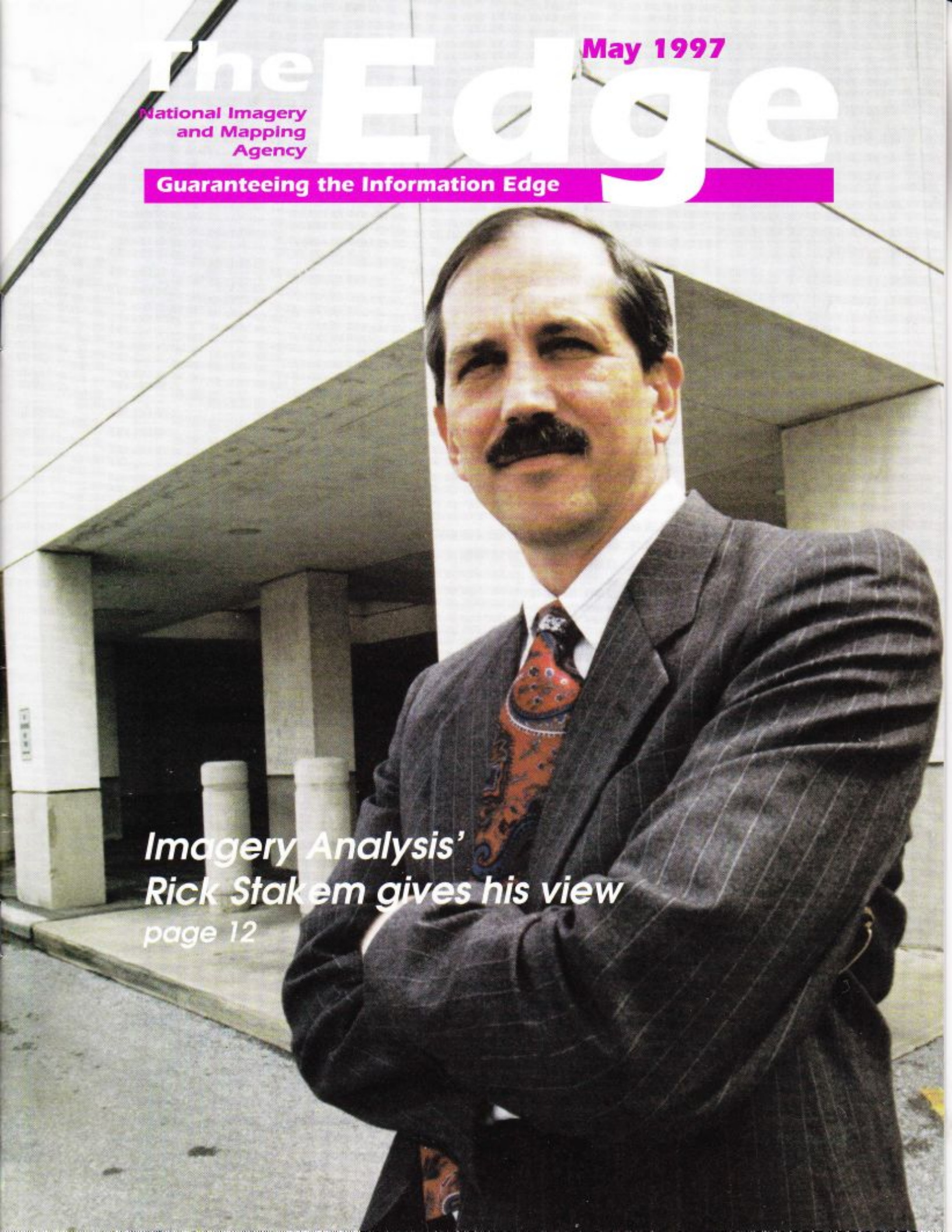


The Edge

May 1997

National Imagery
and Mapping
Agency

Guaranteeing the Information Edge



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Rick Stakem gives his view
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Red Team Report

Rear Adm. J.J. Dantone Jr. recently chartered a team to sample NIMA processes. Known simply as the "Red Team," it includes representatives from various NIMA sites, directorates and cultures. The team's primary mission is to discover, understand and report on how well NIMA processes are working.

To date, the team has sampled seven processes at St. Louis; Bethesda, Md.; Fairfax, Reston and Westfields, Va.; and the Washington Navy Yard. Red Team members are actively sampling processes as well as interviewing employees who recently have experienced the process firsthand.

The team is interested in determining whether the processes are consistent across all NIMA sites; whether there is a common understanding of the process; and whether the process is simple, makes sense, and is effective. The Red Team will recommend, monitor and track process improvements identified after the sampling process is complete. This column will showcase and inform NIMA employees of these improvement efforts.

Current findings and recommendations include:

DoD decal : DoD decals are not needed at any NIMA site. However, if employees wish to have one in order to facilitate access to other DoD bases, Mission Support will issue a decal at an employee's request.

NIMA ID cards: The NIMA ID cards process is working well. Upon request, MS is resizing cards to fit into wallets.

Reserved parking for a visitor: To reserve a space at any NIMA site for a visitor, points of contact are listed in the current MS Information Services Directory or "Blue Pages" of the NIMA telephone directory. Due to site constraints, availability and processes for reserved parking are different at each site.

Purchase card: A recent winner of the Vice President's Hammer Award, the purchase card process is working well. Cycle time for receiving a card has dropped from 45 days to one week. Online activation with the issuing bank is actively being pursued. This will ensure that cards are sent to an employee within 24 hours of activation. Effective Oct. 1, DoD mandates that all purchases under \$2,500 be acquired through a purchase card.

NIMA Career Inventory System (NCIS): The Director has approved a number of employee suggestions for improving this process. A forthcoming employee news release and *Edge* article will detail these improvements. In summary, the improvements include: evaluating the capability for employees to tailor a resume for a specific job combined with a mandatory knowledge, skill and ability; an Interactive Voice Response System (IVR) to provide employees with status on their self nominations; an update of the grammar database to include intelligence/imagery skills; training on how to write resumes; and a library of screening queries for supervisors to use.

Computer malfunction (Submitting a trouble ticket for desktops): To improve customer service, Network and Enterprise Systems Office (CN) is baselining existing trouble call processes at the seven NIMA sites and determining the type and number of systems being used. The expected baseline completion date is May 15. Plans to improve this process include soliciting employee feedback, establishing a benchmark with industry and reengineering the process. Currently a pilot is being deployed at the Fairfax site to test the feasibility of a one-stop shopping concept of site support, which will include hardware and software trouble shooting, minor repair and technical advice.

As a NIMA employee, your input and support is appreciated. If you feel that there is a process you would like the Red Team to sample, please contact 1-888-NEW-NIMA or send an e-mail to the Team Leader, Mary Ellen Seale of CA/PA at SEALEme@nima.mil. ■

by
Mary Ellen Seale
Team Leader

Congratulations

NIMA Credit Card Program Wins Vice President's Hammer Award



by John Iler

The NIMA Procurement and Contracts Office (PC) has received official word through Vice President Al Gore's National Performance Review that it will be a recipient of the prestigious Hammer Award. The ceremony will take place June 9 at NIMA headquarters.

The award recognizes PC's development, together with support from the NIMA Comptroller's office, of a purchase card database. The automated database allows purchase card holders to order and receive supplies/services without the paperwork and delays associated with the preparation of a funding document.

"What the NIMA software package does," said Gene Smalling, director of the Procurement and Contracts Office, "is easily facilitate the administration of the card by the cardholder, the cardholder's approving official, the purchase card program office and the financial management community that handles the funds associated with the card. This has helped eliminate most of the hassle associated with using the purchase card and reduced the resources needed by the agency to manage the program."

The database was acclaimed so much that the project was showcased in the *Government Computer News*. As a result, PC has distributed more than 120 copies of the database software throughout the federal government. PC's database is now highly recommended by the Office of the Secretary of Defense for use throughout DoD.

"The key to the success of the database, in my mind, is its scalability," said Daniel Collins, a procurement analyst who worked on the program. "It can be used stand-alone by one card holder on a laptop while on the road making numerous purchases. It can also be put on a files server and the program manager can

have access to all of an agency's purchase card transactions."

Debbie Loudon, former program manager, called it a "significant achievement" and an "innovative solution to what had become a time consuming task."

"The goal," she said, "was to reduce the paperwork and provide an easy, efficient means of making purchase card buys."

And Donna Clarke, a procurement analyst, points out the new system also saves money. "It's simple, was developed in-house and is functional," she said. "It saves money all around—in its development, maintenance, use and tracking."

NIMA's purchase card program began in 1991 with 12 purchase cardholders under one of its predecessor organizations, the Defense Mapping Agency. In less than six years, the program increased to 300 cardholders today, and that number is projected to be nearly 400 by the end of the fiscal year. In 1991, purchase card holders used their cards to make approximately 500 purchases; in 1996, usage totalled nearly 10,000 purchases. The federal government estimates that \$53.77 is saved in administrative costs each time the purchase card is used to buy an item.

Most recently, the Office of the Secretary of Defense has mandated that effective October 1, 1997, all DoD supplies and/or services under \$2,500 must be purchased via a purchase card. Any exceptions to this rule must be approved by a written determination signed by a Flag Officer or a member of the Senior Executive Service.

"Once the database was created," Collins said, "going one step further and making it available to anyone in government is the unselfish attitude we are being recognized for.... I hate seeing each agency reinventing the wheel for every program that gets implemented."

"I'm amazed that a relatively small DoD agency has been able to create a tool that has such a useful application government wide," Smalling said. "The people who put this package together—and I certainly don't want to personally take any credit for it—deserve this recognition. I'm just delighted that their efforts have paid off with this kind of recognition."

PC conducts purchase card training on a continuous basis. To register for the one day class, please contact one of the following individuals via e-mail or by phone:

Washington Area: Becky Gilmore, (301)227-5175 or DSN 287-5175.

St. Louis Area: Diane Dickens, (314)260-1212 or DSN 490-1212 ■

Phillips Receives 1996 Presidential Rank Award

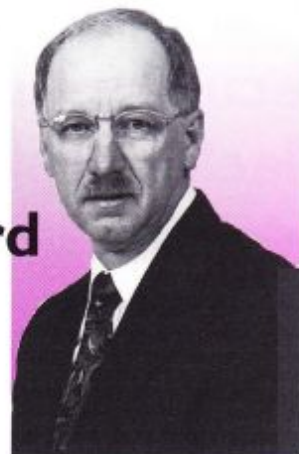
by Tammi Kiser-Sparks

Earl W. Phillips, former director, NIMA Geospatial Information and Services, is a recipient of the 1996 Distinguished Executive Presidential Rank Award (Senior Executive Service). He received the award from President Clinton April 10 in a ceremony in the Oval Office.

Phillips also was honored in a Pentagon ceremony April 24, with other Presidential Rank Award recipients, by Secretary of Defense William Cohen. Cited for sustained extraordinary accomplishments in management of programs of the United States government, he also was praised for leadership exemplifying the highest standards of service to the public.

Phillips' nomination for the Distinguished Service award was based on eight years of exemplary executive leadership and personal vision while serving at the Defense Mapping Agency, a predecessor organization of NIMA.

A native of Alton, Ill., Phillips earned a bachelor of arts in mathematics from Southern Illinois University in 1965. He is a 1982 graduate of the U.S. Army War College. He retired from civil service in January and is married to the former Marie Fletcher of Alton, Ill. They have two children, Jay Douglas and Bradley Earl. ■



Ancell Honored in Pentagon Ceremony

by Tammi Kiser-Sparks

A. Clay Ansell, director, NIMA Commercial Office, was awarded the 1996 Meritorious Executive Presidential Rank Award April 24 by

Secretary of Defense William S. Cohen in a Pentagon ceremony. Ansell, a member of the Senior Executive Service, was cited for his sustained superior accomplishments in management of programs of the United States government and for noteworthy achievements of quality and efficiency in the public service.

The selection for the Presidential Rank Award resulted from Ansell's seven years of exemplary achievements while he served at the Defense

Mapping Agency, a NIMA predecessor organization. He led Desert Storm and Counter Drug production programs totaling \$33 million; a major agency "rightsizing" initiative; the Louisville Field Office closure; printing and distribution consolidation efforts; crisis support programs over Korea, Haiti and Bosnia totaling \$73 million; and the DMA Reinvention Task Force.

A native of Sikeston, Mo., Ansell earned a bachelor of science degree from Southeast Missouri State University and a master of business administration in management from Southern Illinois University at Edwardsville.

Ansell and his wife, the former Kay Margraf, have one daughter Suzannah, a senior at the College of William and Mary. ■

Security Assistant Receives Black Employment Award

by Don Kusturin

Belinda Rhone, a security assistant at NIMA St. Louis, is the recent recipient of a Black Employment Program Council award, nonsupervisory category.

Rhone was recognized for her initiative, support to NIMA and her contributions to the goals and ideals of the Black Employment Council. The council is part of the Federal Executive Board representing federal agencies in the St. Louis area.

"I would like to believe that the award represents my performance on and off the job and how I treat my customers," Rhone said. "It is important to treat people with respect, trust and individuality."

Rhone, who has worked for the government for 13 years, believes in studying each person's personality traits, skills and talents and providing positive feedback.

"I focus on things that build one's character and self-esteem," she said. "I try to listen and understand what it is that people need, prioritize it as it relates to the purpose and mission of the organization and agency."

"I also try to praise people...and remember to say please, thanks and ask for a favor rather than demand. Finally, I want people to know that when I help them it's not because I am looking for something in return, but because it is my gift from God. I hope this is why I received this award."

During her tenure as a security assistant, Rhone has taken the initiative to better herself and NIMA, according to her supervisor's nomination. She is a recent participant of the Career Development Program for secretaries/administrative support employees. As the official safety representative for the Security Office in St. Louis, Rhone took it upon herself to develop a special safety incentive program for her department. She helped in redesigning employee attendance sheets, writing standard operating procedures and serving as an on-call crisis-support/mission courier.



Rhone

photo by Jim Stepanik

She is studying management and communications at Concordia University and is due to graduate in 1998.

"I'm working on my bachelors degree so I can become a criminal investigator with a government agency," Rhone added.

"Giving back" to her community is very important to Rhone. She's active with the St. Paul A.M.E. Church and volunteers her time at "St. Paul Saturdays," a program dedicated to developing African-American youth. She also volunteers for the St. Louis Police Department public affairs meetings where she greets people, passes out pamphlets and works as a liaison with businesses and other members of the community.

In her role with the NIMA Black Employment Program, Rhone helped promote the Martin Luther King Jr. essay contest for employees' children. She also helped make the NIMA Black History Month Breakfast a success by scheduling and recruiting a guest speaker, as well as performing other tasks.

"I like helping people," she explains. "I like seeing things function like they're supposed to. I don't like a lot of mess." ■

ON THE MOVE



Rutledge

Air Force Brig. Gen. John W. Rutledge has been appointed NIMA associate director for Military Support. In this capacity, he will review and, as appropriate, approve personnel documentation and other issues concerning military members within the Agency. He also will serve as the Director's principal adviser on military issues and, when appropriate, recommend solutions where problem areas exist. General

Rutledge will continue to serve in his present role as Director, Customer Support Office.

Keith E. Littlefield is the new deputy chief, Exploitation and Mapping Systems Division, U.S. Imagery and Geospatial Information Systems Office, Systems and Technology Directorate. His appointment as Defense Intelligence Senior Executive Service became effective April 13. Littlefield previously was technical adviser for Advanced Cartography in the Office of the Chief Scientist.

Citing a recent Hart-Teeter poll that shows a rise in public confidence in government, Vice President Al Gore told more than 800 federal workers at the 2nd Annual Reinvention Revolution Conference on April 7—and thousands more connected by television satellite—"I attribute it entirely to you, the federal employee. We are absolutely on the right track."

Gore gave a sneak preview of a soon-to-be-published customer survey conducted by 150 agencies across government. "For the first time, we have real data on how we are doing."

"One hundred percent of calls to U.S. Customs are now answered in 60 seconds or less," he said. "Second, in February of this year, always the busiest month, 97 percent of the Social Security Administration's callers got through in five minutes or less. The Federal Emergency Management Agency piloted a 1-800 customer help line following disasters in New York and Pennsylvania, and 100 percent of the inquiries were answered with a single call." The Vice President also cited agencies' use of technology, particularly the Internet, to make revolutionary changes in customer service.

Overcoming Barriers

"At last year's meeting here at the Natcher Center, you told me of some barriers, and just like you listen to your customers, I listen to you," Gore said. "You said there were two main obstacles" to achieving change. "First, you told me that communications to the front lines were poor. Committed reinventors didn't know what was going on in Washington and didn't know what was going on with other reinventors. Second, you said the top brass, or the 'higher ups,' as one person put it, just don't get it."

"Well, on the first point, keeping all the reinventors informed, I think we've made some real progress. The Federal Communicators Network provides reinvention news to the editors of over 350 agency newsletters and similar publications. This network collectively addresses over three million civilian and military federal personnel. There is also an NPR home page at www.npr.gov. I invite you to

check it out. It provides, over the Internet, a whole array of materials and services that now keep us well-informed and able to share bright ideas."

Three Magic Words: Blair House Papers

"To your second point," he said, I have three magic words: Blair House Papers." This little red book is the collection of ideas that President Clinton and the Vice President presented to the Cabinet at its Blair House retreat in January. "It is not my book, it is our book," Gore said. "Distilled into 15 steps is what we have learned and what we have taught each other in the first four years of reinvention. This book contains the lessons from frontline reinventors who achieved the beach-head breakouts."

"We're using the Blair House Papers to tell your bosses to get it... implement it, do it. And I'm asking you frontline reinventors, in turn, to use this document as a wedge to ask for, indeed to demand, more responsibility, more authority, and more empowerment... In this, my 1997 state of reinvention address, I hereby declare the era of better government has begun." ■

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Vice President to Federal Workers: You Get Credit for Reinvention Successes

Connectivity

Networks Office Aims for Better Electronic Communications

by Paul Hurlburt

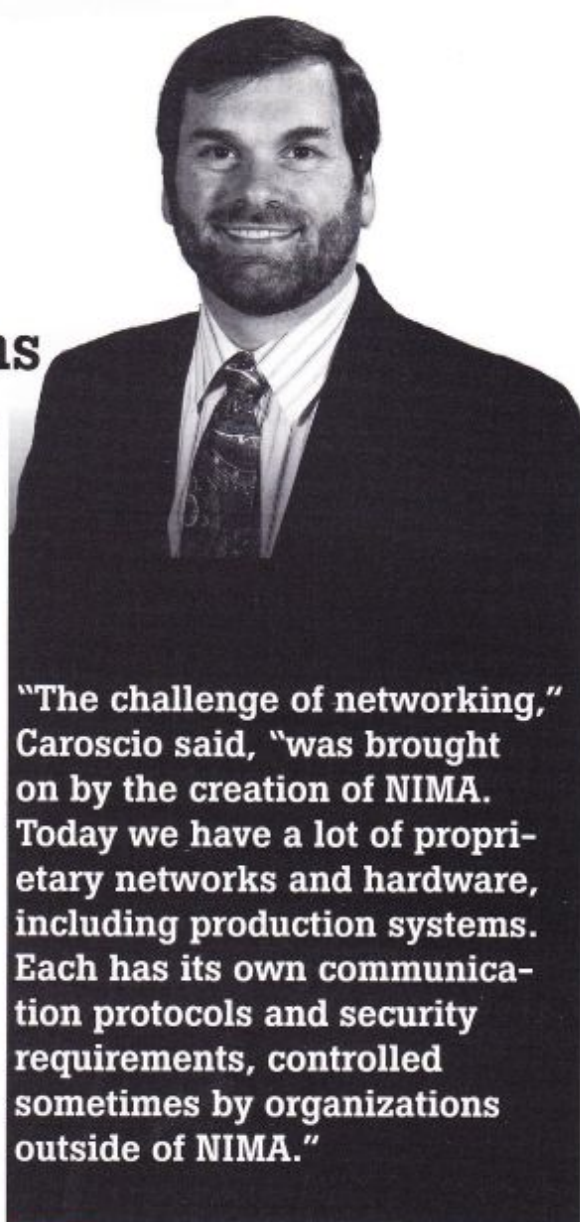
What does *connectivity* mean to you? Webster's II New Riverside University Dictionary defines it as "the state of serving or tending to connect." But to an imagery analyst at the Washington Navy Yard, connectivity could mean being able to send e-mail from a desktop computer to Reston cartographers involved in geospatial source preparation. To a department chief in Merrifield, it might mean being able to brief division chiefs NIMA-wide regarding the agency's proposed strategic plan via video teleconferencing. And to team leaders with a widely deployed team, it could mean being able to hold secure conversations anywhere in NIMA simply by picking up the phone and dialing a few numbers.

Despite what it means to everyone else, to Tom Caroscio, chief of the Networks and Enterprise Systems Office (CN), and Jimmy Boyd, his deputy, connectivity is being able to meet the formidable challenge of providing the highest possible level of electronic communications capability within the constraints of budget, security and technology.

Created out of separate parts to achieve a greater whole, NIMA—in theory—opened up new lines of communication between almost 25 sites nationwide and many more abroad. Caroscio and his colleagues strive to make these lines not only real, but seamless. And they want to provide an infrastructure for the synergistic outcome envisioned in merging the imagery and mapping functions.

The Challenge of Networking

"The challenge of networking," Caroscio said, "was brought on by the creation of NIMA. Today we have a lot of proprietary networks and hardware, including production systems. Each has its own communication protocols and security requirements, controlled sometimes by organizations



"The challenge of networking," Caroscio said, "was brought on by the creation of NIMA. Today we have a lot of proprietary networks and hardware, including production systems. Each has its own communication protocols and security requirements, controlled sometimes by organizations outside of NIMA."

Caroscio

outside of NIMA. We have people working with different tools at different security levels. This has created problems that were not seen as problems before standup."

In the future, say in 2005, Caroscio envisions a single NIMA network that will pass information at different levels of classification. Employees, on one workstation, will be able to accomplish production, send and receive e-mail, access the Internet and perform the variety of tasks now done on personal computers.

Realizing that an ideal communications infrastructure was not readily obtainable, Caroscio and Boyd surveyed business units shortly after standup to determine the most urgent networking problems. The resulting feedback led to

a list of key projects which NIMA senior leadership has endorsed as requiring top priority.

"It came down to how best to spend the [limited] funds that were available," Caroscio said.

The need to expand and enhance secure voice service with simplified dialing and exchange instructions was seen as an immediate priority. Other secure voice network improvements identified were additional lines, upgraded phone instruments (where needed), and expanded system throughput to relieve congestion.

Another key project involves enhancing NIMA's video teleconferencing capability with new studios, automated scheduling, improved reliability and standardization. CN also is working to improve the NIMA Intranet, making it more accessible to offices for posting information. E-mail will be enhanced and expanded NIMA-wide, using kiosks at some locations, and infrastructure will be developed to integrate and expand collateral networks inherited by NIMA, such as the Production Management Segment and Client Server Processing Equipment.

Long and Near-Term Strategies

Meanwhile, CN has contracted with a group of engineers to baseline the present infrastructure and develop an infrastructure engineering strategy.

"The contractors know the market and what the current technology is," Caroscio explained. "They will get smart on what we have, and at the same time will give us an independent view of what we *should* have."

Industry is now developing secure operating systems that meet the criteria of the National Security Agency to operate at different security levels on a single work station.

"One of these systems," Boyd said, "uses Fortessa technology, which has a wide range of applications from cellular phones to e-mail. This system will be used in the near future with the Defense Messaging System to provide local encryption and authentication."

The Fortessa technology-based system is a good candidate to provide a multiple security environment for NIMA, Boyd added. "It would allow the desktop workstation to be multi-functional, with e-mail software for communication."

For the near term, CN's goal is to establish three centrally managed networks for the different security levels, Caroscio said. Once the commercial technology is available, the three networks will be consolidated into one centrally managed network capable of delivering communications across the network at different security levels. Such a system might provide users with personal identification numbers (PIN) or "smart cards" that would enable them to "step up or down" classification levels.

"First," he said, "we need to get our basic infrastructure up to speed and settle our classification policy."

Hardware and Software Standards

Part of the technology problem involves establishing hardware and software standards with an approved list of products that will provide people the tools they need while driving down the cost.

"The network environment has been an area of high interest and high demand for the last five years," Caroscio observed. "The computer industry has had a tough nut to crack, and we are no different."

The goal, Caroscio and Boyd noted, is to build a system flexible enough to respond quickly to meet customers' growing needs. The support of senior leadership, Caroscio said, has been crucial to building a better system. CN is approaching each NIMA office with a "road show" explaining, in greater detail, the specific dates and services that will be available to NIMA employees and offices.

For NIMA employees, the future demands increased retraining to use new tools. "There's much more to come," Caroscio said. "People have been extremely patient, which we appreciate. We want them to have tools that they need, and hopefully we are concentrating on the right things." ■

NIMA survived its October 1996 standup relatively unscathed, according to more than 650 NIMA employees and nearly 125 customers who were surveyed in the Quick Look Assessment (QLA) conducted last December.

Those surveyed also pointed out our share of glitches — no surprise with such a formidable undertaking. But the absence of any catastrophic problems was good news to those who had worked so long and hard to make NIMA a reality.

Quick Look Assessment Sparks Corrective Actions

by Geoff Boehm
Plans and Analysis

The QLA effort began last October when Rear Adm. J. J. Dantone Jr. commissioned NIMA's Plans, Programs and Analysis (PA) and Customer Support (CO) offices to assess NIMA's performance 60 days after standup, in order to determine whether any major products, information, services or functions had been "broken." Having feedback on early successes was also of interest.

Survey questionnaires and focus groups were designed to elicit opinions from three different perspectives — those of nonsupervisory employees, supervisory employees and customers.

Nearly 50 percent of the sampled NIMA employees returned their questionnaires — a very high return rate for surveys of this type — suggesting strong employee interest. All of NIMA's most important customer organizations also responded enthusiastically.

NIMA's overall performance in early December 1996, as indicated by the average of all scores combined, was relatively middle of the road. On a scale of 1 (poor) to 5 (good), nonsupervisors gave NIMA a 3.1 and supervisors a 3.2. Customers rated performance slightly better with a 3.9 combined average.

Nonsupervisory employees were asked their opinions on three main

topics: management information (roles and responsibilities, customers, mission, management structure, office interactions and security), support services (administration, facilities, training, management information awareness and computer), and expectations for the transition.

Nonsupervisors' top three average ratings went to their understanding of key elements of the business — who their customers are (4.0), their roles and responsibilities (3.9) and their security responsibilities (3.8). On the opposite end of the scale, the low three performers were the phone book (2.3), authorization to spend funds (2.6) and awareness of employee recognition (2.6).

Many nonsupervisors also provided brief narrative comments along with their scores. Typical comments were "still evolving," "no change from before," "current book is inaccurate and not accessible," "recognition is nonexistent," "morale is low," and "budget still unresolved!!"

Supervisory employees were asked about organizational direction, organization and responsibilities, management/supervision/policy, organization readiness and transition outcomes.

Supervisors gave the three highest ratings (again on a 1-to-5 scale) to their understanding of the business — their component's mission (4.5), who their external customers are (4.4) and NIMA core values (4.1). The three lowest scores went to budget preparation and resource allocation (2.1), bureaucracy and red tape (2.2) and overlapping duties (2.2). Narrative comments included remarks such as "understand generally," "confused," "need to walk the talk," "understand old customers, not new ones," "too many layers," "need more direct access to customers," and "unclear processes."

Customers from 19 external organizations were asked about NIMA products, information and services; their relationship to NIMA employees; the impact of transition; and overall performance.

Average scores were high — from 3.6 to 4.2 (on the same scale of 1 to 5). Customers had a mix of positive and negative comments, for example, "best service in the Pentagon," "excellent products," "product problems but good people," and "do not know our main points of contact."

Early this year, NIMA's Senior Leadership Council was briefed on the QLA survey results. In a series of follow-on working sessions within each directorate, areas needing attention

were identified and 43 specific corrective actions were assigned — five across all offices, 31 to Corporate Affairs (CA), six to Systems and Technology (ST), and one to Operations Directorate (DO). So far, the following early accomplishments of immediate benefit to NIMA employees have been made:

NIMA/HR:

- Published NIMA HR Guides in February
- Refined rewards and recognition program
- Published news releases and e-mail notices on HR processes
- Expanded self-nomination grammar database to better credit skills on employee resumes
- Installed Interactive Voice Response System for self-nominations and status information
- Conducted problem discussion groups
- Established personnel action-processing standard
- Refined interim guidance documents and consolidated affiliate policies

NIMA/PA: Published NIMA Business Plan

NIMA/CM:

- Established within each directorate Comptroller Services Offices that can provide a full range of employee assistance:

Directorate	Location	Contact	Commercial	DSN
CA	Merrifield	Jack Luibl	(703) 275-5500	235-5500
	Bethesda	Delia Jennings	(301) 227-2263	287-2263
	St. Louis	Jane Hackett	(314) 263-4786	693-4786
DO	Merrifield	Frank Kotula	(703) 275-8580	235-8580
	Reston	Judith Feingold	(703) 264-7048	
	Navy Yard	Ray Glew	(202) 863-3376	
ST	Westfields	Steve Reichert	(703) 808-0733	
	Bethesda	Barbara Juszczuk	(301) 227-5679	287-5679

- Identified \$4.6 million available in fiscal 1997 for employee awards.
- Identified contacts for obtaining assistance in specific areas:

Assistance Area	Contact	Commercial	DSN
Credit Cards	Lesia Holman	(703) 275-8483	235-8483
Travel	Travel Staff	(314) 263-4151	694-4151
Payroll	Payroll Staff	(314) 263-4316	693-4316
Copy of Payroll (DCPS) Handbook	Lesia Holman	(703) 275-8483	235-8483

In addition to these early efforts, the QLA identified many other areas needing attention and where corrective actions currently are under way. Watch for reports on further improvements during the coming months.

For more details about the QLA effort and survey results, please contact Ron Spriestersbach in NIMA/PA at (703) 275-8583 or spriestr@nima.mil. ■

IN MEMORIAM

Catherine Franklin, 53, administrative services assistant at NIMA Washington Navy Yard, died April 19 at the University of Maryland Baltimore City Hospital after an extended illness. Franklin had been with NIMA and the CIA for 10 years.

Coworkers fondly recall Franklin as being energetic, full of life and laughter and fun-loving. She is missed by her

colleagues who spoke of her warm personality, wonderful sense of humor and dedication to her work.

Coworkers commented that even during Franklin's illness, she was a strong and determined woman who refused to let her illness affect her job performance.

A Chat with Rick Stakem

by Jennifer Lafley

Inside a nondescript building known only as "213" at the Washington Navy Yard, Rick Stakem rushes to attend one of his many meetings for the day. During breaks between scheduled appointments and meetings, he frequently jumps in his car to visit one of the other locations that house employees of NIMA's Imagery Analysis (IA) community.

"I often drive over 500 miles in a month between work sites," Stakem said.

As director of Imagery Analysis—which combines the imagery exploitation capabilities that were formerly the National Photographic Interpretation Center (NPIC) and the Defense Intelligence Agency (DIA)—Stakem oversees more than 800 employees who provide imagery intelligence to military and intelligence organizations, civil agency customers and to those who make, execute and support national security policy.

It's a world of top secret projects and players—a world Tom Clancy only writes about. And it's one of two diverse cultures that came together last October when NIMA stood up: DoD and the Intelligence Community.

"There's no doubt about it, there are some occasional clashes," Stakem said. "Of course, the upside is that there are lots of creative ideas in both communities. And we can draw on those ideas."

Management Style

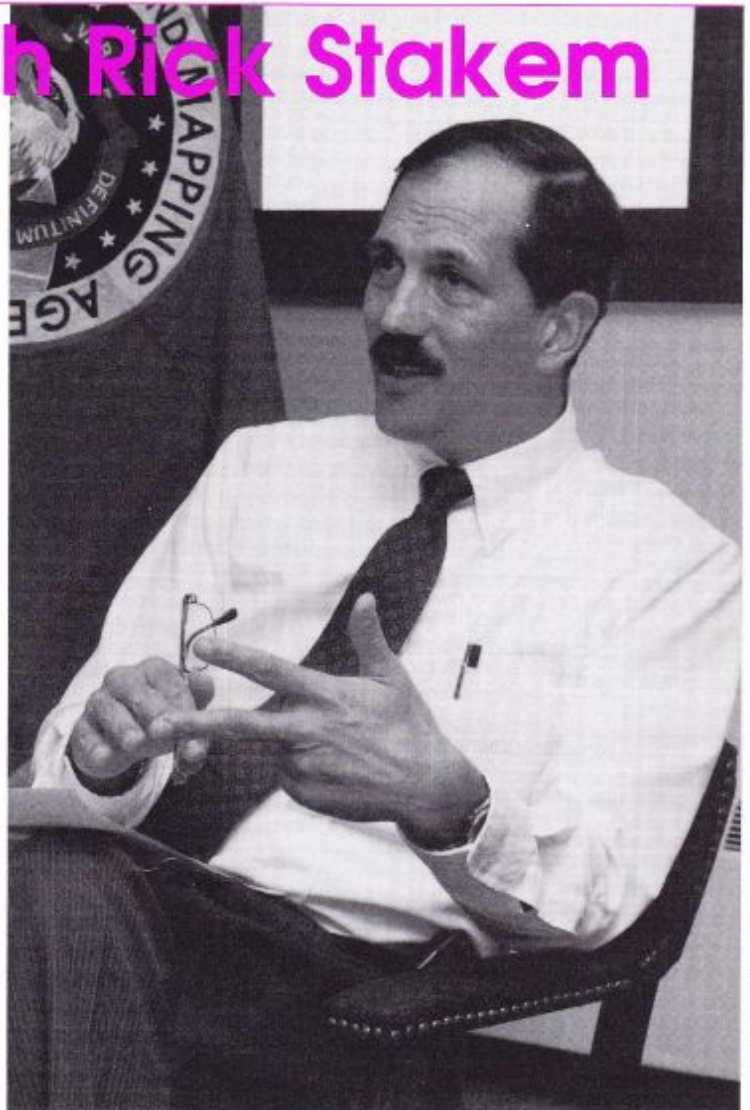
Ideas, inquisitiveness and instinct are traits Stakem looks for in his employees, who typically have backgrounds as wide ranging as engineering, science and practical military experience.

"You have to doubt what is evident and keep searching," he said of the work. "And despite everything, you might fail in your search."

Stakem sees failure often as a step to success.

"If you succeed every time you try," he said, "you're not trying hard enough."

The three most common types of failure in the IA community, he said, are failure because of unanticipated events,



photos by Rob Cox

failure because something exceeds the grasp or knowledge and failure because something has not been thought out properly.

"The first two happen in business every day and have to be accepted," he explained. "The third is where problems begin."

To those who know him, and those who know of him, Stakem is a classic Type A personality with an amiable disposition and a quick wit. A confirmed workaholic, he habitually arrives before the sun rises and stays late.

"It doesn't matter what I do or what my title is here," he joked. "My wife still lists my occupation on my tax forms as 'bureaucrat.'"

On weekends, he is frequently seen in his neighborhood taking prolonged power walks, not only for exercise, but sorting out work issues.

"A lot of times, I barely remember walking," he said. "But I often work out solutions to problems."

His door is open and he regularly meets with his staff and division heads, a policy that keeps his calendar full. While the focus is often on today's issues, he notes that providing intelligence is a responsibility that extends across time.

"The decisions we make today must be weighed against future capabilities in a way that maximizes our effectiveness over time."

An Overriding Concern

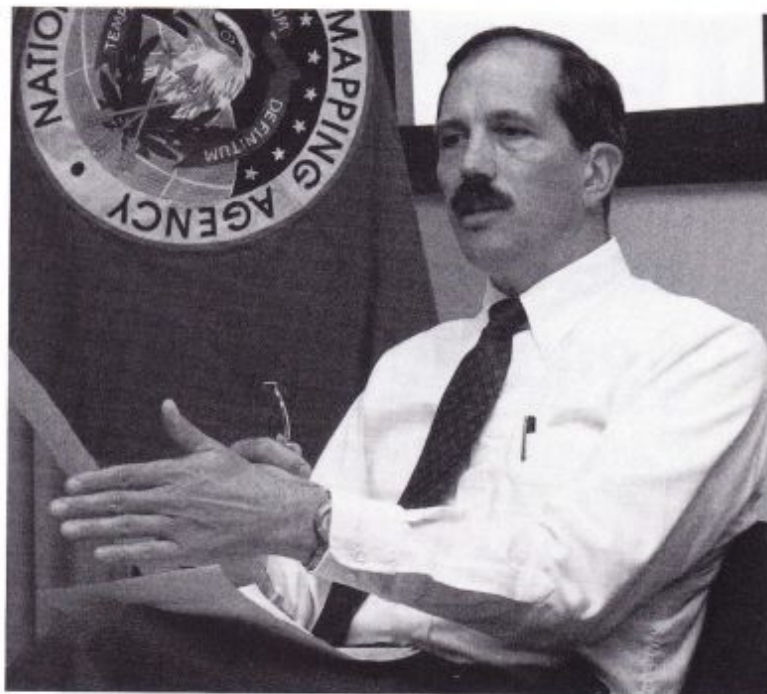
Security is an overriding concern at Building 213. Visitors are sometimes dismayed at the differences in the culture between their world and that of Imagery Analysis. Instead of flashing badges to security personnel and waltzing in, visitors and employees entering the building gain access by running the magnetic strips on the back of their badges through readers, then entering a code before navigating through turnstiles to gain access.

Stakem said that when NIMA stood up, it "inherited security regimes" that, while consistent with ongoing activities, weren't easy to correlate in the short term. Other problems involved communication, an issue that is yet to be fully resolved. Because of the sensitive nature of its work, even establishing e-mail connections with the rest of NIMA has been difficult.

"Our people constantly have to make sure our work is secure, that the people we're dealing with have the right clearances and that they have the need to know," he said. "It's a complicated process."

Goals for IA

Although goals for IA are constantly evolving, Stakem developed short term



"stretch" goals for IA. They include increased hiring and training, the development of personnel standards affecting IA's work force as a whole, adjustments in office locations, more coherent practices within the office and addressing the ongoing problem of connectivity among employees.

Because the CIA affiliates and DoD communities employed different communications and accounting procedures systems prior to the NIMA standup, Stakem noted, the office faces its share of challenges. However, he added, similar incompatibilities are being experienced agency-wide and are being addressed.

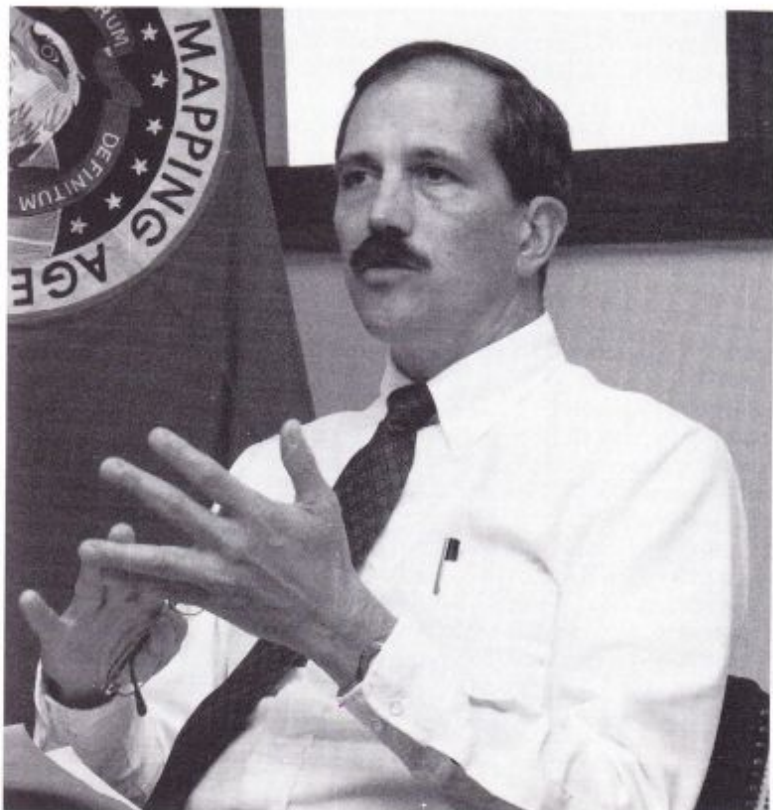
Stakem is the first to realize that coming up with data is meaningless unless it can be quickly and efficiently passed to the commands, DoD organizations, national-level agencies and other customers who need it.

"We must remain attentive and ensure that we can quickly link to imagery analysts throughout the various DoD commands," he said. "The commands are important customers and simultaneously have their own internal imagery exploitation capabilities."

"In the months and years ahead, IA leadership will develop and maintain close communications between imagery analysts and a wide array of internal and external partners, including the commands and services, liaison capacity and those in NIMA's working geospatial activities," Stakem said. "In so doing, we must remain focused on NIMA's strategic direction."

"Bringing imagery and geospatial activities together is a priority," Stakem observed. "It requires understanding these two complex NIMA units and how our customers actually use the products."

Prior to NIMA's standup, Stakem was the Associate Executive Director for Intelligence Community Affairs. He joined the Central Intelligence Agency in November 1973 as an intelligence analyst. During the 1970s he served as the special assistant to the under secretary of economic affairs at the State Department. He returned to the CIA in 1984 where he served in a wide range of analytically intensive management positions. ■



NEWS

New at NIMA

Voice Response System Makes Applying for Jobs a Snap

by *Tim May, Human Resources*

"We received some questions and relevant comments suggesting improvements," Cannady noted. Read what some of the participants had to say:

"Just tried it out and it went without a hitch... Took about 2 minutes and 10 seconds."

"Overall I believe this system is superior to the existing telephone system... The user has near real-time feedback on his/her self nomination. The opportunity to correct errors is built into the system."

"I just applied for a GS-12 cartographer job using the new self nomination procedure. It was very simple to use and very specific when it asked for information."

"Worked well—no problems."

"The instructions were very clear and easy to follow."

"No problems with the test. Easy to use."

"It seemed fairly simple. I don't remember if the caller is told beforehand that they should be prepared to write down a confirmation number. I am certain that a majority of people do not make a phone call with pencil and paper in hand."

"The process was fairly quick and simple...I really like that you got a confirmation number right away."

"It worked very smoothly. I particularly liked the pace—your prompts moved very quickly and efficiently."

"I hope others like it as well as I did. Keep up the good work...you are showing great effort at giving the customer what they are asking for, and this should be something most people will benefit from and appreciate."

NIMA employees no longer have to fax or e-mail their applications for open positions within NIMA to Human Resources. Now they simply pick up the phone, dial 1-800-777-6104 and make a few verbal responses. It's as easy as that.

The new system making this possible may be easy to use, but the technology behind it is nothing short of state-of-the-art. Called Interactive Voice Response (IVR), it allows employees to apply, or "self-nominate," for open positions via NIMA's Career Inventory System for open positions throughout the agency.

"IVR is now the exclusive method for most NIMA DoD employees to self-nominate for vacant NIMA DoD or CIA-affiliated positions," said Sheree Cannady, HR Central Operations Center, St. Louis, where the new service is located. "CIA-affiliated employees will continue to use CIA application procedures to apply for any vacant NIMA positions by sending their applications to Human Resource's Washington Customer Service Unit (CSU)."

With IVR, employees follow voice-prompted instructions to quickly self-nominate for vacancies. A confirmation number is then assigned for each self-nomination.

"Employees will find IVR Self-Nomination extremely easy to use," Cannady said. "It's very similar to systems in place at banks and other industries."

Beginning this month, IVR is the method most employees will use to self-nominate for vacancies — exceptions are made only for employees who are deaf/hard-of-hearing and some who are overseas. Those, Cannady said, may continue to use e-mail and fax.

"We're making IVR available by touch-tone telephone, 24 hours a day, seven days a week so employees can use the service right up to midnight of the closing date," said Barbara Paulus, branch chief. "While they're on the line, they can self-nominate for a number of vacancies if they choose. And IVR provides a confirmation number for each self-nomination."

When calling IVR, employees will be asked for the following information:

- the *announcement number* from the Weekly Vacancy Announcement list;
- their *social security number*;
- the month and year of *birth* (mm/yy) and a self-identified 4-digit *personal identification number* (PIN) which will be used for future self nominations; (Please retain this number!)
- lowest *grade* acceptable.

On March 4, approximately 70 people were asked to participate in a live test of the NCIS IVR Self-Nomination procedure. The system was extremely well-received. The vast majority of comments were positive, with very few problems.

The IVR Self-Nomination line is toll-free and available 24 hours a day. Simply dial 1-800-777-6104. And don't forget to have a pen and paper handy to record your confirmation number. ■

For the next several years, NIMA Imagery Analysis (IA) will continue to benefit from current CIA affiliate and DoD recruiting to hire more imagery analysts.

The affiliates' efforts, which began in fiscal 1996 and will continue into fiscal 1998, are to fill entry-level positions in the Washington, D.C., area. DoD efforts, which began in April and will continue to fiscal 2000, are to hire IAs from the entry-through-senior levels to serve up to five years at one of 12 military commands and service centers. After this initial assignment, these IAs will rotate to NIMA in the Washington area.

Regardless of which system the new hires use to apply, they will be judged against similar qualifications, including medical screening, polygraph and background investigation. Applicants also must demonstrate good oral communications skills and have interests in areas such as international affairs, military issues or political science, imagery experience and research and analytical skills.

On both the DoD and the affiliate sides of NIMA, employees who will be working with the new hires are involved in the recruitment process.

Affiliate Hiring

More than 30 IAs are playing an active role in recruiting future IAs. "I believe this is one of the most important undertakings in NIMA," said Peter Lund, IA manager. "These new recruits represent our future, and I personally want to see our new organization attract the best and brightest."

Kim Thompson said she has recruited at job fairs and universities, screened resumes, interviewed applicants and helped create a recruitment book that explains the work of an imagery analyst. Eight teams of three IAs volunteered to interview the candidates on the growing list of applicants.

According to Craig Haney, the recruiting lead, affiliate candidates have come from three sources. The greatest percentage come from the recruiting center. The second greatest source is job fairs and schools having a remote sensing program or strong geography, international studies and political science curriculums. The third primary source, Haney noted, is referrals—employees who have friends and relatives who are interested in applying.

Recruiting Efforts for IAs Underway

by Sharon Alexander

Haney said the interview weighs heavily in the hiring process.

"An applicant's inability to organize thoughts to answer a question reflects poor communications skills," he said. "An important factor is getting from interviewees a sense of sincere interest in imagery intelligence." Many applicants simply do not show an interest in the job, he said and he estimates that only 35 out of every 100 applicants interviewed will actually enter on duty.

The biggest eliminators, he added, are background investigations and voluntary withdrawal (usually because of the lengthy hiring process).

According to Haney, the new hires have been arriving steadily at a rate of about 10 per month. Some volunteers are beginning to see the fruits of their labor, as some recruits already have completed the 18-week National Imagery Analysis Course (NIAC) offered by NIMA College (see story page 18). "The wheels are rolling and the momentum is high!" he said. "NIMA will have no problem meeting its recruitment goals for approximately 100 IAs by fiscal 1998."

"I believe this is one of the most important undertakings in NIMA... These new recruits represent our future, and I personally want to see our new organization attract the best and brightest."

— Peter Lund, IA Manager

DoD Hiring

The administrative staff of NIMA/IA is taking a slightly different approach to hiring IAs. According to staff members Robin Antzoulatos and Rick Garfola, the DoD vacancies for IAs are being advertised on the World Wide Web and on electronic bulletin boards at all federal agencies through the Office of Personnel Management.

Announced in April, the vacancies have resulted in numerous inquiries daily. According to Al Freeland, deputy chief of IAH, the staff expects to begin screening the first batch of applications this month and begin the first round of interviews in June. More than 100 IAs will be hired, the last group entering on duty in fiscal 2000.

"We surveyed the commands and asked them to tell us what type of employees they wanted, what grade, what job description, what training, and other vital information," Antzoulatos said. She added that the commands also will screen the resumes and help interview the applicants. ■

NIAC Undergoes Major Revitalization

by Sharon Alexander

It's been a long time coming, but with the March graduation of the pilot National Imagery Analysis Course (NIAC) at NIMA Navy Yard, revitalization of the program is nearly complete.

NIAC is NIMA's entry-level training course for imagery analysts. Taught by the staff of the National Imagery and Analysis School (NIAS), NIMA College, it's an entirely new curriculum. According to Chuck Norville, an imagery analyst who helped spearhead the revitalization effort, only the framework of the old course remains; all blocks have been gutted and rebuilt.

"We're building the foundation for future analysis," Norville said. "After completing the 18-week NIAC, the graduates will still need approximately five more years of on-the-job training to become fully capable analysts." The course strives to provide students with the tools to build lifelong careers.

Before designing the new course, the Imagery Analysis Council's Training Issues Subcommittee (TIS) surveyed entry-level IAs and developed a statement of need, said Norville. Once completed, the school designed a program of instruction addressing those needs.

Coursework Updated

"A good deal of effort from extremely creative imagery analysts" went into the revitalization, said Leo Hazlewood, NIMA Deputy Director for Operations. Speaking at the graduation ceremony, he said the goal was to provide students with "as close to a work experience as possible. The concept was people would be trained as they work."

Imagery Analysts analyze a variety of imagery types—aircraft, satellite, multispectral and commercial. This is reflected by the increasing integration of different types of imagery in the coursework. Norville emphasized that by the time the IAs get to their work assignments, they will already have experience viewing several types of imagery. Students also will be exposed to a wider variety of imagery applications than just military and industrial examples.

"Two unique aspects of imagery are that two IAs can derive different information from the same image," Norville noted, "and old imagery can be reinterpreted in light of new intelligence questions." Imagery acquired decades ago is now being analyzed for environmental data, he added. Thus, modern training must take that into account.

The way in which students are trained on weapons systems also mirrors the operational environment. When the NIAC was last updated in 1985, the main threat was the Soviet Union. At that time, the emphasis was on identifying Soviet equipment. Equipment produced in other countries was secondary. The revised NIAC emphasizes more comprehensive identification.

In a similar fashion, the old NIAC examined two different air defense blocks—both Soviet. Now all air defense systems are included in one block, with their associated acquisition radar and communications equipment.

"If students see a missile, we want them to understand what a missile is, what it does and how it fits into the bigger picture," Norville said. IAs not only are expected to identify and quantify equipment, they're also expected to answer the "so what" question, or why it's important to policymakers.

"The bottom line remains the same," said Imagery Analysis Director Rick Stakem, "We are here to provide intelligence that makes a difference—that provides the information edge."

Certified Instructors

In the past, the concept of reinforcement was unevenly applied because the course did not have a full-time staff. Most of the course was taught by IAs who left their work area for a few hours to teach a particular block of instruction, or by visiting instructors who were subject matter experts. Without a full-time teaching staff and course director, the content of the training was uneven. Now, 12 experienced, certified IAs are serving as full-time instructors in two fully remodeled classrooms.

Diane Stewart, NIAC director and geography instructor, explained that the new IA instructors are learning the basics of teaching, including writing course objectives, documentation and designing lesson plans. According to Stewart, at least 30 hours of preparation go into each hour of classroom time. Each instructor is developing his or her own block of training, right down to selecting the film chips and supplemental materials.

The staff does not foresee another major overhaul, but staff members will continue to improve and refine the course

based on feedback. According to Stewart, comments from the first class to complete the revitalized NIAC are already being incorporated into the second class. After three or four runnings, the staff will survey former students and their managers on the usefulness of the training and suggestions for improvements. ■

New and Improved NIAC Graduates First NIMA Class

by Sharon Alexander

All 20 students in Class 85 of the National Imagery Analysis Course (NIAC) recently graduated. They were the first to complete the totally revitalized NIAC program.

NIMA Deputy Director for Operations Leo Hazlewood and Imagery Analysis Director Rick Stakem were the featured speakers at the graduation ceremony. In the last several NIACs, IAs (Imagery Analysts) from other organizations constituted the majority of the class, but all 20 students in Class 85 were NIMA employees.

Hazlewood gave a strategic view of training and of excellence during his address.

"In the NIAC, we say if you're going to do one job and do it well, it would be to train the next generation of IAs. If you're going to do a second job, it's to make sure you do the first one well." Hazlewood told the graduates that this is an exciting time to begin careers as IAs because we are "entering the age of discovery, where we're finding things through

imagery that we have never imagined."

Stakem further encouraged the graduates, telling them that training and learning are not isolated actions. "One of the things NIMA is going to give you is an incredible richness of opportunities to continue to grow and to learn and develop."

Regarding values, Stakem told the graduates that it was up to them "to help develop a culture and climate that values teamwork; relies on partnerships; encourages risktaking; and rewards creativity, leadership, expertise and adaptability." In closing, he encouraged the group to not lose their enthusiasm and sense of humor and reminded them that they are getting a rare opportunity "to set a spirit in the new organization."

The first graduates of NIMA's National Imagery Analysis Class are prepared to set the tone for the new organization after completing the revitalized NIAC. ■



Graduates are from left to right are (front row): Keith Cooperman, Tarassa Innamorato, and Diane Carbonello; (middle row) Navy Lt. Grady Dunn, Chris Merkle, Tom Clemence, Laura Pezowicz, John Callanan, Kevin Mathis, Rob Manning, Casandra Butler, and Sean W.; (back row) Dorian Rivers, Dawn Smith, Melanie Steinmetz, Frank Emerson, Doug Nelson, Chuck Perkins, Doug Nelson, Chris Viselli, and Chris Rowe.

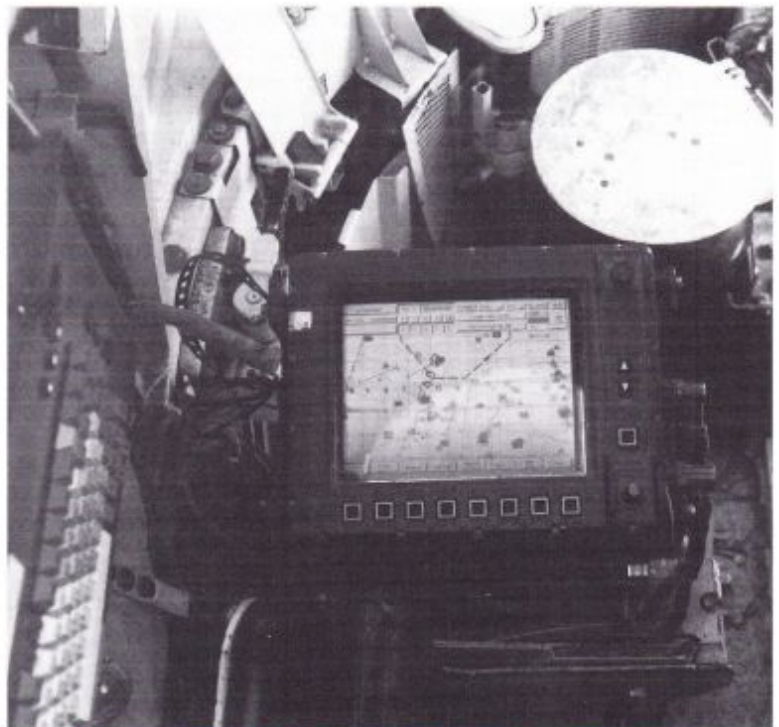
NIMA Geospatial Information Used for High-Tech Battlefield Exercise

NATIONAL TRAINING CENTER, Fort Irwin, Calif. —

It was three grueling weeks of combat in the Mojave desert. Six thousand soldiers battled heat, altitude and harsh terrain in March while engaged in a U.S. military exercise employing state-of-the-art computer and communications technology.

It was in the rugged desert environment that the National Training Center's 11th Armored Cavalry staged a simulated battle against members of the Army's Task Force XXI, part of the 4th Infantry Division, Fort Hood, Texas. During the exercise, tanks, helicopters and soldiers maneuvered in classic warfighting patterns. And though the participants performed in the expected exemplary fashion, military leaders were focusing more on the technological tools the soldiers used. It was the first major test of the digital battlefield of the future.

"It was great to be part of something that is going to guide the Army into the next century," said Second Lt.



Tanker reviewing disposition of friendly forces on IVIS (Intra-Vehicular Information System).

Robert Grimmer, one of the participants. When the light flashed on Grimmer's tank, signaling his "death," he was one of the last casualties. A few minutes later, the exercise here concluded. Although detailed analysis of the experiment will take months to compile, military leaders and participants were excited about the simulation.

"It's our job to train the Army and prepare them to fight," said First Sgt. Daniel Ciarrocchi, another participant. "It was



M1A1 tank on the move. Soldiers will capitalize on automation to improve situational awareness.

great to be part of this exercise, which is training our force to fight in the future as well."

NIMA Involvement

"NIMA provided many products, including newly produced unclassified Controlled Image Base," said Kim Robson, team chief for Army Customer Support Team. "We also provided real-time collection and dissemination of imagery, including collection by a customer support response team."

The Fort Irwin exercise was one of a series of warfighting experiments to test concepts for the digital battlefield of the future.

"The exercises, known as Task Force XXI, increase in size and complexity, culminating in the Army Warfighting Experiment (AWE) at the National Training Center in November," said Peter Robison, a physical scientist with the Army Customer Support Team. "The digital battlefield includes modernized systems employing complex transmission of data."



M2 Bradley Fighting Vehicle on maneuvers.

Included, he added, is the use of digital geospatial data.

NIMA production support included 10,000 hard copy military installation maps (MIM) as well as digital elevation models using radar terrain elevation data.

About Change

NIMA's state-of-the-art technology was in good company during the spring exercise. Other technologies used in the simulated battle included a computer system that seamlessly links leaders at all levels with their soldiers. For the first time, military commanders have the ability to see, with the touch of a button, where all of their unit's

vehicles are located, their capabilities, ammunition levels, fuel, supplies and the enemy situation.

"Task Force XXI is about change," said Army Chief of Staff Gen. Dennis Reimer. "If you're not willing to change, you'll get run over."

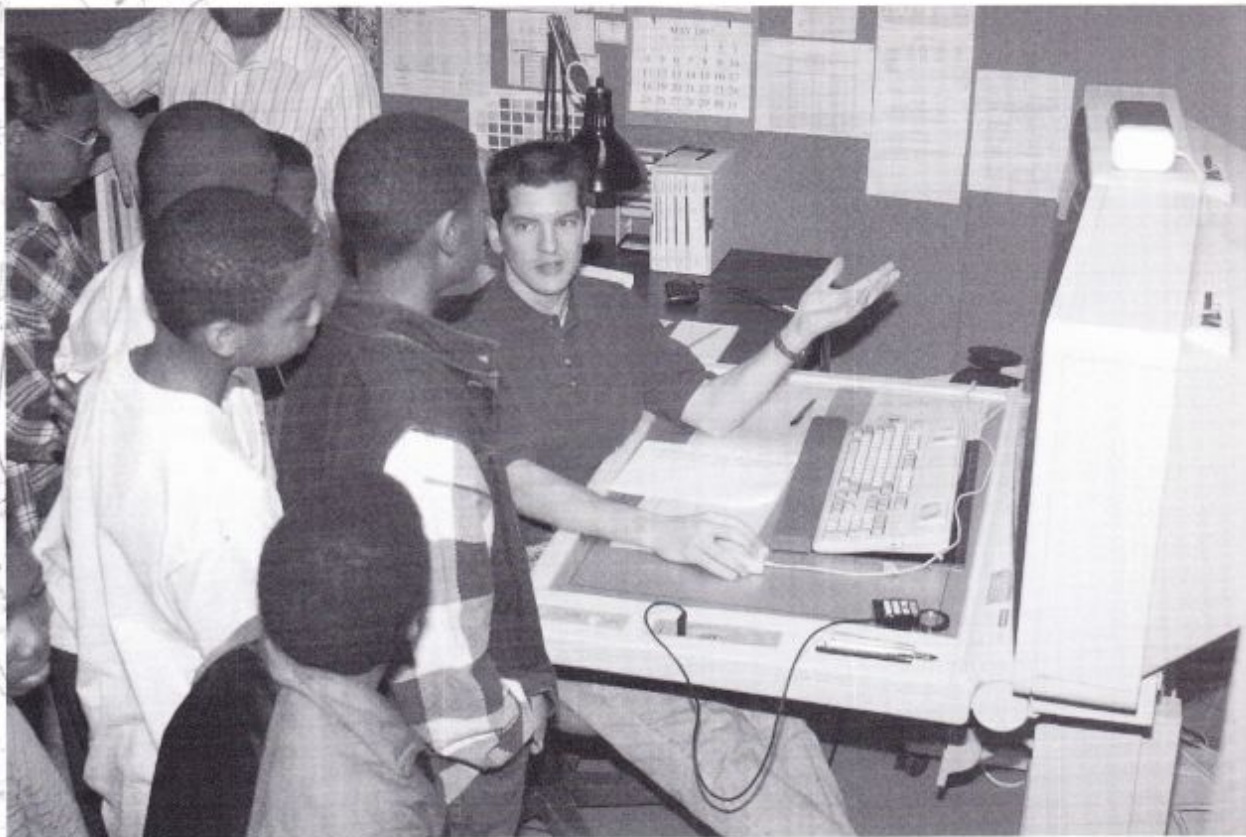
Despite the high technology that will be used in future battles, the time-

honored skills of the past will never be entirely abandoned.

"You have to be able to read a map and use a compass," said Staff Sgt. Dennis Clarke, Headquarters Company, 3-66th Armor. "It's critical that soldiers are well trained in the basics." ■

(This story was compiled by John Iler from various news sources.)





Students gather around as Pat Brophy explains the Map Publishing Environment.



NIMA volunteers recently spent four weeks with students from Turner Middle School in St. Louis, teaching them about maps and helping them improve their mapping skills. But according to school official Marcine Hill, the students learned

much more than how to read a map.

"A course like this gives the students an opportunity to develop their critical thinking skills and math abilities," Hill said.

"It also gives the community and school a chance to interact. Volunteers

develop a bond with the students, and the children enjoy having someone different teach them."

Twenty-five students took part in this year's program. The NIMA volunteers spent an hour each week with the students honing their mapping skills.

They taught the students how to read various kinds of maps including road maps, shaded relief maps and topographic maps.

The students studied map legends and, with the help of volunteers, built their own legends using symbols they created. They learned how to use latitude and longitude to pinpoint

Mapping A Course To Their Future



by Sharon Smith



locations on a map and how to calculate actual distance on the ground using scale.

Weeks prior to the course, the NIMA volunteers met to develop the course and select the materials they would work with.

A lesson plan was created called "What Do Maps Show?" based on materials adapted from the US Geological Survey.

The students ended this year's program with a tour of NIMA St. Louis' Feature Extraction area and Map Publishing Environment.

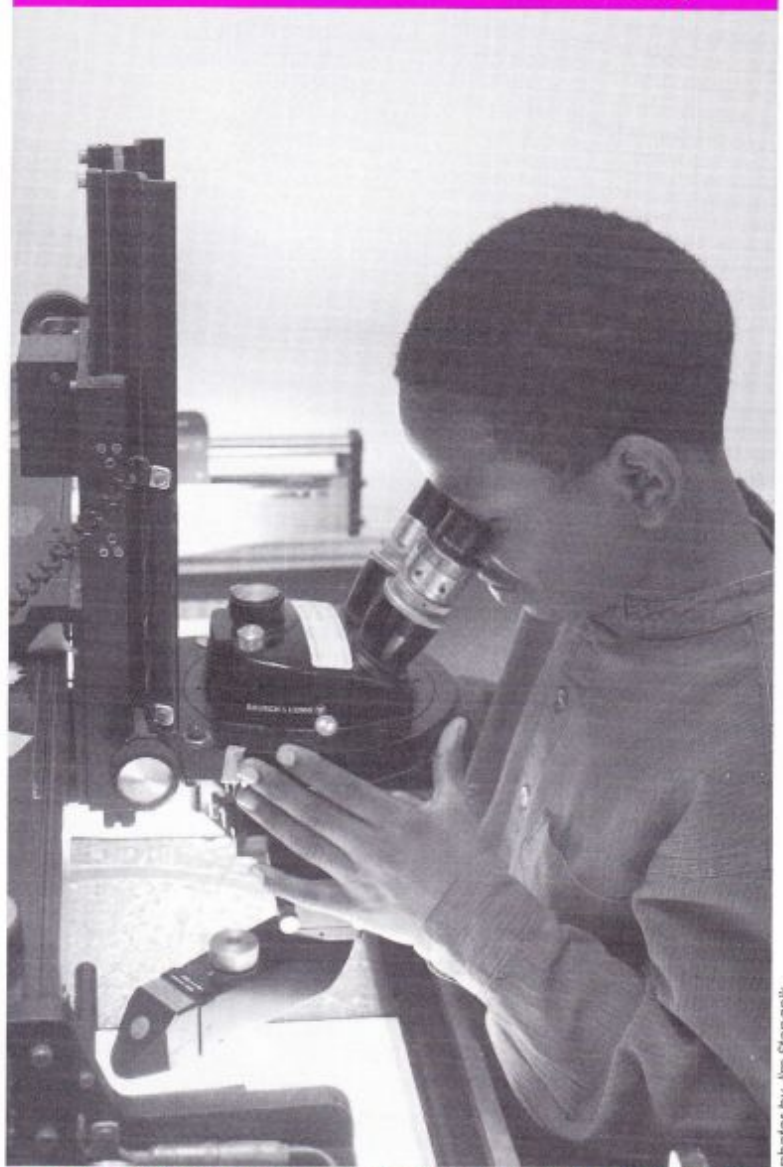
At the end of the tour Colonel James Stordahl, Regional Commander, and Barbara Ivery, Deputy Associate Director, Data Generation Division, presented the young mapmakers with certificates for successfully completing the mapping course.

The students were not the only ones who benefitted from the course. So did the volunteers.



Programs like this make us feel good about ourselves inside.

Gerald Brantley



photos by Jim Stepanik

Turner student, Stephon Jackson, uses a stereoscope during a recent visit to a NIMA facility.

"We get a lot of enjoyment seeing young people develop their skills, and knowing we are part of that development," commented volunteer Gerald Brantley.

"Programs like this make us feel good about ourselves inside. We also want to give something back to the communities we came from."

If you would like to volunteer or would like more information about the School Partnership Program, contact Joan Mears, East Coordinator, at (301)227-2057 or Sharon Smith, West Coordinator, at (314)263-4142. ■

Ron Foster demonstrates traditional negative engraving techniques to Turner Middle School students.

NIMA School Partner, West Elementary School, visits Bethesda Site

by Joan Mears

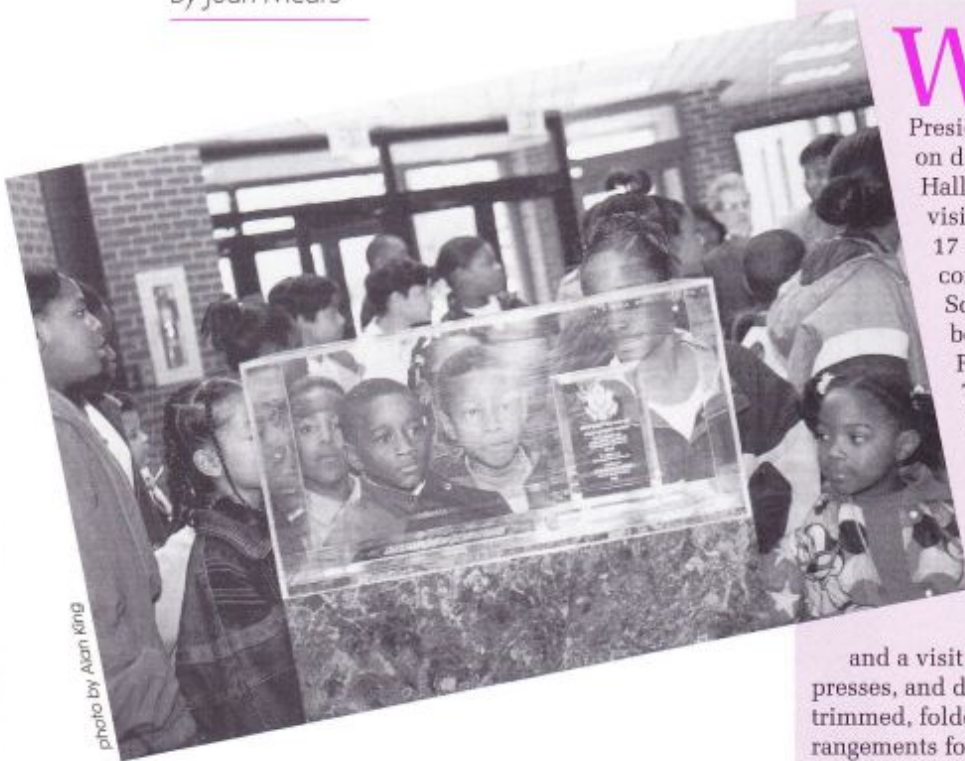


photo by Alan King

Waiting for their tour to begin, a group of West Elementary students admires the Presidential Quality Award plaque on display in the lobby of Erskine Hall. Approximately 30 children visited the Bethesda Site on April 17 as winners of the annual map contest sponsored by NIMA's School Partnership Program. On behalf of RADM Dantone, Air Force Lt Col Renona Etter-Trotter, deputy commander eastern region, greeted the children; she recognized their mapping achievements by presenting each child with a certificate and medallion. After visiting the map library, the group traveled to the Ruth Building for lunch and a visit to the photo lab, printing presses, and demonstration of how maps are trimmed, folded and shrink-wrapped. Arrangements for the tour were made by Karen Lancaster (GIDPA), coordinator for NIMA's partnership with West Elementary.

West Elementary School children listen intently as photographer Cornell Adams (ISRPB) tells them about some of the products he made while he was stationed in Sarajevo. Through the School Partnership Program, the children had corresponded with Adams, a staff sergeant in the US Army Reserves, during his Bosnia tour of Sep 96 - Feb 97. Adams served as a computer graphic illustrator and was responsible for the layout and design of the "Herald of Peace," a publication circulated to local populations with news about remote sites. A grateful Adams thanked the children for their letters and support.

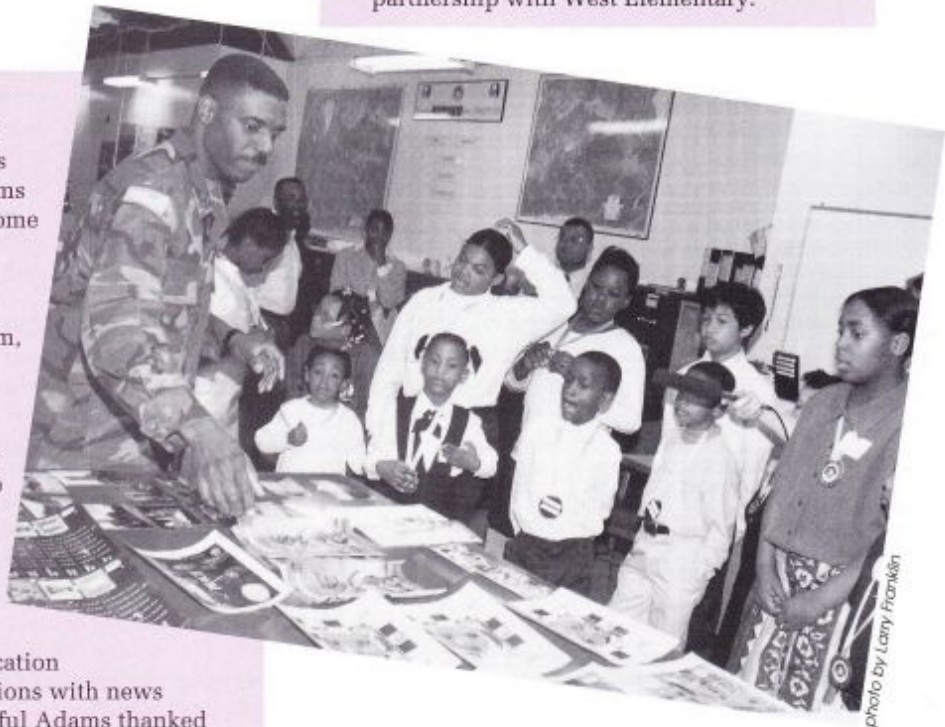


photo by Larry Franklin

Savings Bonds: A Great Way to Save

NIMA's 1997 U.S. Savings Bond Campaign officially kicked off May 1 and will continue through June 13. This year's theme is: *Savings Bonds: A Great Way to Save.*

An opening ceremony was held at NIMA Bethesda and featured Rear Adm. J. J. Dantone Jr., NIMA's campaign chairman, and Mary Ellen Withrow, Treasurer of the United States. Gerald Dunbar, Mission Support director and the campaign's vice chairman, also spoke at the event.

Other NIMA sites at St. Louis, Fairfax, Reston and the Washington Navy Yard held similar events marking the start of the Savings Bond campaign. James Larkin, Federal Savings Bonds program director, was featured speaker at Fairfax, Reston and the Washington Navy Yard. Phil Rozen, business reporter for a St. Louis television station, was the guest speaker there.



photos by Rob Cox

Rear Adm. J.J. Dantone, Jr., NIMA director, looks on as Mary Ellen Withrow, Treasurer of the United States, personally autographs a dollar bill to help kick off the U.S. Savings Bond campaign at NIMA.

As part of the kick-off in Bethesda, Withrow exchanged NIMA employees' old dollar bills for crisp new ones she had personally autographed. Also, framed sheets of \$2 bills (also autographed) will be on display in the lobbies of NIMA buildings in the Washington area throughout the campaign.

Tickets will be issued during all savings bond-related activities. Drawings for these framed sheets of \$2 bills will take place at the close of the campaign. All employees are eligible to participate in the drawing at their site regardless of campaign participation.

Ruth Thompson, Mission Support East, is coordinator for all NIMA facilities in the Washington area and Beverlee Bollinger, Geospatial Information West, is the coordinator for St. Louis. ■

NIMA's Pamela Gale sings "America the Beautiful" at the Savings Bond campaign kick-off at NIMA Bethesda.



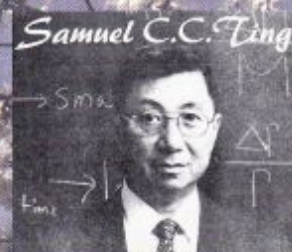
Asian Pacific American Heritage Month



Amy Tan



Michael Chang



Samuel C.C. Ting



Wendy Lee Gramm



Maya Lin



Daniel K. Inoué



Madeline Hong
Kingston



Jose
Aruego



Ellison S.
Onizuka

NIMMA

May 1997

One Vision
One Mission
One Voice