

NATIONAL IMAGERY AND MAPPING AGENCY

EDGE

GUARANTEEING THE INFORMATION EDGE
APRIL 1998

A photograph of two men in military uniforms sitting in chairs and clapping. The man on the left is in a dark blue naval officer's uniform with two gold stars on his sleeve. The man on the right is in a dark military uniform with a name tag that reads "KING". They are both smiling. In the background, there are several flags, including the United States flag. The text "CHANGE of COMMAND" is overlaid on the bottom half of the image.

CHANGE
of
COMMAND

APRIL 1998

EDGE

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NIMA's First Change of Command

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COMMAND POST

Last month, it was truly a great privilege and honor for me to take command of this nation's newest intelligence agency, the first in post-Cold War history and one brimming with talent and enthusiasm.



I said at the time that NIMA was on a journey of success and called it a bright, shining star in the constellation of world class intelligence and geospatial organizations. It is bright because of what it has accomplished so far, for the commitments it is making now, and for its future goals and ambitions. I am proud to be a part of NIMA's future.

Before my appointment, I was a customer, which I hope will be of value to the Agency and the course on which we are embarked. I look forward to visiting the various Agency sites and meeting with you. Since I will be on a learning curve, I ask for your frank and honest input and the benefit of your experience.

You are a winning team and together we can face any challenges that come our way. I look forward to serving with you!

James C. King
MG James C. King

House Minority Leader, Rep. Richard A. Gephardt, D-3rd Dist (center), is briefed on construction progress at NIMA's new facility near Arnold, Mo., by Lt. Col. Dale Bleckman, Army Corps of Engineers (left) and Col. James Stordahl, regional commander (right). Following his hour-long tour, Gephardt said he was encouraged by how far along the project is and looks forward to the building becoming fully operational. "The growth in technology that this building represents," Gephardt said, "is truly amazing." He also complimented NIMA employees on their outstanding support to operations of Bosnia and Iraq.



photo by Jim Mohan

In the Know — Equal Employment Opportunity and Diversity

by Bea Oviedo
Human Resources

The Equal Employment Opportunity and Diversity Management Office (HRO) is beginning a campaign designed to help managers, supervisors and employees understand and support EEO responsibilities and concepts.

This is in response to questions from NIMA employees about diversity in the workforce. A series of articles on EEO and diversity will be published in upcoming issues of the *Edge*. They will answer questions such as what is EEO? How is it supposed to work? And what is its relationship to diversity and the success of NIMA's mission? The articles will include detailed information on the federal sector complaint process, Special Emphasis and Affirmative Employment Programs and the diversity concept.

With all the changes projected in the new millennium, creating and sustaining a work environment that offers equal opportunity for everyone and capitalizes on the strength of diversity in the workforce is essential.

Success of the NIMA EEO and diversity effort depends on individual awareness, involvement and support. We remind you of the three instructional concepts:

**Tell me and I'll forget —
Show me and I'll remember —
Involve me and I will understand.**

Engineer Named One of the Nation's Best

by Don Kusturin

A NIMA engineer was named as a top-ten finalist for the Engineer of the Year award by the National Society of Professional Engineers (NSPE).

Warren Carter, a supervisory general engineer at NIMA St. Louis, recently shared the spotlight with a NASA space shuttle astronaut and the person responsible for assessing the risk for potential sabotage of drinking water at the 1996 Atlanta Summer Olympics.

Carter credits his nomination by NIMA to being in the right place at the right time.

"There are many fine, talented engineers in NIMA," Carter said. "It could very well have been one of them instead of me." In addition to other criteria, the nominees were judged on their achievements during the last three years. "I was fortunate to have been assigned to some very interesting projects during that time."

Carter served as project engineer for the design of the \$40 million Arnold Project which replaces of damaged production facilities in St. Louis. In addition to his technical design review responsibilities, he participated in two studies that saved the Agency an estimated \$8 million.

NIMA is one of 27 federal agencies asked by NSPE to provide a nominee for the Federal Engineer of the Year Award. NSPE only seeks nominations from federal agencies that employ a substantial number of engineers.

The actual judging of nominees is performed by a blue ribbon panel of NSPE members from the Professional Engineers in Government Practice Division. Once NIMA made its nomination, it was in the hands of the panel.

"I consider it a very high honor to be included as a finalist," Carter said. ■

LETTERS

On behalf of the Integrated Source Exploitation Environment (ISEE) team, many thanks to Don Kusturin for the article concerning ISEE in the March issue of the *Edge* (see "New Tool Reduces Non-Imagery Searches to Mere Minutes"). Not only was it well written, it already is bringing questions to the team as to how other users can get ISEE. We appreciate the diligence in ensuring all facts were portrayed so accurately.

Lisa Burley
& the ISEE Team

The EDGE Now Welcomes Letters

The EDGE now welcomes your comments, ideas and feedback for publication in its new "Letters" column.

We will publish letters relevant to both NIMA and The EDGE. It's your way to sound off on issues you feel are important, and another way to give feedback to NIMA leaders.

Letters for publication should be sent via e-mail to The EDGE; hard copy may be sent to "Letters," Mail Stop D-39. Submissions must be signed, dated and include the author's name, phone number and organizational code.

The EDGE reserves the right to edit for clarity and brevity.

Submissions to The EDGE

When making submissions to The EDGE, please avoid the use of acronyms and abbreviations and include the first and last names as well as the titles of all people referenced. A point of contact and a phone number also should be included for each submission.

Copy may be submitted via e-mail to The EDGE, computer diskette to The EDGE, Mail Stop D-39, or by fax to 301-227-5287 (DSN 287).

For further information, call 301-227-3089/2057.

Schedule of Events Released for Public Service Recognition Week

The 1998 Public Service Recognition Week will be commemorated the week of May 3 at the Washington Mall.

"This affords a time for the public to honor the accomplishments of those who serve America at all levels of government," Secretary of Defense William Cohen said in a Department of Defense memo heralding the commemoration.

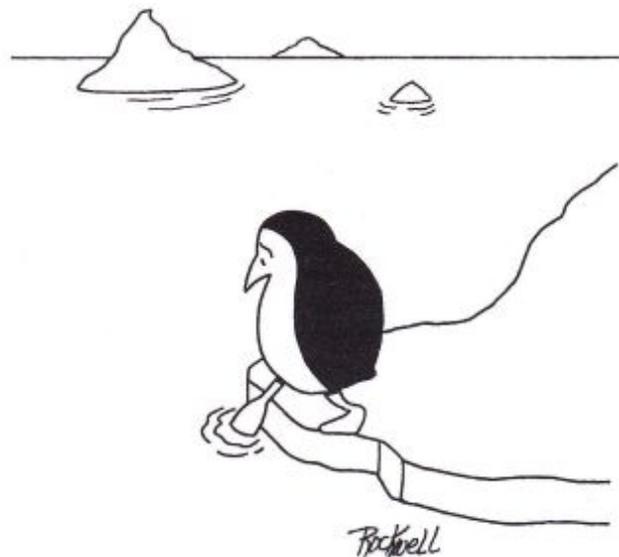
The presentations, held not only in Washington, but at many military installations worldwide, include large-scale displays by Executive Branch agencies. The military departments and Defense agencies, including NIMA, will participate with displays showcasing equipment directly related to national defense.

"During Public Service Recognition Week, we have the opportunity to recognize and honor [the] dedicated men and women from all walks of life who serve our country in local and state governments and at the federal level," said President Clinton in a statement released during last year's recognition. "In a time of leaner budgets and smaller staffs, they work hard to inspire and maintain public's trust in government, to forge effective partnerships between the private and public sectors, and to make government work better for all our people."

The exhibits will be open to the public following the official opening ceremony, which will begin Thursday, May 7, at noon. Vice President Al Gore is scheduled to deliver the keynote address. Exhibits will remain open that day until 5 p.m.

On Friday, May 8, exhibits will be open from 10 a.m. to 5 p.m., and on Saturday and Sunday, May 9 and 10, the hours will be 9 a.m. to 4 p.m.

Public Service Recognition Week is observed in the St. Louis area with the Federal Employee of the Year awards ceremony, scheduled for May 6.



Pay Under Broad-Banding...

by Tim May
WORKFORCE 21 Team

Editor's Note: This article introduces the principles of broad-band pay systems (synonymous with pay banding).



Broad-band pay systems use job or occupational clusters organized into distinct pay bands for managing career growth and administering pay.

Many employers have sound, strategic reasons for maintaining a traditional compensation system such as the General Schedule's 15 grades. This is the case primarily when an organization's hierarchy and career development system are projected to remain stable. However, growing numbers of organizations in the midst of transformation—like NIMA—are searching for alternative pay structures that establish mechanisms to reward employees with basic pay increases directly linked to the contributions they make.

One of the key concepts of NIMA's WORKFORCE 21, currently in the design stage, will be a simplified band structure with a limited number of broadly defined occupations.

"NIMA's present pay system is inflexible because it boxes employees into one specific grade and one defined position," said Katy Smith, pay and rewards design team leader. "It also overlooks what individuals bring to their jobs and how effectively they perform. Pay banding will provide a wider pay spread so we can directly reward employees' contributions to the mission."

Key objectives of Federal broad-band pay structures are to:

- Simplify position classification by reducing the number of distinctions between levels of work.
- Support the transfer of cost control accountability from classifiers to line managers.
- Create flexibility in setting pay based on employee performance (subject to budget constraints).
- Broaden the range of pay for each broader level of work to improve recruitment and retention.
- Support a person-based system to reward pay-for-performance instead of longevity-based pay.

The charts (upper right) are provided for illustration and reflect examples of band pay structures used in other agencies for two occupations with differing pay bands.

Occupation 1 includes the lowest grade of GS-4 and the highest grade of GS-11. With banding, each of four bands include the pay range of two traditional grades. For example, Band 4 includes a salary range from GS-10, Step 1 to GS-11, Step 10.

For *Occupation 2*, there are five bands which equate to grades GS-5 through GS-15; the bands include from one to four traditional grades. For example, in Band 3, GS-11s and 12s are grouped (banded) together with a pay range of GS-11, Step 1 to GS-12, Step 10.

Examples of band pay structures used in other agencies

EQUIVALENT GENERAL SCHEDULE	OCCUPATION 1	EQUIVALENT GENERAL SCHEDULE	OCCUPATION 2
15		15	BAND 5
14		14	BAND 4
13		13	
12		12	BAND 3
11	BAND 4	11	
10		10	BAND 2
9	BAND 3	9	
8		8	BAND 1
7	BAND 2	7	
6		6	
5	BAND 1	5	
4		4	
3		3	
2		2	
1		1	

The specific pay banding structure for NIMA has not yet been defined. The design team is researching various options for NIMA. Occupation councils that establish Agency-wide professional standards for each occupation level will determine the actual banding structure based on extensive skills analysis of each broad NIMA occupation. Employees will enter the new band based on current pay levels. |

EMPLOYEES CAN ASK QUESTIONS OR COMMENT BY:

The NIMA Intranet
osis.nima.mil/intranet/today/wf21/wf21.html
(click Input button)

The WORKFORCE21 icon on the NIMA Intranet site, the "Digital Daily Edge."

E-mail directly to the *WORKFORCE21 Release Manager.

Fax to Change Management Network
703-275-5759 (DSN 235).

Mail to Change Management Network at Mail Stop A-8.

Bargaining unit employees may also refer questions or comments directly to union officials.

TOP RESULTS

by Julie DeLoria
Human Resources

The ongoing evolution of NIMA into its own culture is not an easy process. Several workgroups, however, are serving as role models on meeting the challenges of combining cultures and translating group efforts into excellent results.

NIMA directorates identified about 30 such groups, 10 of which were singled out by Human Resources. Interviewing members from 10 of the groups, HR hoped to better understand what challenges they faced and what made the groups effective.

The workgroups were representative of the three NIMA directorates. Operations workgroups included Asia, Pacific and Eurasia Department; Electronic Gateway Team; Iran-Arabia Peninsula Branch; Pilot Program Office; Remote Replication Team; Geospatial Information Services Source Management; and the Voyager System Team. Representing Corporate Affairs were the Civil and Commercial Assessment Project and National Contracting Cell, and the National Exploitation System Division represented Systems and Technology.

Members of the workgroups were nearly unanimous in saying they felt they spent their most valuable time sharing information about the different ways each of their cultures approaches common projects. As they focused their work on the missions at hand, they realized this broadened perspective was a key strength, and they were learning from each other and solving problems in new ways.

The consensus among the workgroups was that their successes were due primarily to five factors:

Pre-planning — obtaining leadership support; establishing required team member qualities; and bringing the team together as early as possible to set goals and expectations.

Taking initiative — being proactive and not waiting for others to take the lead in helping to combine cultures.

Valuing the workgroup's diversity — recognizing the different backgrounds and experiences that each member brings; and broadening networks and educating one another.

Cross-fertilization — collocating members from different work cultures, including the use of temporary duty, to

bring members together; and conducting meetings and education activities to keep information flowing.

Being patient — remembering that effectively combining work cultures is an ongoing process, but by establishing long-range goals and concentrating on short-range steps, real progress is made.

The groups achieved success despite having to deal with geographic dispersion, confusion over organizational responsibilities, lack of connectivity, funding and staffing. They brainstormed work-arounds that solved these problems. Asked what support the workgroups received from management, members indicated that senior leadership was committed to their goals and direction and practiced a hands-off, trusting management style that reinforced this support. As for the immediate supervisors, they sought clear goals and vision for their groups and encouragement to change and address work problems differently. ■

For the workgroups themselves,
their collective motto was

***“Build the Team – Be Independent –
Initiate – Research – and Stay
Open-Minded.”***

'Eye on America' Focuses On National Imagery

by Anne Arnold

Everyone is entitled to 15 minutes of fame, according to Andy Warhol. If true, Maria Murphy still has 14 minutes left.

She was selected last November to represent NIMA Imagery Analysis on a CBS News "Eye on America" show dealing with national imagery issues. The actual taping took place in December and lasted nearly three hours. The interview was taped at both the light table and the Image Data Exploitation (IDEX) softcopy work station. Subsequently, Murphy was featured on a segment entitled "Beyond Top Secret," which aired Feb. 5.

"My goal was to positively represent imagery analysts and the imagery business," Murphy said. She was happy with the coverage but a little surprised when the hours of interviews were whittled down to about a minute in the actual show.

She had told her family about the segment and when it aired, "all the VCRs were running." After the broadcast, her mother was the first to reach her by phone, praising her performance. The second call was from Steve Irish, her division chief.

"Maria did a great job and represented this business well," he said. "This is an age of discovery, and it's very exciting to be an imagery analyst, to find something brand new or to affect policy decisions."

Besides the supportive remarks from her family and manager, other analysts were pleased with the publicity. "I felt my first twinge of pride in the new agency," said one, "when the reporter signed off with his name, 'reporting from the National Imagery and Mapping Agency.'" |

Maria Murphy was selected to represent NIMA Imagery Analysis on a CBS News Eye on America segment.

photo by Jennifer Lafley



NIMA Database Projects Community Imagery Needs

by Ronny Bragger
Plans, Policy and Analysis Needs Team

A large, complex database, contains projected intelligence problems, comprehensive information needs and imagery requirements for U.S. intelligence, defense and civil users. The Community Imagery Needs Forecast (CINF), is a primary tool for looking to the future—not only for NIMA, but other organizations.

"It's an immensely valuable tool in that it focuses 10 years out and beyond," said Dr. C. David Hartmann, chief of NIMA's Needs Team. "And it helps fulfill our charter responsibility to advise the Secretary of Defense and Director of Central Intelligence on future needs for imagery, imagery intelligence and geospatial capabilities and systems."

The needs generated with CINF relate to U.S. national policy guidance and directives. The CINF, Hartmann noted, consists of active "normal time" substantive imagery and GI needs, as well as high-profile and "non-normal time" (e.g., crisis and war) contingency requirements and scenarios. "A dozen scripted scenarios deal with such topics as major wars, military operations other than war, proliferation of weapons of mass destruction, counter-narcotics, counter-terrorism and natural disasters."

The data in the CINF are constrained only by the user needs, not by assumptions regarding available technology, budget limitations, types or numbers of platforms, specific concepts of operation (CONOps) or architectures. It starts with the problem—*what are you going to be doing?*—and the all-source task—*what information do you need to do that?* "It then develops in some detail a representation of those future information needs that are judged to be most appropriately met by future imagery and/or geospatial information," Hartmann said. "It contains hundreds of data fields pertaining to collection, processing, exploitation and delivery activities."

Studies can be conducted using CINF data and various overlays of planning assumptions, such as those involving timeframes, availability of systems, options among systems, CONOps, etc. They also can deal with issues such as: what is the best mix of collection systems? What U.S. government information needs might be met by projected future commercial imagery systems? What combinations of CONOps and architectures can best meet

the difficult timelines of warfighters?

Planning data and study data gleaned from the CINF are used as the basis for specific national and civil/commercial satellite and air breather system development guidance, assessment of possible future constellation composition and consideration of appropriate system mixes. The CINF also helps determine the future anticipated load on the processing, exploitation, product reporting and delivery timelines of the U.S. Imagery and Geospatial Information System, and points to areas where remedial attention is required

Created in 1990, CINF data are constantly reviewed and updated. "A variety of requirements studies and processes are used to ensure that it reflects the latest and best estimates of future needs," Hartmann said. These include the Integrated (Sunrise/Sunset) Requirements Reviews (see "New Imagery Review Combines Present and Future Requirements," March issue); user surveys; user proposals; and scenario development. Refinements are reviewed by experts on subject areas drawn from various agencies, and then evaluated by the interagency Future Needs Working Group (FNWG), chaired by NIMA. Only then are such changes approved for inclusion in the CINF master database.

"The CINF is widely recognized as the valid representation of the future imagery needs of the user community," Hartmann said, "and is therefore sought after for use in planning."

Questions or comments about the CINF or this article should be directed to Dr. Hartmann at 703-808-0762, or Cmdr. Jack Greenspan, 703-808-0783. The Needs Team is organizationally located in NIMA/CA/PAS. ■

"It's an immensely valuable tool in that it focuses 10 years out and beyond. And it helps fulfill our charter responsibility to advise the Secretary of Defense and Director of Central Intelligence on future needs for imagery, imagery intelligence and geospatial capabilities and systems."

Program Objective Memorandum Outlining the Future Today

by Cmdr. John Thomas
Plans Programs and Analysis

Preparation for the NIMA Program Objective Memorandum (POM) for fiscal 2000-2005 began in early March, with a report outlining the Agency's future direction due mid-May.

The POM process brings together representatives from all NIMA offices, as well as input from the Agency's external customers. Expected outcomes are a set of decisions to optimize NIMA's budget for fiscal 2000-2005, a strategy for dealing with future, and, as yet unresourced, requirements.

According to Craig Christensen, team leader for the POM Program Development Team, they are looking at ways "to revolutionize the structure, processes and culture of NIMA in ways that meet our customers' highest needs and their shrinking timelines."

A senior leadership offsite, held in February, built the business case for NIMA, addressed customer equities and provided a spending strategy for the future. Taking direction from that offsite, teams from across the Agency began planning to implement the NIMA Vision by using high technology, state-of-the-art

processes and supporting capabilities. These new capabilities will set up a workforce trained to a higher substantive, analytical and communications skill level.

Leadership is involved throughout this process. Six groups, led by senior staff with representatives from business elements across the Agency, are making the initial recommendations. The output of these groups is combined into a total NIMA program for review by a committee of assistant deputy directors, final review by the deputy directors, and approval by the Director.

"A primary challenge is to envision what NIMA will look and feel like as you walk the hallways in 2005," Christensen said. "What characteristics will it have, and how will we get there?"

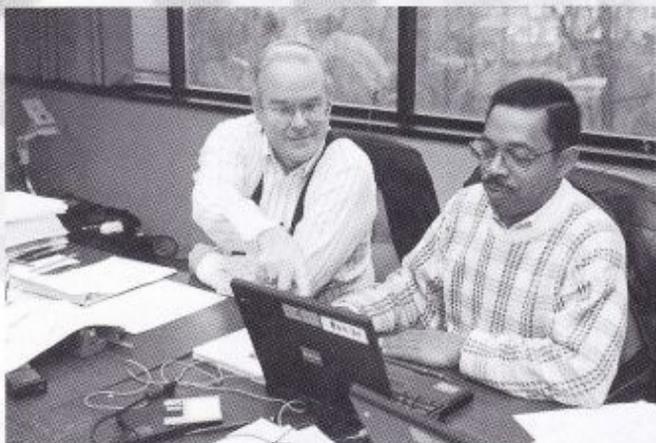
The theme for that transformation is revolution not modernization. The end state is a focus on customers. To paraphrase Tom Cruise in the movie *Top Gun*, there is a need for speed in accelerating the transition and achieving integration.

The leadership wants NIMA to have these characteristics:

- More responsiveness from transformed production processes;
- Reliable communications connectivity at any required level, and a flexible, service-oriented workforce;
- Close, strategic partnerships between NIMA and the imagery and geospatial communities, and with the commercial sector;
- Connectivity with customers, providing information and services that meet their decision cycle times. The goal: *provide information and services that meet customer requirements on time, rather than perfect and late*;
- Production transformed from products to information and services. Work with customers to reduce and eliminate paper products;
- Increased holdings of foundation data through new business practices and more efficient production.

PA POM development staff (l-r): Craig Christensen, Roy Combs, Pattie Garland and Greg Arnold.





Tom Burton (left) and James Smith, of the Sustaining Capabilities group.



Jack Lythgoe (left) and Ron Ross, of the Information Access and Delivery group.



The Information and Services Acquisition group.

photos by John Iler

The ultimate goal of the POM process is to create a NIMA program that responds to the diverse challenges that the Agency and its customers will face in the future.

"Management will literally reinvent the values and goals toward which we strive, and the ways people approach their jobs, the pace of the work in the organization and how we work together," Christensen said. "It's up to all of us to create a work environment that stresses speed, innovation and a marketplace focus."

NIMA needs to keep up with the pace of change, he added. "Considering the first digital watch was sold in 1975, the first CD player in 1983, and that America Online didn't begin Internet service until 1995, history is now—welcome to the future!" ■

NIMA'S FIRST CHANGE *of* COMMAND

by John Iler

In a change of command ceremony held March 13 at CIA headquarters, Langley, Va., NIMA Acting Director Rear Admiral J.J. Dantone Jr. relinquished command to Army Maj. Gen. James C. King. It marks the first such ceremony since the Agency's inception in October 1996.

"In just a year and a half, NIMA has become a thriving member of both our intelligence and our defense communities," said George J. Tenet, Director of Central Intelligence, who presided over the ceremony. "It has performed its national imagery mission and provided combat support equally well. Bridging the exacting disciplines of imagery and mapping, NIMA is leveraging our extraordinary imaging capacity and the world's best mapping programs to achieve an unparalleled geospatial capability."

Tenet also praised NIMA's customer service and Adm. Dantone's "tenacious leadership" in integrating diverse resources. "The sense of purpose, dedication and focus that Jack Dantone brought to his job has infused NIMA with energy and determination."

Tenet called Maj. Gen. King "a highly respected member of the military and intelligence communities." In past assignments, he said, addressing Gen. King, "I know you've been on the receiving end of the imagery and mapping business, so you know how essential NIMA's work is to its customers."

Guest speaker John J. Hamre, Deputy Secretary of Defense, called the change of command a "rite of passage" that is unique to the military. "We've all experienced them in our personal lives. We have baptisms... weddings and funerals.... And institutionally, that's what we're



photos courtesy CIA



George J. Tenet

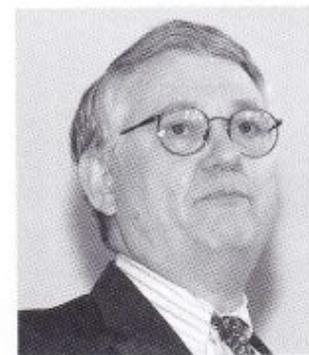
doing today, in one of those very important rites of passage...."

Hamre noted that the struggle to create NIMA was difficult. "And I think it's the great stewardship of Jack Dantone and Leo Hazlewood that made it happen." Addressing them he said, "Your exceptional service is making this work, and under very difficult circumstances." Even so, he said, "it's also the dedication of the men and women that sought to be a part of this venture" who made it so successful. "I say a profound thank-you, not just to you, but to the people you led, who chose to rise above the frictions that could have bogged down anybody and really chose to make it work."

During the ceremony, Rear Adm. Dantone received two medals—the



Rear Adm. J.J. Dantone Jr. gives a final salute as he departs the ceremony. Below, he receives a congratulatory handshake from Deputy Secretary of Defense John J. Hamre.



John J. Hamre

National Intelligence Distinguished Service Medal, presented by Tenet, and the Defense Distinguished Service Medal, presented by Hamre.

In presenting the intelligence medal, Tenet said Rear Adm. Dantone "led the effort that resulted in the creation of the first post-Cold War intelligence agency," calling it a "remarkable achievement." And Hamre, in presenting the defense medal, noted the Admiral's leadership in melding "seven organizations and 8,000 employees into a unified team dedicated to providing unprecedented response to customer requests for imagery, imagery intelligence and geospatial information."

In his parting remarks, Rear Adm. Dantone thanked the people of NIMA. "I don't deserve these awards as an



"When I look at the other agency heads represented here today, it's with pride I say that NIMA is truly a bright, shining star in the constellation of world class intelligence organizations."

Maj. Gen. James C. King

individual by any stretch," he said. "They're your awards, so thank you all very much for everything you've done. You, like our sailors, perform miracles and save the rest of us along the way."

Looking back, he said, "I've had fun." But looking ahead, there is much to do. "NIMA is doing what it was established to do, but it's a long way from realizing its full potential. There's still an awful lot to do."

To Maj. Gen. King, he said, "You join a wonderful group of talented, caring people. I know you'll draw strength from them as they will from you. It's time to commit to each other and be bold."

Following his comments, he read his orders and relinquished command. Maj. Gen. King proceeded to the podium as the new Acting Director of the National Imagery and Mapping Agency.

"When I look at the other agency heads represented here today," he said, "it's with pride I say that NIMA is truly a bright, shining star in the constellation of world class intelligence organizations."

He also praised the NIMA team and thanked Tenet and Hamre for the confidence they had placed in him. "I know that I'm not going to fail because it's the talented men and women of NIMA who will make [our successes] happen every day. Your customer support, the support in imagery and geospatial areas...are unparalleled in the world.

"When I see how national decision makers, from our President to the warfighters—the Department of

Defense and every Soldier, Marine, Sailor and Airman—use your product, I can tell you unequivocally that NIMA has always had it there on time and had it right."

The Agency is on a journey of success, Maj. Gen. King said. "To the men and women of NIMA, I say, I love serving with winners and I'm truly getting the opportunity to be on a winning team."

He listed four objectives for the Agency he now heads:

- "Work hard and love what we're doing, because it's right for our nation;

- "Continue to foster a climate and develop a culture...that treats everybody with dignity and respect;
- "As a team, face the challenges that come our way;
- "Finally," he said, "we're going to have fun, because, frankly, we're the best at what we're tasked to do by our nation and leadership."

In conclusion, Maj. Gen. King turned to Rear Adm. Dantone and offered his best wishes. "I want you to know, Jack, that I wish you fair winds and following seas. But as a soldier, I also wish you a dry foxhole!"



Maj. Gen. James C. King and his wife, Jeneane, greet visitors during the change of ceremony reception. Pictured with them is Penny Chesnut, NIMA's protocol officer.

Exercise Explores U.S. Reaction to Nuclear Terrorism

by Bob Seebald
NIMA Liaison Officer,
U.S. EUCOM

The terrorist looked like any of the new breed of businessmen-entrepreneurs. He wore a new tailored suit, carried a briefcase in one hand and dragged a large wheeled suitcase with the other. His mission, however, was to demonstrate violent opposition to his nation's joining NATO.

After disembarking from the train from a distant city, he walked across the terminal and put his suitcase into a locker on the side of the station nearest the government's foreign ministry office. Exiting the station, he hailed a cab which took him to the airport. Under a different name, he departed on a flight to Rome, and from Rome flew on. Leaving the airport in a rental car, he then disappeared into the surrounding suburbs.

Eighteen hours later, the suitcase detonated. The resulting explosion carved a massive crater out of the downtown area. The ensuing fires expanded the circle of destruction an additional five kilometers. By the end of the day, scores were dead and thousands were refugees. The government—what was left of it—reconstituted itself and sent out international pleas for help—to the United States in particular. In response to their plight, the U.S. president pledged the full resources of his country to help. To coordinate this enormous military and civil response, a Joint Inter-Agency Task Force (JIATF) was established.

This was the scenario for Exercise Brave Knight 98 (BK98). Held in Stuttgart, Germany during March, it was an outgrowth of Exercise Agile Lion 97. That scenario involved a nuclear accident at the Ignalina nuclear power plant in Lithuania.

The Agile Lion Joint Task Force (JTF) commander ended the exercise by saying; if he had to do it again, he would recommend forming a Joint Interagency Task Force rather than the military JTF concept. Indeed, the recent Presidential Decision Directive (PDD) 56 spells out a concept for a joint interagency task force.

The goal of BK98 was to flesh out the President Directive by bringing in the actual agencies that would support the task force, determine their individual capabilities and then create an organization that could draw on these agencies to meet this terrible disaster.

In BK 98, an alphabet soup of government agencies tried to understand each other's acronyms and concepts for reacting to a disaster. To make the job even more challenging, a host of United Nations and non-governmental organizations were also represented. Nuclear physicists convinced U.S. Marine Corps officers that it was not a good idea to enter the

blast area immediately. U.S. European Command (EUCOM) logistics experts debated what to move by airlift or truck, or what to buy in country. To further add realism, representatives of the host government were present in all the working groups to provide specific country information and to validate the assumptions of what the host country would require.

In seeking assistance from NIMA, the JIATF would identify imagery and geospatial requirements. NIMA imagery analysts and cartographers would provide current information to the JIATF and update the geospatial coverage of the area. Those files could then be transmitted to the Remote Replication System in Germany to be printed and rapidly distributed to the first units called to respond. NIMA Technical Reps in theater and around the world would provide additional analysis of the geospatial data and fuse them with updated information on radiation levels and blast damage.

The scenario is frightening. But by planning for the unthinkable, the military, civil and non-governmental organizations can learn how each other works and be prepared for the worst. ■



Come Sun or Rain: Living a Troll's Life Under a Bosnia Bridge

by Paul Hurlburt

NIMA's Joe Miller was recently pictured in the Army Times, dressed in combat fatigues and patrolling the bridge with an M-16 rifle.

As legend has it, a troll's life was hardly idyllic. Living in caves or under bridges, daylight turned them to stone and their cuisine, except for unwary travelers, was boring.

Joe Miller doesn't consider himself a troll, but he and a group of soldiers have been spending eight days at a stretch in what they call "Troll Village," a campsite under a bridge in Bosnia that provides a link to Croatia across the Sava River.

Miller is a Bethesda contracting officer's technical representative (COTR) in the Geospatial Information and Services Office's Contract Production Division. And his accommodations on temporary duty are generally better than the tent under a bridge he's lived in since October. Those quarters, compliments of his other job as a squad leader in the Virginia Army National Guard, make him

feel a little trollish at times. But unlike trolls, Staff Sergeant Miller spends much of his time on the bridge in all kinds of weather.

He recently was pictured in the *Army Times*, dressed in combat fatigues and patrolling the bridge with an M-16 rifle. He and the squad he commands, a unit of Company C in the 116th Infantry Regiment, 29th Infantry Division, are responsible for guarding the bridge.

"Life under the bridge is isolated, but not totally primitive," Mark Faram wrote in a December issue of *Army Times*. "Hot food is brought in for each meal, and there's a television and weight room for recreation."

In 1992, when Serbians drove the Muslims and Croats out of Bosanski Brod—the town on the Bosnian side of the bridge—the Croats blew up the bridge. It has since been rebuilt but the Bosnian

town, now populated by Serbians, lies mostly in ruin. Bridge patrol includes periodic marches through Bosanski Brod as a show of force and to gather intelligence.

"It's all business over here," Miller said in a recent e-mail. "We're committed to getting the job done." Rather than being isolated, he and the other Americans feel a sense of urgency in their own presence.

"Our efforts are noteworthy when we see the children going back to school. We can all be proud knowing that our being here has brought at least temporary peace to men, women and children who were victims of war. Nothing makes you appreciate America more than seeing firsthand the conditions in which these people are forced to live."

Asked how he coped with the danger, Miller said, "Soldiers must trust each other and look after

each other when faced with a possible hostile situation." He also relies on the six weeks' training he and his men received before deployment. "We rehearsed a lot of different situations we might face," he said.

What is he looking forward to when he returns home this month? "Lots of time with my wife and daughter," he said.

Speaking from their home in suburban Virginia, Jill Miller said, "Our daughter Riley is 4, so we didn't think she could handle him coming home for a visit and then leaving. It's been a long haul. I'm really looking forward to seeing him."

And she plans on seeing him a lot. Family time at the beach is planned and Joe will settle back into domestic life. Eventually there will be more temporary duty in the form of TDY, if supervisor Craig White has his way. But it's safe to say Joe Miller won't be under a bridge. |

HYSAS

Helps Translate Vision for Information Superiority

by Paul Hurlburt

In the hydrographic area, a new system for assessing source data will help NIMA translate its vision for achieving and maintaining information superiority in the 21st century.

The Hydrographic Source Assessment System (HYSAS), for the first time, automates the evaluation and management of hydrographic and bathymetric data from a multi-agency standpoint. The new system was developed through a contract with Raytheon Systems Company.

Besides NIMA, the Naval Oceanographic Office (NAVOCEANO) and National Oceanic and Atmospheric Administration (NOAA) are key players in the project that led to the development of HYSAS. Three functionally equivalent operational nodes will be located at NIMA in Bethesda, NAVOCEANO at Stennis Space Center, Miss., and NOAA's National Geophysical Data Center, Boulder, Colo.

Plans call for a completed system, with all sites on-line and all operators trained by September. NIMA will have 26

workstations in Bethesda, operated by the Geospatial Information Management Division (GIM). The Geodesy and Geophysics Department will operate a workstation in St. Louis.

HYSAS evolved from the 1991 Defense Hydrographic Initiative (DHI), which called for sharing data among federal agencies with a common data catalog and common tools for assessing the data. The Joint Program Office (JPO) was formed to execute the development of HYSAS, with NIMA in the lead and members from the Navy and NOAA.

HYSAS users will have access to navigation feature data, such as buoys, piers, channels and hazardous soundings. This feature data will be shared between HYSAS and the Navigation Safety System (NSS) now under development by NIMA.



photo by John Ther

HYSAS Cadre members (l-r) Carrie Sallaway, Steve Davis (team leader), John Springer and Jenny Loyd.



Whether on a surface ship or submarine, warfighters will get more detailed and accurate information than ever before, thanks to the Hydrographic Source Assessment System.

NSS originally was envisioned as a separate system, but officials "realized a lot of efficiencies could be achieved with common hardware platforms and COTS [commercial off-the-shelf] software," said Betsy James, NIMA contracting officer representative for HYSAS.

Regional analysts at NIMA will extract data from HYSAS and NSS to support NIMA's Digital Nautical Chart program.

For the first time, users will have access to a high-resolution model of the ocean floor compiled at NAVOCEANO. Due to system limitations, only a portion of the hydrographic soundings presently available can be processed and shared, Chris Gede, technical lead for HYSAS in the JPO, explained.

"HYSAS will provide a 370 percent increase in data, allowing NIMA to improve navigation safety with its products," Gede said. "An analogy in the difference this additional data makes would be like driving an interstate highway looking through a soda straw versus looking at the entire road surface."

Dramatic Benefits

HYSAS promises dramatic benefits in the quantity and quality of hydrographic source data, in the efficiency of its collection and in its responsiveness in meeting customers' requirements.

Calling HYSAS "the first source-driven system," Dennis Kinstler, branch chief for HYSAS in GIM's Source Analysis and Services Department (GIMS), said "HYSAS will give NIMA the capability to provide data at a level of detail not found in conventional hydrographic products. It will allow NIMA to become an information provider."

"We're all going to be able to use each other's data," James said, "and, for the first time, a standard set of tools for evaluating the data."

As it is now, customers must phone in and talk to research analysts to get data, said HYSAS team leader Steve Davis. "Even then the information is not immediately shared [with other users]." With HYSAS, users can do queries about the metadata on-line,

obtaining information for a specific analysis.

They also can use HYSAS with COTS software packages like MapInfo, said Jeff Spear, a member of the HYSAS contractor team. "For example, they can generate a polygon [a space with geographically referenced boundaries] and see if there is any data there," Spear said. With tools like MapInfo, users "will be able to see exactly where data are needed, and NAVOCEANO will be able to direct its survey ships better."

Agencies now spend a lot of time doing studies to determine what data need to be collected. HYSAS will save much of the effort and cost of doing this research and reduce redundancies through coordinated collection efforts, said Davis.

As customer information needs continue to accelerate, HYSAS will help NIMA meet those demands by providing information more quickly and in larger volumes.

And Davis promises that "the quality of our data

is going to be improved with HYSAS, whether it's for a digital nautical chart or specifically requested bathymetric or hydrographic data." The warfighter, he added, whether on a surface ship or submarine will "directly benefit from data consistently evaluated and shared by NIMA, NAVOCEANO and NOAA."

HYSAS workstations were installed in Bethesda and at NAVOCEANO, with site preparation in Bethesda conducted by a team led by Jerry Leonard, Wayne Nicholson and Joe Telfer of the Mission Support Engineering Division. Training for 42 NIMA personnel in Bethesda began in March.

This month, the HYSAS workstations at NIMA and NAVOCEANO are being linked. And to Kinstler and his colleagues, it's nothing short of "a major step toward integrating hydrographic and bathymetric data resources at the national level." ■

Industry and Agency Reps Look to Future

BUSINESS OPPORTUNITY DAY '98 *a Success Story*

by Jennifer Lafley

Even with no heat, no coffee and no lights—the result of a power outage—NIMA's Second Business Opportunity Day (BOD), held March 12 at George Mason's Center for the Performing Arts, received high marks from attendees.

"Excellent opportunity to meet with key representatives" and "good networking with staff and other firms," were typical of the comments received by attendees.

Nancy Zedar, planning team lead, and other staff from the Commercial Office kept calm throughout the day and rolled with the punches. When BOD team members arrived, they found the center without power on a cold, windy day.

Business Opportunity Day team members, representing various NIMA directorates, met for the first time the month before, but quickly formed into a cohesive unit. And they had fun along the way.

Working in their coats, the team manned registration desks and responded to attendee requests for coffee by assuring them, with fingers crossed, that it would be available shortly. Fortunately, by the start time—8 a.m.—the power returned and the coffee perked. Only Doug Smith, deputy director of Corporate Affairs, was affected by the power outage. "The lights flickered repeatedly and went out several times, leaving the entire auditorium in darkness," Zedar said. "Even though he was unable to present his slides, he didn't miss a beat and continued with his report."

The focus of the day was the Agency's commitment to an open exchange between NIMA and industry.

"We wanted to ensure that industry remains our key provider of state-of-the-art technology that we use internally and supply to our customers," said host Clay Ancell, director of the Commercial Office (OC). "For us to maintain the information edge, it's critical that NIMA partner with industry." Ancell also stressed NIMA's commitment to expedite acquisition reform and simplify the contract process.

With more than 500 attendees, industry representatives visited information booths and displays that included a digital nautical chart, terrain visualization, CD-stored

digital products, feature foundation data and a display of NIMA's home page.

"Information booths were enthusiastically received," Zedar said. "The Geospatial Information Products booth displaying product samples, specifications and standards and the Small and Disadvantaged Business Utilization Office, manned by Irene Wilburn, provided information to potential customers on how to do business with NIMA. The contracting office answered questions pertaining to new requirements."

Speakers for the day included: Leo Hazlewood, NIMA deputy director; Clay Ancell, director, Commercial Office; Doug Smith, deputy director, Corporate Affairs; Gene Smalling, director, Procurement and Contracts Office; Jerry Dunbar, director, Mission Support; Bobbi Lenczowski, deputy director, Operations; Darryl Crumpton, associate director, Geospatial Information and Services Contract Production Division; Randy Ferryman, chief, Commercial Imagery Management Office; Bill Mularie, deputy director, Systems and Technology; Randy Blystone, director of Systems Engineering and Integration Office; Steve Carroll, chief, NIMA's Acquisition Center; and Darryl Garrett, associate deputy director/Technology.

The speakers were well received.

"I liked the positive attitude of the speakers," said one. "...A new way of doing business," said another. "I appreciated the willingness of NIMA speakers to share their strategies, needs, opportunities and projected budget with the vendors...."

By the next day, calls were received asking for copies of the slides that were coordinated by Leo Pompliano and loaded on NIMA's home page. (Internet address, www.nima.mil or <http://164.214.2.59>)

"The day was a success for vendors because of the information they received," Ancell said. "It was successful to NIMA for the potential teaming and networking that occurred and, more importantly, it was successful for NIMA's customers who rely on our use of the private sector to help produce the technology, products and services they require." ■

George Mason's Center for Performing Arts hosted this year's Business Opportunity Day.



photos by Rob Cox



NIMA volunteers John Williams, Christine Caplan, Jill Kieswetter, Brad Hayek and John Schmitt enthusiastically register attendees.



A few members of the Business Opportunities Day team include (back, left) John Williams, Leo Pampliano, J.C. Williams, Joe Russell, Larry Franklin (front, left) Vanessa Ni, Irene Wilburn, Maureen Fontenot, Nancy Zedar, Andy Orfitelli and Jennifer Lafley.

Job Placement: A Helping Hand in NIMA's Reduction-In-Force

by Tim May
Human Resources

Inherited external draw down targets, budget shortfalls and the need to correct skills imbalances required NIMA to significantly reduce its Department of Defense civilian workforce in fiscal 1998.

NIMA officials have been working hard to reduce the number of people who will lose their jobs. Internal placements, the DoD Priority Placement Program, resignations and employees moving to other federal or private employment have reduced the number of separation notices from 110 to 90.

How to limit the size of a reduction-in-force (RIF) and help employees who would be affected were urgent questions facing NIMA leadership.

Making wide use of buyouts became a key Agency strategy to keep a RIF as small as possible. Three separate Voluntary-Separation Incentive Program offers, with voluntary early retirement, were made in the fall of 1997; 685 applications were approved. Making up the bulk of departing employees were retirements: 288 optional and 286 voluntary-early; 111 other employees chose to resign.

Although these significantly reduced the size of NIMA's DoD civilian workforce, they were not enough to avoid a RIF. But vacancies created by buyouts became opportunities to place many of the 344 NIMA DoD employees who subsequently received RIF notices.

Finding jobs for affected employees became a top priority. NIMA leadership's commitment to place employees within the Agency to the extent possible helped. The Agency's initial RIF notices reassigned 175 of the affected employees to other NIMA positions and placed 59 in lower-graded positions. Of that 59, 31 are

still in lower-graded positions. The remaining 110 employees (Washington, 34; St. Louis, 10; Philadelphia, 66) received separation notices to take effect 120 days after issuance. Of the 44 employees who received separation notices in the Washington and St. Louis areas, 21 were permanent and 23 were temporaries. Only two permanent individuals are still facing separation.

The RIF at NIMA Philadelphia was caused by the transfer of the distribution of hardcopy maps and charts to the Defense Logistics Agency. Of the 66 employees there, 34 were hired on temporary appointments to help with closing the facility. Currently, 10 Philadelphia employees have been placed by the Priority Placement Program in permanent positions outside of NIMA.

Supervisors provided affected employees with RIF information and points-of-contact who could provide personalized assistance. They were advised about the Employee Assistance Program counseling services that could help them cope with personal and family emotional stress and the Facilitation and Mediation Center, which provides a staff willing to listen and help with any work-related problem. The Career Management Center's resources also were outlined—especially job search and career assessment aids. And they were advised about upcoming briefings designed especially for them.

DoD's Civilian Assistance and Re-Employment Office briefed affected employees on RIF processes and employee rights, and those eligible made appointments to register in DoD's Priority Placement Program (PPP). Registration ensures priority consideration for vacant DoD positions.

To assist employees with job placement in private industry, Career Transition Centers were established in Washington, St. Louis and Philadelphia in January. They include a

library of periodicals, texts and relevant software and computer workstations with Internet access. Experienced outplacement counselors are available three days per week to assist in on-line job searches, self-assessment, resume preparation and interviewing techniques. They also conduct workshops on job-search techniques, resume writing and interviewing/salary negotiation.

The Agency recently implemented an option for DoD permanent employees to volunteer to be RIFed. In some circumstances, this could be to a volunteer's advantage. And it would avoid a fellow employee from involuntary RIF separation. Twelve employees have volunteered so far.

Because vacancies must be continuously monitored for possible "better offers" for those in receipt of RIF notices, a series of amendments to the notices are required during the 120-day notice period. The first amended notices were issued Jan. 29, when some employees received improved job offers or cancellations of RIF actions. In a few cases, the adjusted RIF notices resulted in worse offers. The second and third amended RIF notices were delivered Feb. 26 and March 26 respectively. The fourth (final) amended notices were issued April 9.

Placements through DoD's Priority Placement Program are expected to continue. Job-search counseling and assistance are also underway.

Extensive RIF information is available on the NIMA Intranet-HR home page at <http://hr.nima.mil/>. Click the "RIF Information" button. Or, to access through the Digital Daily Edge, click "Get RIF Info Here." You can also click "Job Opportunities" on the HR Homepage. ■

END OF AN ERA

NIMA BETHESDA SEES LAST MAP PRODUCTION RUN

“There was literally
**blood,
sweat
and
tears**
put into these
PRESSES”

by John Iler

NIMA Bethesda's presses finally stopped production after more than 40 years. Its final run, completed last month, consisted of 4,000 presentational maps, a four-color process job that took only a half-hour to run.

“It really is the end of an era,” said Richard Warshauer, offset press supervisor. “We were an extremely close-knit group. There was literally blood, sweat and tears put into these presses over the years.”

Since he began working for the Defense Mapping Agency, a NIMA predecessor organization, in 1983, he has seen the presses run hours, and days at a time with no apparent let-up in sight. Panama, Somalia, Iraq, Bosnia and, most recently, Iraq again all come to mind—these crises all occurring in the 15 years he's been on the job.

“It was a long run and it's sad to see it end,” he said. During the Desert Shield/Desert Storm operations, the print team at Bethesda worked 12 hours a day, seven days a week for nine months to meet customer needs. “We saw more of each other during those times than we did our own families,” Warshauer said. “We saw everyone's good side and their bad side.” But in the end, they produced more than 60 million maps and charts.

Continued next page

photo by John Iler



Pressman David L. Miller prepares for the last run of maps at NIMA Bethesda. Behind him are 2,000 precut sheets ready for feeding into the press.

According to Jack Hild, former department chief of the DMA's Graphics Arts Department and now team leader of the WORKFORCE21 Skills and Analysis Team, employees of the printing plant worked hard and played hard. He recalls one team building exercise in the woods where "some of the older and heavier of us" had to slide down a 300-foot zip line, relying on other team members for support. He also remembers the volleyball challenge his team made to the pressmen, who accepted and then badly defeated them. "The talk about a rematch," said Warshauer, "was a standing joke for years."

The relationship was so strong that it surpassed team spirit and was more familial in nature. "If someone needed something—brick laying, electrical, plumbing—someone else generally knew how to do it and was there to help," Warshauer explained. During the long hours when they worked under a crisis schedule, they took occasional breaks and played basketball, sometimes at night under floodlights by the docking station. "We were a pretty close family," he added.

Of the 45 permanent engravers, platemakers, pressmen, press operators and bindery operators who made up the print shop, all but one have found jobs outside the Agency, been transferred or received new training and jobs.

Hild remembers when the news about the closure of the Bethesda print shop became official in 1994. Meeting with the pressmen, he steeled himself against the onslaught of questions he knew would come.

"The first question I got," he said, "was, 'Mr. Hild, we have been working almost non-stop on crisis printing since the end of Desert Storm. How will the Agency continue to meet these demands with just one printing plant?'"

"Several others immediately asked similar questions. I was expecting 'How can you do this to me' questions and instead got 'How will the warfighter be supported?' Despite the news about the closure, the focus was on the mission. I'll never forget the professionalism and dedication of these men and women."

Now that the printing function in Bethesda is closing, three of the mammoth presses will be traded in for a new 55-inch high-speed press to be installed at NIMA's new Arnold facility, near St. Louis. And an existing 63-inch press will be transferred to the new location.

The presses were housed on the first floor of the Ruth Building. Once they are disassembled and moved, renovation will begin for office spaces and an electronic communications center. ■

Gone, but not Forgotten

After the maps and charts are printed, employees from the Information Services and Training Office (IS) take over to ensure delivery to the right customer, on time.

On April 10, the office closed and longtime employees of IS began new challenges.

Walter Chandler remains at the Ruth Building.



Debbie Cameron, chief of Inventory Managers, DLA, Richmond.



Norman Trowell is off to DLA, Richmond.

"I have the highest regard for these employees - each one was dedicated to putting the agency's mission first," said supervisor Ferne Cooper.



Adele Haas is off to Reston.

Zig Lenchert, Sharon Snead and Gary Painter will be working in Reston.



photos by Jennifer Lafley

The LAST RUN

Pressman Otis Norris Jr. watches the feeding of the sheets into the press.



Pressman Bryan Dawson inspects a map during the run.

Pressman Eddie DiToto removes a map for a quality check during the run. Behind him are pressmen Bryan Dawson (left) and George Morgan.



photos by John Iler



