenated-American" celebration, dedicated to emphasizing our differences rather than our common heritage, ideals, and values. I was especially saddened by this year's poetry contest that asked for poems that "focus on skills, education, experience, talent, and other things that make us unique, as well as heritage, race, and gender."

Since the beginning of recorded time, our differences have caused us to kill each other, enslave each other, and inflict unimaginable suffering on each other. Do we learn nothing from history? Did the tragic events in Northern Ireland, Africa, Yugoslavia, Jasper, TX, New York City, and Littleton, CO teach us nothing?

Please do not let our country become "Balkanized." Of course we are all unique. Of course we identify with this group or that, and we have every right to have pride in our heritage. But please, let us not make group identification the only, or even the most important, focus of our society. Let us also celebrate our freedom, our opportunity, and the incredible accomplishments of our great country. Let us, at least occasionally, celebrate our shared American heritage.

—An Irish-Scottish-Native-French-Cajun-German-American

Dear American,

To truly appreciate and celebrate the power of our diversity as an organization and as a Nation, we need to have an understanding of the many facets of diversity. Typically, diversity is thought of in the limited context of race, color, national origin, age, gender, religion, disability, and sexual orientation. In addition to these factors, we have the added diversity of a widely varied set of skills, education, experiences, and talents.

The beauty and strength of this Nation is that we allow diversity to thrive in an environment of individual freedom and national unity. Our hope with the "I Am An American" Festival (IAAAF) is to celebrate our ability to capitalize on the diver-

Have a question or thought to express? Use Action Line! Opinions expressed in letters do not necessarily represent official viewpoints or the views of the Newsletter Staff.

sity of our organization to be the best team we can be as we protect the Nation we so love and value.

We are in a period of changing pluralism, in which the concept of the melting pot is evolving to more of a mosaic. The difference is that the melting pot expected and demanded significant assimilation and acculturation to fit into the unified national culture and structure. The mosaic celebrates the diversity of cultures as a key element of our strength, with no less emphasis on the pride and unity of the Nation. The poems that were submitted for the contest were excellent examples of such celebrations. To read these poems, visit the IAAAF Home Page at <http://doddev02.a74.a.nsa./iaaaf.nsf/Poetry>.

—Mike O'Hara, Chief, Office of Diversity Programs

IN RETROSPECT

In the last 6 years, 175 Action Line letters have been published in the NSA Newsletter. The Newsletter Staff thought it would be of interest to its readers to publish the general breakdown of subjects that have been on their minds through the years.

- Agency Services—11 letters
- Compliments—11 letters
- Computers—2 letters
- Escalators and Elevators—6 letters
- Food Services—11 letters
- Joggers—3 letters
- Landscaping, Buildings, Cleaning—14 letters
- Mail and Burnbags—3 letters
- Miscellaneous—31 letters
- Parking, Crosswalks, Traffic, etc.—13 letters
- People—18 letters
- Performance Appraisals, Promotions, Awards—8 letters
- Personnel and Programs—21 letters
- Safety—8 letters
- Security—8 letters
- Smoking—5 letters
- Work Attire—2 letters

Club Notes

Celtic Forum meets the last Tuesday of every month. 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), 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 to attend is held on the third Saturday of each month at the Provinces Library. For more information, contact Ann White (abwhit1@nsa).

Deep Sixers SCUBA Diving Club will hold its monthly meeting Thursday, September 16 at 7:00 p.m. Possible fall trips include a heated lake in West Virginia and fossil hunting at Calvert Cliffs. There is quarry diving at Bainbridge most weekends and an Atlantic Ocean dive scheduled for late September off the coast of Delaware. There is an on-line Deep Sixers Dive Club through home INTERNET connection that offers a chat room, message board, on-line calendar, and photo gallery. For more club information, contact the president, Mark, at 301-688-7681 or the vice president, Vince, at 301-688-2869.

Hispanic Forum meets every month and offers a wide array of activities throughout the year. For more information

about the forum's goals, activities, and how to join, subscribe via Electronic Subscription Service (ESS) 1252 or contact Ivette Collazo (imcolla@nsa). The Hispanic Forum's activities are open to all Agency employees.

Parkway Coin and Stamp Club will hold its monthly stamp meeting Thursday, September 9 at noon. The monthly coin meeting will be Thursday, September 23 at noon. Meeting locations will be displayed in the showcase opposite the OPS 1 Cafeteria entrance during the respective week of each meeting. Anyone interested is invited to attend. 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 September include a singles dance, dining out at the Rainforest Cafe, a day trip to Busch Gardens, a movie and dinner evening, a day outing at the Maryland Garlic Festival, a pot luck dinner, 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, September 1 and October 6, 5:00 p.m. at Perry's in Odenton. Meetings are scheduled for the first Wednesday of every month. Upcoming rides include "Ride for Kids" in Columbia, September 19 and Harpers Ferry, October 9. A fall membership picnic is planned for mid-September. Membership dues are \$12 per year. For further information, contact Kent Cooper at

301-688-0905 or Brenda Hine at 301-688-4292.

Women and Men in NSA (WIN) will hold its 15th Annual Art Auction, September 24, at the Fort Meade Officers Club. Tickets are \$7 per person or \$24 for 4 people. All proceeds from the auction will benefit WIN's Barbara W. Clark Undergraduate Scholarship Fund.

September Film Festival

The Cryptolinguistic Association (CLA) Film Library will feature a series of foreign-language videos, all with English subtitles.

◆ "Wend Kuuni" (More, 1982, 70 minutes); September 13 and 20; 11:05 a.m.-12:15 p.m.

◆ "Danzon" (Spanish, 1993, 103 minutes); September 14, 11:10 a.m. to 12:55 p.m.; September 21, 1:05- 2:05 p.m.

◆ "Zombie and the Ghost Train" (Finnish, 1991, 88 minutes); September 15 and 22; 11:05 a.m.-12:35 p.m. "Father" (Hungarian, 1967, 89 minutes); September 16 and 23; 2:05-3:35 p.m.

◆ "Knife in the Water" (Polish, 1962, 94 minutes/remastered); September 17 and 24; 11:05 a.m.-1:15 p.m.

Films will be shown in the OPS 2B Conference Center, Room 2B4118-2, except for the September 14 screening of "Danzon," which will be shown in the Friedman Auditorium. The movies are free and everyone is invited to attend. For more information, contact Drage Vukceвич (dvukcev@nsa) at 963-7770(s) or 301-688-1073.

Awards

MERITORIOUS CIVILIAN SERVICE AWARD



Carol A. Frasier



Leonard T. Reinsfelder

EXCEPTIONAL CIVILIAN SERVICE AWARD



Dennis L. Lunsford

DIRECTOR'S DISTINGUISHED SERVICE MEDAL



Richard G. Young

NATIONAL INTELLIGENCE DISTINGUISHED SERVICE MEDAL



Edward J. Smith, Jr.

DEFENSE MERITORIOUS SERVICE MEDAL



Patricia D. Rainey
LTC/USA

DEFENSE SUPERIOR SERVICE MEDAL



Thomas K. Wilson
LTC/USA

JOINT SERVICE ACHIEVEMENT MEDAL



Jack H. Blanchard
SGT/USA



Matthew J. Judd
AIC/USAF



Donald A. Robinson
SSgt/USAF

Paul Derthick's Headline Puzzleby Larry Gray

The following are 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. VGWEQVSM SVWEDQSNV AUSMYD NFEDV YE BVWAVW SAWVVBVMY
2. UJSK HLK LKHUE OX LXNN IXXD JD PXOXL SJOE SHIJDX
3. EVFCMV TSEX MI JBVTRFB FCXRIO, RILWCX:TSEOWBJ VBEVMI
4. UMSBHWSEC HRCHWRFBV KMSJ TCMURVB DMC WSFCEDEVF
HMUTWFBCV
5. YVBXFWY YOLZ GLAYVSFBY, IOWYEGETAY ESITREFAR ZERO OSLY

Answer will appear next month.

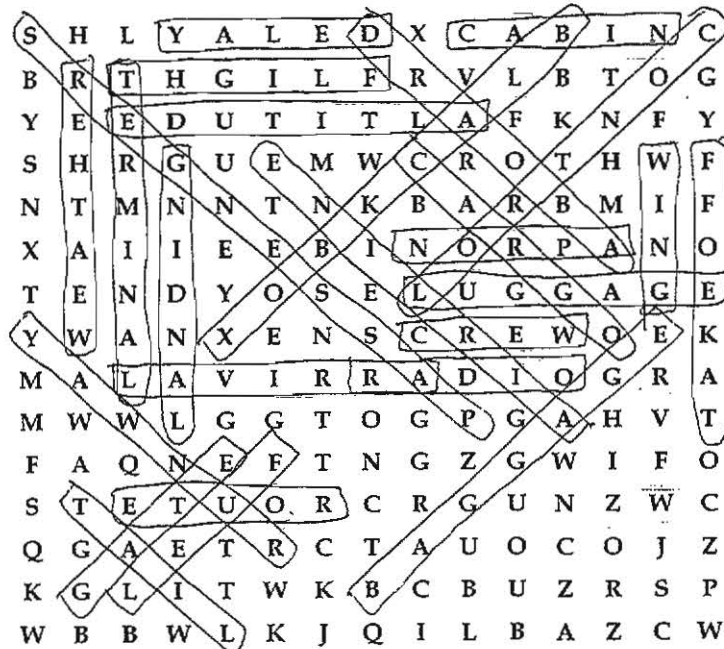
Answer to August Puzzle:

1. HONG KONG, DISNEY KEEP THEME PARK DISCUSSIONS OPEN
2. WASHINGTON MONUMENT RENOVATORS CARVING THEIR OWN NICHE
3. INDIA STEPS UP ATTACKS ON DISPUTED KASHMIR PEAK
4. BULLPEN BREAKDOWN KEEPING ORIOLES IN WEEKLONG SKID
5. STARR REPORTEDLY ORDERED TO YIELD TRIPP TAPES

Setting: DURER Key: ALBRECHT Hat: WOODCUT

...In Their Flying Machines

Hidden below are 27 words associated with traveling by air. The words read in any direction and any letter may be used more than once.



In Memoriam

Kevin S. Peters, a senior computer scientist in the Operations Organization, died May 25 in a motorcycle accident. He was 32.



Mr. Peters, a resident of Crofton, MD, earned a bachelor of science degree in computer science from the University of Maryland, Baltimore County.

He joined the Agency in 1984.

Mr. Peters was a member of many CWF recreational teams. He was an avid sports fan and enjoyed participating in a variety of sports.

Mr. Peters is survived by his parents, Leanis and Coen; and a brother, Timothy.

Jessie B. Raiford, a former cryptanalyst in the Operations Organization, died March 20. She was 90.

A graduate of Meredith College, Ms. Raiford taught school in North Carolina prior to joining a predecessor of the Agency. Ms. Raiford retired in 1974 with 31 years of Federal service.

Ms. Raiford resided in Goldsboro, NC. In retirement, she adopted and supported children in foreign countries and was a volunteer math and science tutor.

In Appreciation

My mother, sisters, and I would like to thank my coworkers and friends for the many expressions of sympathy and support following the loss of my father. Your cards and flowers were a great source of comfort. Your support and kindness meant a great deal to my family and will always be remembered.

—Joe Roguski

I would like to thank my many friends and coworkers for their acts of kindness and support following the accident of my son, Montrell. The cards, prayers, and comforting words touched my heart immensely. Montrell, who is recovering remarkably well, was also overwhelmed with the NSA family's support. Thanks to all of you.

—Marsha A. Friend

My family and I would like to express our sincere appreciation for all the expressions of sympathy following the death of my mother. The flowers, cards, and prayers have been a great comfort during this difficult time. Your thoughtfulness will always be remembered.

—Patricia A. Hamilton and Family

My family and I would like to express our appreciation to my friends and coworkers for their thoughts, prayers, and cards following the death of my father. Your support was greatly appreciated.

—Maryann Brumbelow

My family and I express our deepest gratitude for the many expressions of concern and support we received following the death of my father, Stephen Maxwell. He will certainly be missed. The kindness shown by my "NSA family," helps ease the pain of our loss.

—Gloria Anthony and Family

My family and I would like to express our heartfelt appreciation for the many cards, flowers, letters, and prayers we received following the sudden death of my father. Your thoughtfulness and support meant so much to us during a very difficult time.

—Donna Prescott

We wish to express our heartfelt appreciation to our friends and coworkers for their compassionate expressions of sympathy upon the death of our mother and mother-in-law, Dorothy L. Rowe. The cards, flowers, and prayers were a great comfort to our family and us during a very difficult time. May God bless you all.

—Lawrence G. Rowe, Jr. and
Barbara H. Rowe

I want to thank all my coworkers and friends for the cards and expressions of sympathy I received following the death of my brother, Andy Westrick. I truly value your friendship and took great comfort in knowing you were all thinking of me during this most difficult time. Your thoughtfulness will always be remembered.

—Bob Westrick

We would like to thank the retired and current NSA family for their kindness and support during this extremely difficult time. The death of my wife and our mother was very unexpected. The many cards, letters, flowers, prayers, and expressions of love have comforted us greatly. Everyone's compassion and concern means a great deal to our family. God has blessed us with many great friends.

—Roy, Jeff, and Mary Whitesel

My family and I would like to thank everyone for their prayers, wonderful cards, and kind expressions of sympathy and support following the loss of our son, Kevin Peters. His life touched so many people. The young people who gave their support and took the time to express their feelings demonstrated that there are indeed beautiful young people in the world of whom we can be proud. Those feelings of pride in our son and the many lives he

touched has made our deep loss easier. Your thoughtfulness was comforting and very much appreciated.

—Coen Peters and Family

Retirements

I would like to thank everyone for their kind words and thoughts on the occasions of my official retirement ceremony and luncheon. Both were heartwarming, humbling, and greatly appreciated by my family and me. It was a wonderful conclusion to a long, diverse, and enjoyable career that allowed me to participate in events that saw the USSS excel. Thank you all for your kindness, selfless commitment, and thoughtfulness. It was my pleasure and honor to have served among and with you. God bless you.

—Cassian "Cash" O'Rourke

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 2B9076. 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.

Tell Us What You Think About the *Newsletter*

The *NSA Newsletter* is now a publication of the NSA/CSS Internal Communications Cell (NICC). The NICC is very interested in learning what NSAers think about the *NSA Newsletter*. The NICC needs to know what *Newsletter* readers enjoy and what they do not, what they think should change or remain the same. To help ensure that the *NSA Newsletter* reflects the needs and desires of its readers, take a moment to answer the following questions. All responses should be received by the NICC no later than October 15. There are several ways to respond:

WEBWORLD—<http://nicc.fanx.s.nsa/newsletter/survey.html>
U.S. Mail—9800 Savage Rd, Suite 6239, Fort Meade, MD 20755
Agency mail—NICC Marketing, 2B7104, Suite 6239
Agency E-mail—niccmktg@nsa

Employee Status

Civilian Military Retiree

Age Group

under 25 26-35 36-45 46-55 56-65 66 and over

Key Component _____

Career Field _____

How often do you read the *NSA Newsletter*?

Always Often Seldom Never

Which format of the *Newsletter* do you read?

Hardcopy NSA Internal Web ESS Enlighten

Do you share the *Newsletter* with your family? Yes No

List three items that you read, with the most important first.

List the three items that are the least important to you.

What changes would you like made to the *NSA Newsletter*?
 (No idea is too "off the wall.")

Your time and feedback are appreciated. Survey results will be published in a future edition of the NSA Newsletter.

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NSA NEWSLETTER TEAM

nsanews@nsa

NSA/CSS INTERNAL COMMUNICATIONS CELL

The *NSA Newsletter* is published monthly by the NSA/CSS Internal Communications Cell for the information and enjoyment of NSA employees and their families.

Items submitted for publication should be sent via E-mail to nsanews@nsa or typed double-spaced, marked with the name, organization, and phone number of the sender, and forwarded to: *NSA Newsletter*, Fort George G. Meade, MD 20755-6000. Feature articles are due 2 weeks before the first day of the month preceding the month the article is intended to be published. All other items are due on or before the first day of the month preceding the month in which the item is intended to be published. For example, feature articles for the November *Newsletter* must be submitted on or before the 17th day of September. All other items must be submitted on or before the 1st day of October. All submissions to the *Newsletter* are subject to editing for space, clarity, and classification; there are no exceptions to this policy. *Newsletter* office phones are 963-1848(s) and 301-688-6610 (TDD); E-mail address is nsanews@nsa; and location is OPS 1, South Cafeteria, Room 2.

This publication does not necessarily reflect the official views of the Department of Defense.

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