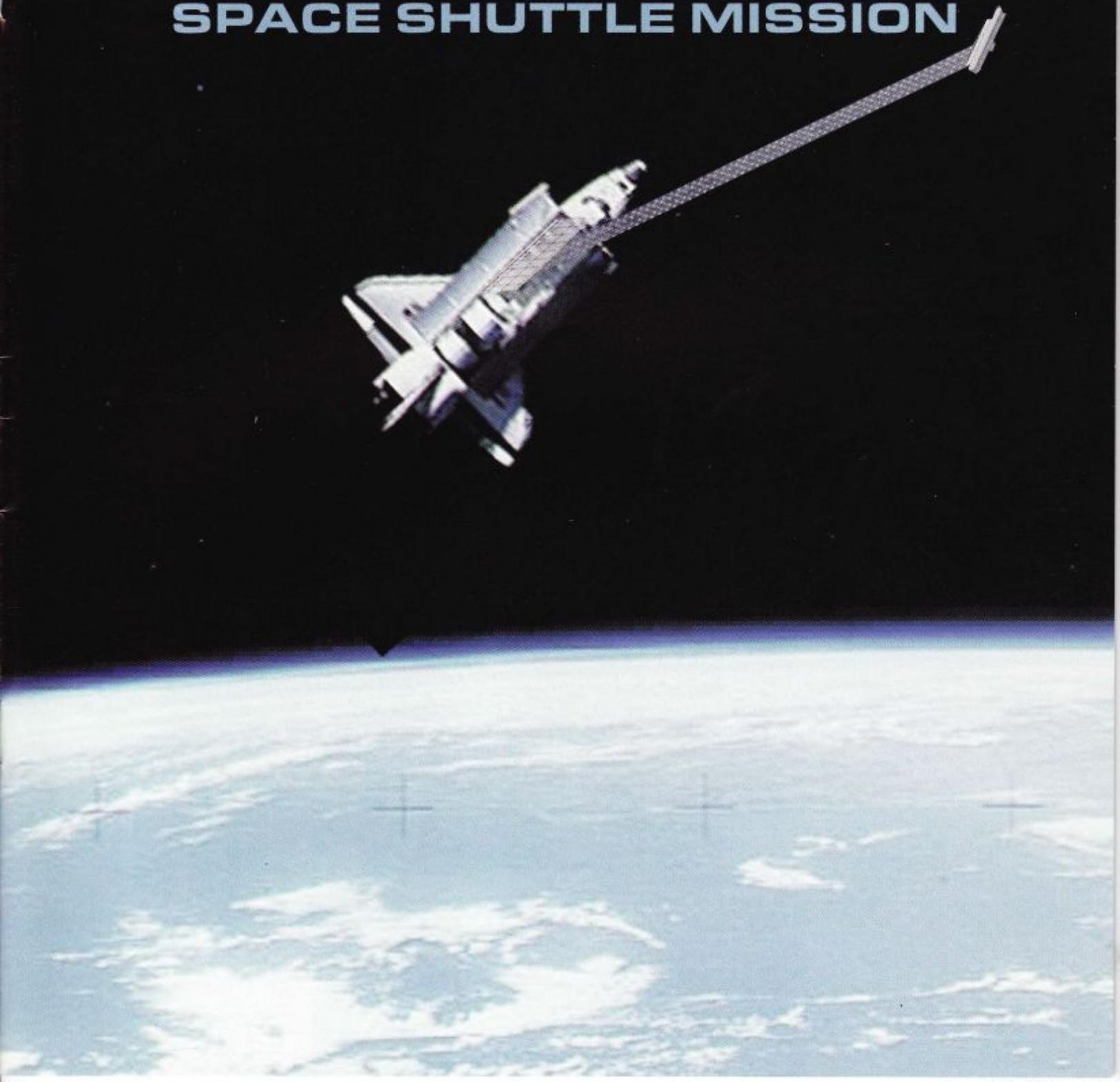


NATIONAL IMAGERY AID MAPPING AGENCY

EDGE

GUARANTEEING THE INFORMATION EDGE
J U L Y 1 9 9 8

NIMA/NASA SPACE SHUTTLE MISSION



JULY 1998

EDGE

C O N T E N T S

- 4 Agency Moves to Resolve Workforce Survey Issues
- 6 Director Addresses NIMA in Town Halls
- 10 NIMA POM 2005: Paving the Information Highway
- 14 Countdown to Liftoff: NIMA/NASA to Launch Historic Space Shuttle Mission
- 17 Why There are Special Emphasis Programs in NIMA
- 18 A Candid Discussion with the Director
- 20 A Cartographer's Persistent Search Brings Closure After Years
- 24 Occupation Councils: A 'Virtually Unprecedented' Concept
- 26 NIMA Regional Officer Takes Lead in Preparing for First Lady's Chile Visit

D E P A R T M E N T S

On the Cover

Pictured is an artist's rendering of the planned shuttle mission. See story on page 14.

- 12 CONGRATULATIONS
- 16 LETTERS
- 25 NEWS BRIEFS

Published by National Imagery and Mapping Agency
Director • Maj. Gen. James C. King
Office of Congressional and Public Liaison
Director • Laura B. Snow
Deputy Director • Terence S. Meehan
Chief, Public Liaison • Eric Berryman
Editor: John Iler
Managing Editor: Muriidith Winder
Staff Writers: Don Kusturin, Jennifer Lafley, Anne Arnold
Designer: Richard Hardwick

The Edge is an authorized command information publication published monthly in the interest of National Imagery and Mapping Agency personnel. Contents of this publication are not necessarily the official view, or endorsed by the U.S. Government, Department of Defense or the National Imagery and Mapping Agency. Copy deadlines are the second Friday of each month. Articles are edited for style, content, and length.

Correspondence should be addressed to:
The Edge, Public Liaison Office, 4600 Sangamore Road, Mail Stop D-39, Bethesda, MD 20816-5003

Telephone: (301)227-3089, DSN 287-3089, or in St. Louis: (314) 263-4142 or DSN 693-4142, or e-mail to The Edge.

COMMAND POST

By the time many of you receive this month's *EDGE*, I will have met with you at a town hall, or have one scheduled. I look forward to these opportunities to talk with you and hear your concerns and comments. I appreciate your candor and respect your expertise. Your input is needed to help us grow as an agency.



We've had some exciting times during my first three months as Director of this tremendous organization.

As I reported to you in June, the Jeremiah Report on the Intelligence Community's performance on the Indian nuclear tests took a hard look at the procedures we follow to report such incidents. The Pakistan issue also gives the intelligence community an opportunity to learn new lessons and establish new guidelines to help us more effectively do our job. I want to emphasize that I am proud of your work—it is obvious that your work saves lives and protects our armed forces.

We are also participating in many fascinating initiatives.

For example, NIMA's involvement in the Shuttle Radar Topography Mission (see article, page 14) will enable us to fulfill a multi-service requirement for terrain elevation data that is essential in achieving information dominance on the battlefield. Elevation data are valuable in civil applications from monitoring earthquake activity and modeling the terrain around airports to identifying optimal locations for cellular phone towers, thus helping to save lives and enhance economic development.

This is an exciting age, and I'm eager to see it continue into the 21st century. I appreciate your loyalty and dedication. Our customers have a high regard and respect for the work we do and I know that together we can continue our proud tradition of success!

A handwritten signature in black ink that reads "James C. King". The signature is written in a cursive, flowing style.

James C. King
Major General, USA

Agency Moves to Resolve Workforce Survey Issues

by Jennifer Lafley

Through responses to the Workforce Survey conducted last November, a clear message was delivered to senior leaders that employees have high expectations for NIMA and its senior leaders. But they want changes that will make NIMA a more challenging and satisfying place to work.

Although most employees felt personal job satisfaction, they were unclear of the Agency's sense of direction, and a large percentage doubted whether the survey results would be publicized or used to bring about meaningful change.

"To the contrary," said Ray Blehar, of the Plans, Programs and Analysis Office (PA). "The results were out to the employees as fast as we could present them."

Through town hall meetings held by Agency senior leaders, the survey results were reported in person to employees one month after tabulation.

Deputy Director Leo Hazlewood also directed the Office of Congressional and Public Liaison (CP) to host focus groups throughout the agency to provide senior leaders with additional input on what was on the minds of employees. His goal was to open another window on the issues and concerns of the workforce.

Even so, employees remained skeptical that senior leaders would act on the results.

Hazlewood acknowledges the problem. Significant segments of our workforce doubt that anything positive ever happens when they talk to management, he said. "We have to build trust across NIMA or we will never achieve our organizational potential," Hazlewood said.

Focus '98

The initial round of Focus '98 sessions, timed to follow the survey, included participation from employees in St. Louis, Bethesda, Westfields, Langley, Reston, Washington Navy Yard and Ft. Belvoir. Follow-up sessions are planned for July and quarterly thereafter.

"Participants were very candid in sharing their concerns as well as providing ideas about what would help the Agency be more successful," said Terence Meehan, CP deputy director and facilitator of the St. Louis groups. Much of the discussion brought to light the same issues raised in NIMA's first workforce survey.

Although participants were guaranteed anonymity, James Hall, of Information Services (ISR), waived it with enthusiasm. "I thoroughly enjoyed the open format of the group," he said. "Perhaps with all of us working together from different angles, we can build this Agency to its fullest potential."

Main Issues

In March, NIMA's senior leaders developed the actions listed below to improve NIMA's performance in these key areas. The actions ranged from immediate and near-term with a clear linkage to specific survey questions, to challenging, less definitive and ongoing actions that are aimed at effecting long-term changes.

"We are serious about making NIMA into a more effective organization at which our people are proud to work," Hazlewood said.

Agency Level Actions:

NIMA Image and Reputation/NIMA Identity.

- Recognize NIMA's organizational heritage/lineage.
Completed: Memorandum from MG James C. King calls on directorates to identify and inventory historical collections. Plans are being finalized for a historical tour commemorating the heritage of mapping and imagery. The tour will recognize all of the former agencies and components that now make up NIMA.
- Increase employee awareness of customer perceptions of NIMA.
- Publicize NIMA success stories.

Leadership/Mission and Goals

- Increase leadership visibility via Town Halls, Brown Bag lunches, and "drop-ins" to the work areas.
Ongoing: See schedule of town halls and lunches posted on the Intranet site (<http://osis.nima.mil/intranet/today/schedule.html>). Use above sessions to clarify direction, mission, goals, and future direction of NIMA.

Employment Uncertainty

- Communicate Agency plans for outsourcing studies in fiscal 1999.
Completed: On April 30, NIMA issued a memorandum to all employees stating that five areas would be studied for potential outsourcing. Those areas are: (1) hardware maintenance (77 positions) and telecommunications (97 positions); (2) conventional wet photography (20 positions); (3) hard copy imagery libraries (12 positions); (4) materiel management services (87 positions); and (5) imagery requirements, assessments, publications, and graphics support (12 positions).
- Communicate Agency plans for downsizing.

Reaction to the Survey

- Make survey results accessible to employees.
Completed: In February, survey results were briefed to employees in a series of Town Halls. Survey results and software have been posted on the sensitive but unclassified network servers and on the NIMA Intranet.
- Communicate decisions/actions resulting from the survey.
Ongoing: NIMA and individual directorates and offices are using a variety of methods to communicate decisions and actions resulting from the survey. The Edge, Digital Edge, Connector, NIMA News e-mail, and Town Halls will continue to be used for communicating NIMA's changes.

Communication

- Provide more frequent communication on key issues facing NIMA.
- Increase employee awareness of NIMA's performance.
Ongoing: A continuing senior leadership emphasis. Additional town halls, meetings and brown bag discussion groups are being held. Employees are given opportunities to communicate with senior leaders by attending these forums and through the use of the NIMA "ATM" boxes to send questions anonymously.

Fairness/Treatment

- Place emphasis on promoting an environment of mutual respect.
Ongoing: A Diversity Team is being formed which will provide critical input on creating a workforce culture that promotes trust, mutual respect and open communications. Educational emphasis will provide special recognition of women's history, Asian-Pacific Month, Hispanic Heritage Month and other cultural events.

Performance Evaluation

- Through the efforts of the WORKFORCE21 Speakers Bureau, provide employees with information regarding NIMA's new performance evaluation system.

Rewards and Recognition

- Revise awards policy to delegate approval authority downward.
Completed: On March 13, the new policy on civilian awards and recognition provided that division managers could exercise decision authority for cash awards valued between \$751 and \$999 and performance awards up to 2 percent of base pay. Branch managers exercise final decision authority for awards valued at \$750 or less.
- Simplify the nonmonetary awards system to allow for more timely recognition of employees.
Ongoing: On May 25 the Mission Support Office notified directorates that there are a limited number of red and gold hangtags to allocate special parking privileges for deserving employees. Other types of rewards are under consideration.

"We are serious about making NIMA into a more effective organization at which our people are proud to work"

Training and Career Development

- Educate employees about the WORKFORCE21 Career Management approach.
- Establish leadership development course.
- Establish NIMA orientation course.
Completed: An orientation course and a course on NIMA's mission, vision and values have been developed and a pilot program is being tested with employees. These courses that will be available for all employees. A leadership development course is being designed.

In addition, individual offices and directorates have targeted other actions that have specific relevance or application to their immediate work environments. While the above actions are on the Agency level, each office is required to develop its own plans to address the issues reported to them. The Plans, Programs and Analysis Office (PA) is now in charge of tracking the progress of those same issues raised in both the survey and Focus '98.

Blehar has received feedback from NIMA directorates and offices identifying 185 actions.

"Every month I track the assigned actions," Blehar said. "Out of 185 actions, 65 have been completed and the rest are being initiated or are in the planning stage."

The Plans, Programs, and Analysis office (PA) facilitated the NIMA Workforce Survey and is coordinating survey follow-up efforts. Questions or requests for assistance should be directed to Ray Blehar or Mark Aglio at (703) 275-8583, mail stop A-37. If your office has successfully made changes as a result of findings of the Workforce Survey, please contact the **EDGE** office at 301-227-3096/3105 or e-mail 'theedge@nima.mil.'

Editor's Note: Stay tuned to the EDGE for future articles on programs that have been developed as a response to the workforce survey.

Director Addresses NIMA in Town Halls



photo by Don Kusturin

by John Iler

Calling the last three months some of the most exciting in his life, Army MG James C. King, NIMA Director, addressed packed audiences at the Agency's Bethesda, Md., headquarters. Addressing three sessions there, he held similar town halls at NIMA St. Louis and the DIAC.

"When I see how hard you work and the complexity of the missions and the things that you do," he told NIMA employees, "I realize how much I have to learn and how much you know. By bringing together our resources, through teamwork, we can accomplish what is expected of us, today and in the future."

King said he will never acquire the expertise of a cartographer, the exacting skills of a printer or an imagery analyst, but he does bring to the job experience in making informed decisions.

"I will make hard decisions," he said. "You will not like all of the decisions I have to make in where I apply dollars, people, invest in technology or the organizational changes that may be necessary. But I will listen and talk with you before making the decisions that impact our Agency and will convey those decisions to you in the clearest manner possible."

Change

In looking to the future, King cited the past to note the rapid technological revolution sweeping the world. "You know, 'software' wasn't even a word 30 years ago," he said. "Hardware meant a hammer. When you look at cellular phones, cable TV with 150 channels, compact discs, VCRs, CNN, automatic teller machines, Microsoft, laser-guided munitions, Global Positioning System—none of these were in our vocabulary. Much of it wasn't even in our vision. Look how they impact our lives and what we do today."

During his time at NIMA, King said a priority is the continuation of NIMA's organizational development. With more than nine organizations, thousands of people and more than 2,300 policies and budgets coming together, he called it a "miraculous work."

With declining budgets and the challenge to produce top quality products, King said he never plans to lose sight of the people who make up NIMA. Leadership and teamwork will be required to bring harmony to the Agency and move it forward.

WORKFORCE21

Turning to the restructuring of NIMA's human resources management and development system, King said the Agency needs a means by which it can assess skill mixes needed for the future, reward performance and provide us a strategic system for managing our people.

"We don't have a workable system today that enables us to do those things," he said. NIMA managers need a system that will equitably deal with performance appraisals and pay, provide rewards and, when necessary, uphold standards and mete out discipline, when and if needed.

"I am convinced WORKFORCE21 is that system," he said. "It will provide the basis that will allow us to do those things we need to do to continue our organizational development. But it's a lot of work."

Connectivity and Financial Management

King said one factor that will significantly contribute to NIMA's future success is connectivity. Stipulating that connectivity was far more than e-mail, telephones and fax machines, he noted it also encompassed the direction of communications—up, down and laterally throughout the organization. "We need to be able to talk, whether it be to the Navy Yard or any other part of NIMA," he said. "And we need to make use of all the available technology to create better connectivity."

Another crucial area he wants to address is obtaining resources.

"In simple language, that means dollars, because we need money to buy the technology and expertise we need to do our jobs. But resources are more than dollars. Resources are people, time, guidance, commitment and priorities." Financial management is how money is spent once it's acquired. And it includes how the Agency manages its human resources. "It can't be a free-for-all," he said. "There must be order and discipline."

Despite NIMA's "very talented" people working on financial management, King said many problems result from a lack of financial management tools and fiscal roadblocks. "It is my mission to get us the tools we need and to remove the roadblocks," he added.

The Future

The future in one respect is clear, King noted. "The future says we are the world's premier information provider in imagery, imagery analysis and geospatial information."

Although customers still require hardcopy products, the day is not far off when the same customers will be calling for only digital products. Making that transition, King said, will be a major challenge. "In many respects, the mission of the Agency is to ensure the transition from the 20th century to the 21st century," he said.

Year 2000 Computer Change

As the world approaches the millennium change, preparations to convert two-digit year dates to four digits are a top priority on older computer systems. King said more than \$29 million is being spent by NIMA to remedy the problem, either through reprogramming or, in some cases, buying new equipment to replace obsolete systems.

Why does spending money to create a date change matter?

"It matters if it's a cruise missile. It matters if we're going to get our pay. We have to make these systems work. A small number are already compliant, but we have to put ourselves, along with the U.S. government, on a very rigorous schedule." In areas where the conversion will be incomplete, he said, the Agency is developing contingency plans.

"I will make hard decisions...and will convey those decisions to you in the clearest manner possible."

A Major Pillar

NIMA cannot fulfill its mission alone—it must rely on its mission partners in the Intelligence Community and the Department of Defense, King said. "We have some great overseers, and I can't convey to you the tremendous trust and confidence they have in you."

In the same manner, he added, the DoD and CIA are becoming increasingly dependent on NIMA.

Speaking of the Director of Central Intelligence George Tenet, King said, "He has reiterated to Congress and to the American people that the decision to create NIMA was the right decision. If NIMA did not exist today, he told Congress, we would have to create it to face the challenges of the future."

"Congress would like us to outsource quicker, would like us to move to the 21st century quicker and, in many cases, is dispensing our dollars and is giving us direction to do that," King said. "At the same time, we need to ensure that we do not drop anything that we do well today."

In conclusion, NIMA's Director advised the workforce to stay the course. "Our customers and our partners have a very high respect and regard for what we're doing," he said. "You are doing it right." There is no doubt in the Director's mind—NIMA WILL CONTINUE TO GO FORTH AND CONQUER. |

NIMA Teams With Industry in Open GIS Consortium

NIMA and the Open Geospatial Information Systems Consortium (OGC) have again strategically joined to define, develop and solve open geospatial needs and products for the community.

"The consortium will strive to fully integrate geospatial data and geoprocessing resources into mainstream computing," said Kenneth Loudon, NIMA program manager to the OGC. "It also will promote the widespread use of interoperable, commercial geoprocessing software throughout the global information infrastructure." By standardizing resources and software, he added, the entire community will benefit.

At a recent meeting at the U.S. Geological Survey in Reston, Va., some 120 participating vendors welcomed NIMA as a strategic member representing the needs of the Department of Defense and intelligence community through special interest groups (SIGs). These groups, Loudon said, are "market development places" in which vendors, buyers, integrators and users come together to develop particular markets. These groups will assist in focusing DoD and NIMA on the commercial technologies and capabilities within the industry.

Interfaces are the Key

The Open Geospatial Information Systems Specification identifies the common architecture, interfaces and standards required to meet the OGC vision and objectives. "An important result of this technology," Loudon said, "is the ability of organizations to purchase commercial off-the-shelf (COTS) geoprocessing products that interoperate, integrate with legacy systems and work with future products." (Further information can be found at www.opengis.org)

OGC conference

The OGC conference highlighted the progress of both special interest and working groups, as well as approving the establishment of a new Defense and Intelligence Special Interest Group (DISIG).

"The DISIG will be a forum where more attention can be placed on the geospatial needs and behaviors of the

defense and intelligence communities," Loudon noted. "This ensures that United States Imagery and Geospatial Information System (USIGS) needs are being addressed." The new group's mission is to ensure that the geospatial information and processing needs of defense and intelligence communities worldwide are brought before OGC and considered for inclusion in the Open GIS Abstract Specification.

"It also will be a forum to identify and collaborate similar activities with other defense and intelligence agencies and support the requirement specification process used within the special interest groups. Development of OGC interface specifications will hasten the emergence and support of needed interoperable USIGS component products in the commercial marketplace."

Long way to go

The challenge, Loudon said, is to develop specifications for interfaces which can be found or developed in commercial products. "Today, very few of the OGC services have achieved this desired status," he said. The absence of common specifications requires investment in proprietary solutions and these, he said, will be impacted in both near-term and downstream budgets. "Proprietary solutions require heavier investments; therefore it's critical that interface specifications be defined, developed and made available to the commercial marketplace as quickly as possible."

During the conference, NIMA submitted the Geospatial and Imagery Access Service (GIAS) specification to the technical committee. OGC vendors are expected to adopt this specification and prepare COTS products. NIMA's point of contact is Gregory Black (blackg@nima.mil).

Loudon may be reached at (301) 227-3554. |

Defense Reform Initiative

Last November, Secretary of Defense William S. Cohen heralded a sweeping reform in the way DoD does business. Called the Defense Reform Initiative, it strives to make the department more flexible, agile and lean.

NIMA Deputy Director Leo Hazlewood believes the initiative provides "endorsement for things that we would like to do at NIMA," and that the Agency now "needs to act aggressively in defining the DoD-wide goals set by the Secretary of Defense in our terms to help drive improvements in our own efficiency and cycle times." This, he added, will make NIMA more efficient and responsive to its customers.

The principles of the reform include: 1) reengineering Defense support activities by adopting the best business practices from the private sector; 2) consolidating organizations to remove redundancy and move program management out of corporate headquarters and back to the field; 3) competing many more functions now being performed in-house, to improve quality, cut costs and make DoD more responsive; and 4) eliminating excess infrastructure.

The following NIMA goals have been identified as relevant to the intent of the Defense Reform Initiative. Performance goals have been established for each and the work of reform has begun.

Paperless Contracting: making all parts of the acquisition process that NIMA controls paperless by 2000.

Paperless technical data management: providing source packages via Internet, and review of the data product and posting on the gateway with no or limited paper.

Electronic publishing: moving all NIMA publishing to Internet/Intelink-S or Intelink.

Electronic distribution of message traffic: electronically distributing unclassified messages to directorates and specific individuals.

Automation of softcopy administrative forms: moving to automation and the use of softcopy for all of our administrative forms.

Travel reengineering: fully implementing an electronic TDY travel process by 2000.

IMPAC card for small purchases: reaching 100 percent of all small purchases via the IMPAC card.

Prime Vendor Contracting: taking advantage of private sector distribution capabilities and electronic data processing to supply customers.

NIMA Board Participation: reviewing and reducing the membership in external boards, commissions, and working groups that create unnecessary management layers or primarily serve as coordination vehicles.

NIMA College Accreditation: pursuing college accreditation and developing performance metrics for faculty, courses, and programs.

Human Resources: examining what HR activities will be performed in the future under WORKFORCE21.

OSD restructuring: working with our OSD customers and taking advantage of opportunities to define the support they want in the future.

The Plans, Programs and Analysis Office has taken the lead in developing a performance contract for NIMA, as required by the reform initiative. The contract will describe NIMA's plans to adopt best business practices, streamline the organization and apply market mechanisms to improve quality. It also will reduce costs, respond to customer needs, reduce excess support structures and assess

the effectiveness of NIMA's program goals and objectives.

The complete DRI report and related matters can be found on the Internet web site: <http://www.defenselink.mil/dodreform/>.

For more information, call Mark Ward, Performance Metrics and Improvement Team, 703-275-8583, or email: wardm@nima.mil.

NIMA POM 2005:

by Navy Cmdr. John Thomas
Plans, Policy and Analysis

The recently submitted NIMA Program Objective Memorandum (POM) for fiscal 2000-2005 puts NIMA squarely on a road to change. It takes the Agency away from the production of hardcopy products to providing viable digital information services.

"NIMA will be responsive to its customers' needs for fast, current, accurate, usable, and directly applicable information," said Rob Zitz, director of the Plans and Analysis Office. "And that responsiveness includes providing for customers still dependent on hardcopy products."

The most recent POM is NIMA's second and, said Zitz, it responds to environmental and external drivers for change. Environmental drivers include technology, resources and commercial potential; external guidance includes the national security and military strategies, and Joint Vision 2010, all of which call for NIMA to play a pivotal role in establishing information superiority in any future conflict.

The POM outlines a way to achieve desired end states by 2005. The following table highlights steps already taken on that road, and planned key transformations in four areas: business and production processes; increased integration of information systems; savings from consolidation; and planned growth in source collection.

Paving the Information Highway

On The Road	End State in 2005
Demonstrate proof of concept for NIMA Production Cells	Integrated production is the norm
Increase production of imagery intelligence and geospatial information	Increased foundation data; improved hard target and global coverage; mission specific support
Increase investment in training	Training modernized, focused, and increased per capita
Begin decreasing number of facilities	From four to three production facilities
Purchase commercial imagery	Commercial source data use is routine
Begin U.S. Imagery and Geospatial Information System (USIGS) migration	USIGS is operational and evolving
Increase outsourcing	Balance achieved with maximizing outsourcing, while preserving government expertise and stewardship

1.

The first key accelerated transformation is in NIMA's business and production processes. This component of the investment strategy builds on several significant activities begun or prototyped in the last few years, including:

- An increasingly integrated intelligence and geospatial workforce which can capitalize on its skills and knowledge to provide NIMA's customers with more comprehensive information and intelligence. New investment in integrated production workgroups will implement the concepts successfully prototyped in fiscal 1997-1998. Integrated production, focused on customers' highest priority needs, remains a key concept for enhancing the effectiveness and productivity of the workforce.

- Increased investment in the acquisition of foundation data will allow NIMA to deliver 100 percent of the required, high priority regions by fiscal 2005.

- A new Joint Reserve Intelligence Program will be established. Recent history has demonstrated the value of reserve augmentation during crisis and war. This program stands up a NIMA capability to use reservists effectively.

- Increased investment in per-capita training will boost the skills base of the workforce, and allow NIMA to be more effective in leveraging new technologies and more versatile in supporting customers' needs.

2.

The second key transformation in this program is the increased integration of information systems. This component of the investment strategy also builds on initiatives, such as USIGS, which were started as NIMA was formed. Specifically, this program:

- Preserves migration to a predominantly digital USIGS by increasing resources for enhanced network performance, deploying the baseline USIGS by fiscal 2001, and posturing NIMA's infrastructure for subsequent evolution and upgrades.

- Funds new investment in life-cycle Operations and Maintenance (O&M) of the worldwide USIGS. By funding critical O&M support to components of the USIGS, NIMA ensures the imagery and geospatial community can exchange information worldwide and collaborate over a stable technical infrastructure.

- Central to the increased effectiveness of the workforce is improved efficiency gained by moving to a modern, fully digital information infrastructure. The strategy will first concentrate on NIMA's network, a family of internal and customer site digital libraries, and a workstation-based exploitation system.

The third component of the investment strategy is to achieve savings from consolidation and downsizing. The

3.

plan calls for closing the Washington Navy Yard facility (Building 213), downsizing occupancy at Westfields, and consolidating into NIMA's three remaining major production facilities at Bethesda, St. Louis and Reston. Long-term savings from this consolidation will enable NIMA to invest more in productivity, technology, and workforce skills development.

4.

The fourth investment strategy component, proposed as an Intelligence Program Review Group (IPRG) issue, is to offset planned growth in imagery source collection through substantial upgrades in Tasking, Processing, Exploitation, and Dissemination (TPED) performance. In essence, the task is to create the foundation for the Future Imagery Architecture (FIA) — the tasking, processing, exploitation, and delivery of imagery and geospatial information derived from National Technical Means, airborne, and commercial sources. The POM covers much of this, but due to the magnitude of the problem, is not adequate to meet all customers' needs. Therefore, a community-wide solution is necessary to focus additional resources on satisfying FIA TPED requirements as a "major issue" through the IPRG.

"This POM expands the use of commercial outsourcing potential while reserving essential government services," Zitz said. "There are plans to shift additional governmental analysts to high priority hard targets by contracting for imagery analysis focusing on lower priority targets. Contract multidisciplinary specialists will be added to support imagery analysis, including added imagery scientists to address high-end technical analysis. In addition, NIMA will increase spending on contract production to accelerate the acquisition of foundation data."

Transforming the production of imagery, imagery intelligence and geospatial information for the wide range of intelligence, military and policy customers requires that NIMA make substantial and far-ranging changes, he added. "NIMA was specifically created to leverage the confluence of emerging technologies and the synergy of skill and work processes where possible when imagery intelligence and geospatial assets are combined. The NIMA fiscal 2000-2005 POM protects customer interests, enhances support to production to meet DoD and national needs, resolves USIGS O&M policy and funding, and provides for a skilled, flexible, and trained workforce."

CONGRATULATIONS

NIMA Analyst Accepted into DCI Program

by Anne Arnold

People usually remember the significant events of life. As a nation, we remember the first moon landing. As adults, we remember our first car or our first job. As parents, we remember our child's first steps and the first word they uttered. As an organization, NIMA just had its first analyst accepted into the Director of Central Intelligence (DCI) Exceptional Intelligence Analyst Program (EIAP).

Open to career civilian and military intelligence officers, the program is administered by the Center for the Study of Intelligence. An interagency senior selection board reviews all proposals.

"This year, we received 22 proposals from all over the intelligence community," said program coordinator Bob Leggett. "Of those, six were selected. It's pretty competitive."

Candidates identify a topic of interest to the community with which they have familiarity—also, how the community could benefit from work done on the topic. Application deadline for the 1998-1999 program was Dec. 1; selections were made by March 1.

The program officially runs from August 1998 through July 1999.

Program participants prepare a manuscript of the results of their work—often classified, but sometimes not. "The important thing is that something come out of it at the end of the year—something of value to the community," Leggett said.

[NIMA's exceptional analyst asked that he not be identified, so we'll refer to him as "Jack."]

Jack, who works at NIMA Navy Yard, thought his topic was worthwhile. Essentially, it applies geospatial information, imagery and other sources to a specific intelligence problem.

"I coordinated my research project with the national intelligence officer for Science & Technology and had two mentors help with statistical studies," he said. He'll also apply his methodologies to other areas.

"Being part of the Exceptional Intelligence Analyst Program will provide me the opportunity to delve further into my subject while remaining with my current branch," Jack added. He encourages others to apply for the program and said the most important part of the application process is a strong proposal. "A solid proposal makes it easier to defend your project and convince the committee of its merits," he said.

Jack said his managers actively encouraged him to participate in the program. His previous division chief, John Oswald, said, "During the past several years, I've witnessed the potential utility of the Geographic Information System. It aids NIMA imagery analysts in their decision making processes by helping them analyze data by location, developing planning scenarios, revealing

potential hidden patterns and establishing relationships and trends that are not readily apparent on spreadsheets or tables. I feel that the analytical benefits it provides are worth pursuing."

John Kringen, director of IA, officially told Jack that he was accepted into the program. Kringen was enthusiastic about the innovative nature of the proposal. "This is the kind of work that we anticipate imagery analysts will be fully engaged in as time marches on. This work is on the cutting edge against a national intelligence problem," said Kringen, a past participant in the EIAP.

According to IA Deputy Director Rick Harris, "This project is consistent with the strategic direction of NIMA and with the Directorate of Operations vision." |

Greenspan Receives Lackman Intelligence Award

Navy Cmdr. Jack A. Greenspan, a future imagery requirements officer in NIMA's Studies and Analysis Division (PAS) at Westfields, is the recipient of the 1998 William F. Lackman Jr. Award, presented by the National Military Intelligence Association at its awards banquet, June 5, at Fort Myer in Arlington, Va.

Greenspan was recognized for his work in helping the imagery and geospatial community define its requirements for the next generation of imagery systems. He played a key role behind the scenes pulling together the imagery requirements from the Community Imagery Needs Forecast (CINF) and other sources, which eventually became the specifications in various Future Imagery Architecture (FIA) requirements documents. His work directly supported the Imagery and Geospatial Community's FIA Evaluation Team, the NRO FIA Program Office and other NIMA FIA-related study efforts.

In 1995, the National Military Intelligence Association instituted the annual Central Imagery Office award as a testimonial to professional excellence and dedication to duty in support of military intelligence. The award is named for William F. Lackman Jr., the first director of CIO, and is presented annually to a deserving member of the National Imagery and Mapping Agency who has demonstrated superior support for the U.S. military. |

Regional Commander Retires

by Joan Mears

Army Col. Jim Bryan, commander, Mission Support Eastern Region, is retiring from the U.S. Army and NIMA July 1.

"I've had a great time over the past 25 years, and I wouldn't change a thing," Bryan said. "I did everything I had hoped to do and had great assignments along the way — Europe four times, Turkey twice, Korea once, and a stint at Fort Hood, Texas."

The Kentucky native graduated from the U.S. Military Academy, West Point, in 1973 with a bachelor's degree in engineering. He earned a master's degree in human resources from the University of Utah and graduated from the Field Artillery Officers Basic Course, Engineer Officers Advance Course, Command and General Staff College and the Air War College.

Bryan served in many leadership and staff positions during his career. One of his most memorable assignments was as director of operations for the 2nd Infantry Division in the Republic of Korea, 1994-1995. Awards include the Bronze Star Medal, the Meritorious Service Medal with five oak leaf clusters and the

Army Commendation Medal with two oak leaf clusters.

The colonel accepted command of NIMA's Mission Support Eastern Region in October 1997. He managed NIMA's 13 sites located in the east, providing critical infrastructure to the Agency, and led a civilian and military work force of approximately 400 people. During his tenure, he oversaw the Fairfax relocation project, the security upgrades at Bethesda, and the NIMA director's change of command ceremony.

He also implemented new management techniques to evaluate how well MS services are delivered in the NIMA Eastern Region. His pioneering work also resulted in several meetings — previously taking a combined eight hours to conduct — collapsed into a single staff meeting of less than 90 minutes.

Bryan said the people in Mission Support made his job very easy. "They're all professional, capable, positive and caring individuals," he said.

Bryan, his wife Mandy and their three children - Patrick, Danny and Cassie - reside in Northern Virginia and plan to remain in the area. |



photo by Muridith Winder

NIMA Employees Honored in FEB Ceremony



Mary K. Brummett



Carl E. Glenn



Elaine M. Schlueter

photos by James Mohan

Mary K. Brummett took home the Trades and Crafts Award. As a lithographic imaging specialist, Brummett played a major role in bringing new laser technology on board at NIMA. Her input to installers enabled them to customize software to assure successful operation.

Air Force Master Sgt. **Carl E. Glenn** won the Law Enforcement Award. Glenn's proactive coordination, planning and programming of all security-related projects ensured that stringent security requirements were met while reducing costs by \$250,000.

Human Resource's **Elaine M. Schlueter** garnered the Administrative/Technical Award. Her outstanding support during downsizing actions enabled the placement in the federal service or private industry of 63 of 65 employees.

The **Hardware Maintenance Team** was recognized with the Outstanding Team Performance Award. This team maintains equipment for which it is difficult to find replacement parts, and it is frequently necessary for them to machine different hardware to match up the parts. Despite these difficulties, NIMA digital production equipment was maintained at a 99.356 percent operational ready rate. Lead by **Jim Bundy**, team members include **Richard Bollinger, Fred Clarke, Dennis Crain, Joe Davenport, Denise Dittrich, Steve Dixon, Mark Erickson, Jim Fogwell, Denny Hale, Dave Herrmann, John Jarrett, Len Jones, John Knight, Rusty LeFave, Ron Lindy, Don McKay, Steve Melnick, John Scheble, Greg Sutton, Phil Sutton, Dave Warburton and Kevin Wesselschmidt.** |

by James Mohan

NIMA had an impressive showing at the ninth annual Federal Employee of the Year Awards, sponsored by the Federal Executive Board in St. Louis.

NIMA employees were honored in the categories of Trades and Crafts, Law Enforcement, Administrative/Technical, and Outstanding Team Performance during the May 6 event.

Countdown to Liftoff

NIMA/NASA to Launch Historic Space Shuttle Mission

by Kathleen Neary

The clock is ticking, drawing NIMA ever closer to mid-September 1999. That's when NASA will launch a space shuttle on an unprecedented 11-day, joint NIMA/NASA mission to collect radar data from more than 80 percent of the Earth's surface.

The Interferometric Terrain Height Data (ITHD) collected by the Shuttle Radar Topography Mission (SRTM) will also bring NIMA that much closer to fulfilling a multi-service requirement endorsed in 1995 by the Joint Requirements Oversight Committee for global digital terrain elevation data (DTED®) with 30-meter elevation post spacing by the end of fiscal 2000.

The JROC requirement has been a driver of the Agency's efforts to find a cost-effective and technically superior means to collect near-global DTED2®-like data. This elevation data is a critical component in [the information dominance strategy] of *Joint Vision 2010*. It also is an essential element of NIMA's Geospatial Foundation Data, which forms the base of the Geospatial Information Infrastructure (GII) framework.

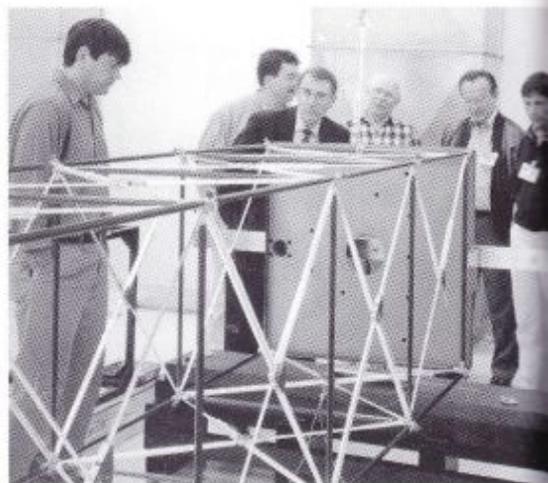
The space shuttle mission is known by NASA as Space Transportation System-100 and planned for the shuttle *Atlantis*. The mission will employ a technique called Interfero-

metric Synthetic Aperture Radar (IFSAR), in which synthetic aperture radar images are taken simultaneously from one platform with two separate radar antennas. Simultaneous collection from a single platform guarantees the continuity of the data. Currently, NIMA DTED® has been derived from data collected from various sources and with different accuracies.

This collection technique builds on technology used in two Spaceborne Imaging Radar C (SIR-C) missions flown in 1994. Additionally, about 80 percent of the hardware being used for the SRTM was previously used in the SIR-C missions, said Tom Carson from NIMA's Operations Directorate.

The Jet Propulsion Laboratory (JPL), a research and development arm of NASA, is coordinating payload modifications to be integrated with the shuttle. The construction of a 60-meter retractable mast — essential in the simultaneous collection of the radar data — is one of the major modifications being made to the payload. This mast will make history by becoming the largest structure of its kind ever deployed in space.

"The 60-meter mast structure holding the SRTM's outboard antenna is similar to masts which will be provided by the same vendor as an integral part of the International Space Station," added Thomas A. Hennig, of Systems and Technology. "But we will fly well before they do."



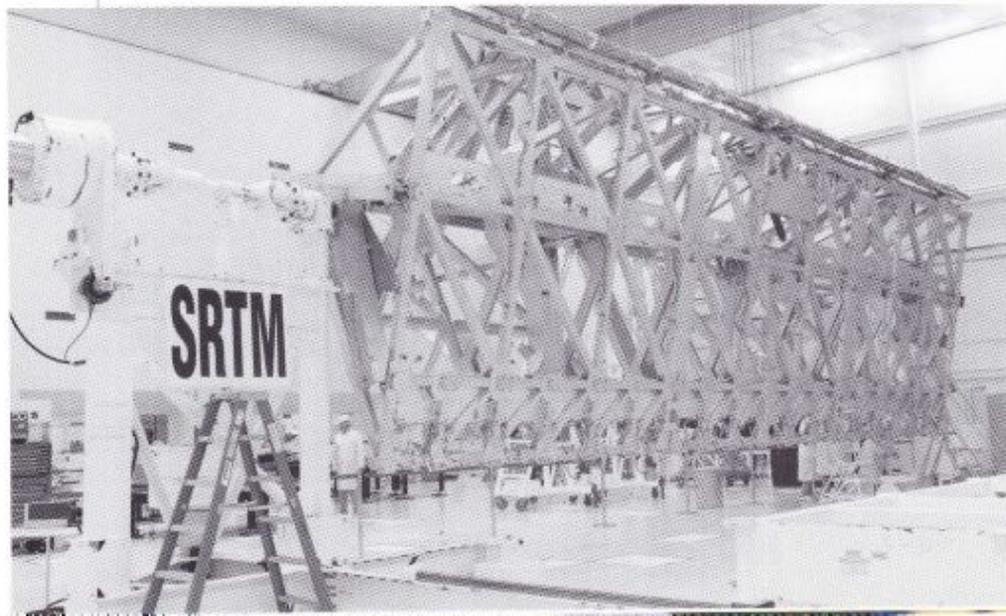
This radar antenna will be attached to the end of a 60-meter mast extending from the shuttle.

Once the raw data is collected, JPL will convert it into radar images and terrain height data. "NIMA will then do the value-added post-processing required to convert the data into a more dense and uniform DTED® for its customers," Carson said. Once completed, this data set will cover a greater portion of the Earth than is presently available and do so seamlessly.

Carson and Hennig, NIMA SRTM project leads, said they are both excited about being involved with a program that will fly on the Space shuttle and about working with JPL, which is recognized internationally for their numerous space exploration accomplishments.

The data release agreement between NIMA and NASA includes the public availability of ITHD-1. NASA will archive this data and make it available to the general public at a minimal cost. ITHD-2 coverage outside of the United States will remain under the control of the DoD, with release made in accordance with NIMA and NASA developed guidelines. SRTM-derived ITHD-2 over the United States, however, will be released and distributed without restriction.

"This release of near global terrain data with 100-meter post



spacing is a major milestone," Hennig said. "This type of data has been sought by a variety of non-DoD users ranging from scientific researchers to commercial companies for many years." For the scientific community, the data can be used to generate visualizations of Earth's surface to study flooding, erosion, landslide hazards, earthquakes, ecological zones, weather forecasts and climate change.

ITHD-1 has an elevation post spacing every 100 meters, whereas ITHD-2 is denser with an elevation post spacing every 30 meters. Presently, the Agency's DTED® level 1 data set covers only 65 percent of the Earth and took more than 20 years to build using some of the best processes of that day and time. Conversely, in about two years following the 11-day mission, NIMA expects to have a data set that covers nearly 80 percent of the Earth and represents denser terrain data with 30-meter elevation post spacing (DTED® level 2) required by the services. High density DTED® is necessary for dominant knowledge of the battle space, supporting battlefield visualization, mission planning and rehearsal, navigation and targeting.

In addition, elevation data is an essential ingredient in a host of civil applications. For example, hydrological studies that analyze the ground water flow cannot be accurately modeled without terrain elevation data. Elevation data can also be used to optimize locations for cellular

phone towers, monitor earthquake and glacier activity, as well as model the terrain surrounding airports to provide for safer approach routes of incoming aircraft.

Elevation data collected by NIMA and sister agencies in Europe has already been of value to civil customers in the form of DTED® level 0, a reduced resolution dataset. Airport Safety Modeling Data (ASMD), a similar dataset in production at the National Ocean Service, will make thinned terrain data available to the aviation industry in support of ground proximity warning systems, according to NIMA officials.

NIMA officials said that the availability of near global terrain data from the SRTM is likely to spawn many more uses for geospatial information to save lives and enhance economic development around the world.

This ITHD collection effort has been in development between NASA and the former Defense Mapping Agency, a predecessor to NIMA, since spring 1995. The final agreement, signed July 8, 1996, may seem like only one small step for these agencies. The data resulting from the cooperative 11-day flight will be one giant leap forward for information dominance on the battlefield. ■

Radar antenna hardware used in two Spaceborne Imaging Radar C (SIR-C) missions flown in 1994 will be used again on the SRTM. This antenna will be installed in the shuttle's payload bay.



photos by JPL

What is DTED®?

Digital Terrain Elevation Data is a uniform matrix of terrain elevation values, providing basic quantitative data for all applications that require terrain elevation, slope and gross surface roughness information. Data density depends on the level produced. DTED® level 0 post spacing is 30 arc seconds (approximately 1000 meters), corresponding to a small-scale hardcopy product. DTED® level 1 post spacing is three arc seconds (approximately 100 meters), corresponding to a medium-scale hardcopy product. DTED® level 2 post spacing is one arc second (approximately 30 meters), corresponding to large-scale hardcopy products. Elevation data is an essential ingredient in a variety of military mapping applications such as mission planning and rehearsal, modeling and simulation, as well as a host of civil applications.

What is ITHD?

Interferometric Terrain Height Data (ITHD) is elevation information that is produced from the SRTM radar operating in the Interferometric Synthetic Aperture Radar (IFSAR) mode. The SRTM data will be processed on supercomputers to create elevation data that will be delivered to NIMA for post-processing into Digital Terrain Elevation Data. The full resolution data, called ITHD-2, will have a post spacing of one arc second (approximately 30 meters) and will be post-processed by NIMA to create DTED level 2 with a horizontal accuracy of 20 meters and vertical accuracy of 16 meters.

How will the raw data be processed?

JPL will process the raw data by converting radar amplitude and phase information into radar images and terrain height data, which is referenced to the World Geodetic System 1984 ellipsoid. NIMA will convert to a mean sea level elevation and do a number of other value-added processes to create the DTED® product.

Will this SRTM data be released to the public?

It is intended that SRTM data be unclassified; however ITHD-2 data and data of similar resolution covering areas outside of the United States will be under the control of DoD. Release will be in accordance with guidelines mutually developed by NIMA and NASA. SRTM-derived ITHD-1 will be provided to NASA for archival purposes. The space administration will make it available to the general public at a minimal cost not to exceed the cost of reproduction. SRTM-derived ITHD-2 over the United States may also be released and distributed without restrictions.

How can I stay informed on this project?

In coordination with NIMA, JPL is hosting a World Wide Web site dedicated to covering the mission. It will be updated continually. Check out <http://southport.jpl.nasa.gov>. You may also contact Tom Carson in NIMA's Operations Directorate at 703-264-3050.

LETTERS

Editors:

In the April 1998 issue, an article written by Tim May ("Pay Under Broad Banding," page 6) is prefaced with the statement: "This article introduces the principles of broad-band pay systems (synonymous with pay banding)."

It also is accompanied by charts that "reflect examples of band pay structures used in other agencies for two occupations with differing pay bands."

My question is, what specific agencies are now using broad-band pay or pay banding, or have used it in the past?

I would appreciate any information you could give me concerning this.

Thank you.

Name Withheld
by Request

According to information provided by Human Resources, the Navy, at China Lake, Calif., and the National Institute of Standards already have permanent pay banding systems. The U.S. Department of Agriculture, Commerce Department and some activities within the Air Force and Army have active pay banding. It's also been proposed for trial runs at Veterans Affairs, the Army's Waterways Experiment Station, Army Research Laboratory and Medical Research and Materiel Command. And the Naval Warfare Centers began implementing pay banding trials in March.

Editors:

This is about a wonderful person and fine humanitarian at NIMA. If you haven't already met J. Ford Johnston (NIMA/NP Fairfax), you've missed one of the finest people I've ever encountered.

I recently returned from a one-year academic sabbatical to a new position in Bethesda and found myself in the security arena for the first time, training under J. Ford. An excellent teacher with the patience of a saint, he's always cheerful. I've never seen him lose his temper, be short or harsh with anyone, or appear to be anything but on top of the world. He's the kind of person who makes everyone around him feel good.

He also has a wealth of corporate knowledge because of his many years with the Defense Mapping Agency prior to NIMA.

Recently, I became suddenly ill at a meeting at the Washington Navy Yard. I asked J. Ford to take me back to Bethesda so I could retrieve my car and get to a doctor. My illness worsened rapidly, however, requiring that we stop numerous times along the way. He asked if he should call 911, but I felt I would be okay if I could just get to the nurse and find some place to lie down.

As it turned out, it was necessary to call an ambulance at Bethesda and I was taken to Sibley Hospital. J. Ford stayed with me all the way, including the two-plus hours I spent at Sibley.

After my release, he insisted on taking me home. I was in no condition to drive and I live in southern Maryland—a long way from his home in Springfield, Va. The long drive through rush-hour traffic was one J. Ford cheerfully endured. When we finally arrived, he made sure I was in the house and all right and even offered to take care of my prescriptions. I refused his kind offer and sent him back into the rush-hour traffic to Virginia. You know what I-95 is like late in the day!

I have family that would not have displayed the patience that J. Ford did that day and I owe him a great deal for his kindness and care. People like J. Ford Johnston are, unfortunately, a rare breed today. Not only is he a great human being, he's a diligent worker with a positive can-do attitude. He tells everyone he's here to solve problems—not to make life more difficult.

If you ever have the chance to meet a not-so-gigantic man in the very large cowboy hat, with a big smile on his face, chances are it's J. Ford. Don't pass up the opportunity! He'll be working at Bethesda this summer. Look for him. You won't regret it.

Sue Carreiro
International Programs Division





by Bea Oviedo
Human Resources

Why there are Special Emphasis Programs in NIMA

It was just after one of the African-American Heritage Month activities that a NIMA employee approached a member of the Diversity Management and Equal Opportunity Office (HRO). "Why are these special programs for women and minorities necessary?" he asked.

This employee commented that it seems that every month there's some different group putting on some

program; and they're all the same—a minority or woman speaker, attendance by members of the Agency's senior leadership, presentation of a plaque, followed by refreshments. "After all," he said, "don't they get enough preferential treatment already?"



His comments reflected what some in the NIMA community think—but don't ask—for fear of being criticized. This was apparent in several comments on diversity submitted as a part of the recent NIMA 1997 Workforce Survey.

Actually, there are several reasons why there are Special Emphasis Programs (SEPs) at NIMA and other federal agencies.

To explain these programs, one must take a cursory look at American history.

The U.S. obtained its current leadership status in the world based on the hard work, creativeness, and sacrifice of its people—people who did not necessarily look alike or come from the same cultural background, but shared a love and allegiance to this country. While America has prospered, many Americans who have made undeniable and significant contributions to the country, have not. In fact, much of the history taught in our schools does not recognize many of the contributions made by minorities and women.

Special Emphasis Programs are designed to help fill that void and enhance the opportunity for minorities and women to reach their full potential. The goal is simply to ensure everyone has an opportunity to be competitive.

SEPs are the outreach mechanism of the Agency's Equal Employment Opportunity (EEO) function and are specifically focused on improving the employment status of those individuals who have not traditionally been in the mainstream. NIMA recognizes and supports six groups: the Federal Women's Program, Black Employment Program, Hispanic Employment Program, People with Disabilities Program, Native American and Alaskan Native Employment Program, and Asian/Pacific Islander Employment Program.

The success of these programs depends on everyone's support. Anyone, regardless of race, gender, religion, national origin, or disability,

is invited and encouraged to get involved and participate.

So, how are the SEPs supposed to function? SEPs will be led by representatives from each business office—Special Emphasis Program Managers (SEPMS). These individuals will be facilitators with the primary job of getting people involved who can help. Subcommittees comprised of business office representatives will also be formed at each site. There will be SEPMS in the East and West and an Agency SEPMS. All programs, training, funding, and other initiatives will be worked through Human Resources.

These individuals will have the confidence of their organization's leadership and a personal commitment to promote equality of opportunity for their constituent group. They will serve as advisers to both management and employees, keeping them informed on recruitment, advancement, and retention of qualified individuals. As a result, SEPMS will have a working understanding of the Affirmative Employment Program, and actively participate in actions addressing under-representation issues. They also conduct training seminars and serve as internal and external liaisons to various community organizations and special interest groups, such as the Silent Community Council, Blacks in Government, Federally Employed Women, and others.

Clyde Williams, chief of the Diversity Management and Equal Opportunity Division encourages all employees to get involved and help to develop a more creative approach to the awareness programs. "We are building mutual respect and understanding through our special emphasis programs," Williams said.

For more information, questions, or comments, contact Bea Oviedo at (301) 227-5800.



A Candid Discussion With the Director



photo by Lara Hull

by Laura Snow
Director, Congressional and Public Liaison

During his first leadership offsite and town halls with the NIMA workforce, Army MG James C. King, NIMA Director, shared some candid insights about himself, his initial observations and impressions of NIMA and his plans for the Agency.

"I love being assigned to NIMA," he said. Noting NIMA's reputation as a benchmark organization for customer support, he added, "The pride I've witnessed in what we produce is truly impressive."

"I'm at NIMA because I want to be," he emphasized. "I had an opportunity to continue serving on the Joint Staff as the nation's crisis intelligence manager, working for the Chairman of the Joint Chiefs of Staff and the Secretary of Defense."

He chose to come to NIMA, he said, because of the Agency's good reputation and to be part of the exciting changes happening in the newest member of the nation's intelligence community. "You've taken nine organizations and merged them into one in 18 months and you've never dropped one customer service operation."

Now 52, King celebrated two landmark anniversaries in June—his 30th wedding anniversary and the 30th anniversary of his Army service. He catalogued his interests as "work, family and sports—especially jogging."

An unabashed family man, King married his high school sweetheart, Jeneane, and is the proud father of three daughters, "one born in every decade" of the 1960s through 1980s. He also is a doting grandfather of a 4-year-old girl.

Rounding out the King household are two dogs, a fiercely loyal English springer spaniel named "Stormin' Norman" after Gen. Norman Schwartzkopf, and a yellow Labrador retriever that is systematically teething her way through the family's furniture and woodwork.

King describes himself as an "ISTJ"—in Myers-Briggs parlance, he fits the "Introvert-Sensory-Thinking-Judging" personality profile. He also characterizes himself as "calm in a crisis," noting that his assignments during the last nine years have focused continuously on crises—whether in civil wars in the Horn of Africa, Bosnia or Albania, or noncombatant evacuations and natural disasters. Other self-described personality traits: hard worker, good implementer and good listener.

King acknowledges that he has been titled as "hard to work for" because of his high expectations. However, he is quick to add, "Your expectations of me are greater than I've ever experienced!"

The Director placed his initial focus as NIMA Director on five areas:

- Continuing NIMA's organizational development
- Allocating and managing resources
- Planning and implementing for the future
- Developing and fostering partnerships
- Meeting NIMA's day-to-day mission challenges.

"Continuing NIMA's organizational development is my number one interest," King said. This includes focusing on the people of NIMA, developing the leadership skills of the Agency's managers and supervisors, promoting teamwork and fostering a climate that creates trust and confidence and treats everyone with dignity and respect. It also means a commitment to dealing with workforce transition issues such as the Work Force Survey and WORKFORCE21.

"The Work Force Survey is an important tool you gave to NIMA management," said the Director, "and we're going to deal with the hard issues you put in front of us."

The Director is similarly committed to WORKFORCE21. "We need the strength of an integrated personnel management system and data base," he said. "It's not a panacea, but without it, I'm convinced we won't meet mission requirements. It is key to the foundation of NIMA's future."

Allocation and management of resources was the major focus of the King's first 90 days. This includes, he said, the development of NIMA's fiscal 2000-2005 Program Objectives Memorandum (POM) and Intelligence Program Objectives Memorandum (IPOM), as well as hearings and discussions with congressional members and staff on the fiscal 1999 budget.

Planning and implementing for the future is another focus area encompassing the U.S. Imagery and Geospatial Information System, architecture issues, EIS and the Future Imagery Architecture (FIA), outsourcing and downsizing issues, and the Year 2000 (Y2K) computer problem.

"We have real issues here," King said. "We need an end-to-end USIGS system. Our current spaceborn system is nearing the end of its useful life. We rely a lot on it and need it in future, which is why EIS, FIA and the FIA Tasking, Processing, Exploitation and Dissemination (TPED) effort are so important. It's also important for us to consider commercial and airborne systems. While I'm concerned about the Y2K problem, we have a manageable plan."

King points out that outsourcing and downsizing are not NIMA-unique problems. The Federal Workforce Restructuring Act of 1994 reduced full-time federal civilian positions by 292,000 by 1999. NIMA has taken its share of those reductions and others directly imposed by Congress.

While acknowledging that outsourcing and downsizing issues have negative connotations, he reminds NIMA employees that the strength of the U.S. economy is based on competition. He pledges to keep NIMA employees promptly informed of outsourcing and downsizing issues, and to offer a full program of transition assistance to those who may be affected.

Developing and fostering partnerships within the Executive Branch and Congress have also been priorities for the new Director. This includes greater teaming with other agencies such as the National Reconnaissance Office, Defense Logistics Agency and Defense Intelligence Agency, as well

"Continuing NIMA's organizational development is my number one interest"

as forging stronger ties to national users. Another focus has been enhancing the solid partnerships with NIMA's overseers—including the Office of the Secretary of Defense, the Director of Central Intelligence, and the Chairman of the Joint Chiefs of Staff. Strengthening ties to Congress is also a priority.

"I've met with several members of Congress," King said, "and I'm convinced they want to do what's best for the nation, for NIMA and for our people. We are going to win their confidence."

Meeting day-to-day challenges is a final focus area. "The day-to-day mission is yours," he said. "Our nation depends on it."

What can NIMA expect from its new Director? King lists five things:

- "I will tell you the truth as I know it."
- "I will walk the talk."
- "I will listen to you. I give you my commitment to do everything in my human power to make informed decisions, and to articulate to you why we did what we did."
- "I will provide guidance and give you direction."
- "I will be loyal, because what we are doing for our nation is right."

What does the new Director expect of NIMA?

- "I expect you to continue to achieve the day-to-day mission. Your hard work makes critical information available to our customers."
- "I expect you to understand NIMA and be a part of its future." Noting "NIMA is the most diverse organization I've ever worked for," the Director challenges us to seek out and understand the connections of our immediate work groups to the larger NIMA mission.
- "I expect you to promote teamwork, and to treat others as you want to be treated."
- "I expect you to be loyal to NIMA. Our charter is to do the mission, live our core values, and achieve our vision and strategic objectives. Remember that our successes are made possible by 'standing on the shoulders of our predecessors,' and there is a group that will stand on our shoulders in the future." |

Research Rewards in Many Ways

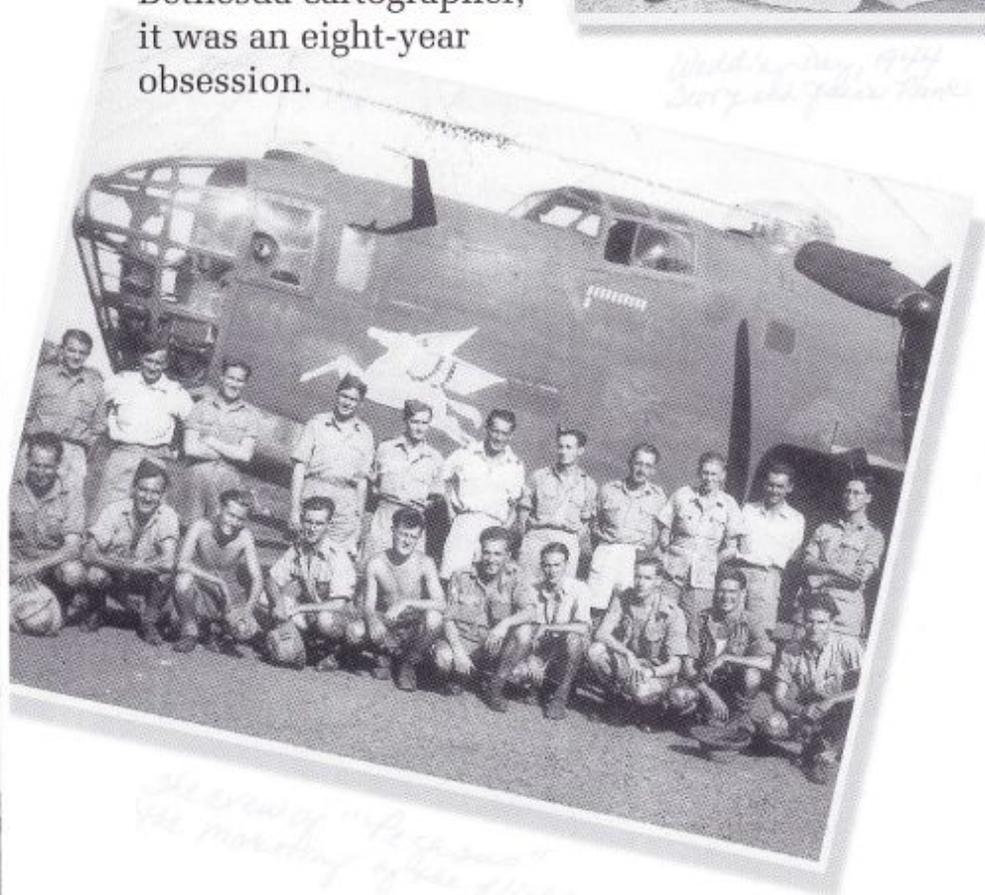
A Cartographer's Persistent Search Brings Closure After 54 years

by Jennifer Lafley

The story has all the elements of a good novel—romance, intrigue and mystery. And for Matthew Poole, a NIMA Bethesda cartographer, it was an eight-year obsession.



*Wedding day 1944
2007 photo of the bride*



*Survivors of "Pegasus"
the morning of the flight*

Poole grew up knowing that his mother, Jessie, had once been married to an English airman. The marriage had lasted a scant six weeks before tragedy struck.

Royal Air Force Sgt. George Plank, 20, disappeared in the skies over Rangoon, Burma, on the night of Feb. 29, 1944. His B-24 Liberator bomber, "Daring Diana," along with a companion plane, "Pegasus," was shot down by the Japanese. George was officially listed as missing in action, but Jessie clung to the belief that he was alive and would someday return.

After the war, she received an Air Ministry notification stating that George's death had now been presumed, for official purposes, to be on Feb. 29, 1944. Several years later, Jessie remarried.

Although the story was interesting, it was one that did not affect Poole's life. His father, Jim, and Jessie have been married 49 years and he has four siblings. Yet he was fascinated by the unknown details about George Plank. What actually happened to him and his fellow crewmembers?

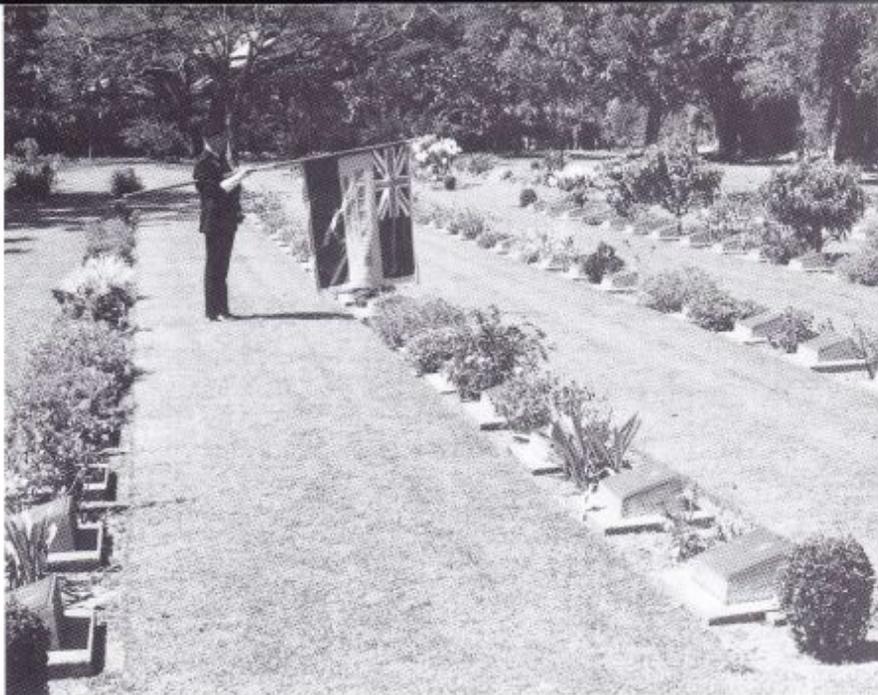
A history buff, Poole embarked on what turned out to be an exhaustive search, and with his parents' blessing. With each piece of the puzzle he solved, he made more contacts and learned new information. He wrote 1,500 letters, made five trips to England, one to Burma and Thailand and met hundreds of people along the way.

He learned that 12 men died that night, including Plank and eight crewmates. The remaining six airmen were captured by the Japanese, but only four survived the horrors of the prisoner of war camp in Rangoon.

One of the crew, beam gunner Don Lomas, now 81, provided Poole with actual details.

"The fighter came in from the port side and caught three crewmen at the front...and we started to go down at an angle," he recounted. "The aircraft caught on fire and out I went—out the big hatch underneath—with my parachute billowing around me.... I landed in a field and will always remember laying back and watching the rest of the aircraft caught in the searchlights."

The next day he was captured. That began his dreadful and desperate 14 months as a POW.



Graves at Rangoon Cemetery

Lomas and four other crewmembers were on their final operation before their full tour of combat flying would have been completed.

"Our bags were packed," he said, "and we were ready for a vacation."

Pilgrimage to Burma

The more contacts Poole made, the more avenues opened up to him. He realized there were many people who wanted to learn more about what had happened to beloved family members and friends.

Poole was invited to join a group of British World War II veterans traveling to Burma. At the Rangoon War Cemetery, he searched for the names of two of the airmen who died in captivity.

"It was a miracle, but while walking through the Rangoon Cemetery, I discovered seven plots in a row, each bearing the identical inscription on a bronze marker: 'An Airman of the 1939-1945 War, Royal Air Force, 29 February 1944, KNOWN UNTO GOD.'"

Poole was convinced he had found the graves of seven of the 12 men. Once he returned from Burma, he had a new mission: to provide each family, if they chose, the new facts he'd uncovered into the wartime tragedy.

He sought help from the media, appearing on radio shows, giving interviews to small newspapers and even placing ads. In this way, he was able to amass clues on relatives and

fellow soldiers of the missing men. The Internet and e-mail also proved invaluable. Through perseverance he managed to locate next-of-kin of all but one of the 18 airmen. And he had a memorable interview with the 101-year-old mother of a missing flyer.

"I was constantly amazed at the families' willingness to let an American stranger share not only their memories, but letters, newspaper stories, telegrams and their homes when I traveled."

Several of the missing, Poole learned, had premonitions that they might die and had written to their families on the fateful day they disappeared. Jessie remembered that George had told her that the only month that he was concerned about was February. Unfortunately, 1944 was a leap year and Plank's plane was shot down on Feb. 29. Another pilot gave his Distinguished Flying Medal to a fellow soldier before the flight and told him to give it to his mother if he did not return.



Jessie Poole, former British Ambassador Sir Anthony Acland and Matthew Poole

Closure and Honor

Poole's search not only unraveled a mystery for family members, but gained for him another bonus—hundreds of friends and new contacts. Families, who had never met but shared the unfortunate bond of having loved ones die together, became strong friends. Poole even received a letter from former Japanese fighter pilot Bunichi Yamaguchi, who recalled his role in destroying the invading bombers over Rangoon on the night of Feb. 29:

"I must offer my humble apologies. From the bottom of my heart I offer my condolences for this death in action."

Poole decided he had one last thing to do.

"I felt these men needed to be recognized together," he said. "Many had never had any memorial service."

On Feb. 28, 1998, one day short of 54 years, a service held at St. Clement Danes Church in London honored the crew of both planes. To commemorate their lives, Poole put together a booklet complete with biographical sketches, pictures and poetry written by the men.

"People always ask me why I spent so much time and money on my search," said Poole. "I learned so much from the project. My map making background served me well—painstaking research and patience was needed for this project as well."

Other would-be researchers have also contacted him for advice.

"It's been a wonderful experience for me." |



BEHIND THE PAGE: Tammi Kiser-Sparks updates NIMA's Digital Edge daily.
by Jennifer Lafley

Learning a new language is never easy, especially one that not many people know. But for Tammi Kiser-Sparks, that is one of the most fascinating aspects of her job at NIMA.

As a public affairs specialist in the Office of Congressional and Public Liaison (CP), she maintains NIMA's home page and intranet sites that link users to hundreds of sites through the *Daily Digital Edge*.

Kiser-Sparks works in what's called the hypertext markup language (html). She enters text and an invisible code for each new item loaded that tells the browser where to find the information or graphic requested.

"I barely knew what the Internet was, much less an intranet, when I started doing this job," she said. And though she took some initial training, she's learned most of her job from reading articles and researching on "the Net."

"Different sites provide different information, and those of us who work on home pages post hints for each other," she said.

Official and Unofficial

NIMA's intranet links users to two sites—official and unofficial.

The official site includes biographies of NIMA's directors and deputy directors, archives, schedules of townhall meetings and other information. Most of the news-related postings appear for two days. The unofficial site links the user to

weather, driving directions, an acronym finder and the credit union.

Kiser-Sparks updates the intranet daily, but for now she searches for upcoming events through several sources. "Slowly, people are remembering to contact me to post events," she said. "I hope more will do so."

New Sites and Graphics

Kiser-Sparks has been with the Agency two years and daily learns about new sites and graphics that can be downloaded.

Although all jobs have their ups and downs, she said, she likes the constantly changing environment of working on the Net. "My job allows me to be creative through the design aspect, and I am constantly learning."

In fact, it is not unusual for the mother of two boys, ages 16 and 9, to check out the Internet at home. "The more you know about accessing information," she said, "the more interesting the net becomes." |

TAMMI'S TRIVIA

When was NIMA's intranet started?
Intranet launched mid-December 1996.

How many hits per month?
Accesses have grown from 2,800 to 19,000 per month.

What day is the most popular day on the internet?
Wednesday is busiest day of the month.

What is the average amount of hits per day?
Average 900 accesses per day (1,200 on busiest day)

How long does the typical visit last?
Typical visit lasts less than 30 minutes.

Browser — Software on your computer that is used to access Web sites such as Netscape, Mosaic, MS Explorer, AOL Browser. . .

HTML (HyperText Markup Language) — The coding language used create Hypertext documents for use on the World Wide Web. HTML looks a lot like old-fashioned typesetting code, where you surround a block of text with codes that indicate how it should appear.

Links (synonym for hotlinks or hyperlinks) — Any image or text path users follow to connect to another part of the same or different document. Text links are underlined and are displayed in a color different text. User-set preferences determine the link color.

URL — Uniform Resource Locator; the address of a page on the World Wide Web; rhymes with "hurl." Usually looks something like http://www.whatever.com.

"404, URL Not Found" — Web error messages that mean the document you've tried to access can't be located. Try reloading/refreshing the page. If you still get the error message, move on. The page you're looking for is unavailable.

Home Page — The first screen you see when you access a World Wide Web site. Users determine their Home Page by setting preferences.

What time of day?
Peak hours: 1400 and 1500 (typically 1500, latest trend 1400)

What are the most popular sites?
1. Digital Daily Edge
2. Unofficial Announcements
3. Official Announcements.

Who has access to the intranet?:
NIMA employees.

How many NIMA employees have access?:
2,996 workstations with Netscape browser in Washington area.

1800 IP addresses for St. Louis (actual number of workstations with Netscape unknown) for a total: 4,796

In a World Without Sound, NIMA Employee is Flying High

by Don Kusturin

The fear of flying affects nearly one of every three Americans. However, aviophobia, as it's known, isn't something NIMA's Cassie Fuchs suffers from. She recently completed 10 hours of flight training.

That, in itself, is not unique since flight training is a requirement for her job as an aeronautical information specialist (AIS). What is unique is that Fuchs is deaf and had to rely on Mission Support's Angeline Blaylock to interpret the instructor's directions.

Fuchs was working in the map library as a flight information clerk when others took note of her work and urged her to apply for the Upward Mobility Program.

She contacted John Beard, an AIS in GIMA. "John informed me that openings were available and that I should apply," Fuchs said. "He was instrumental in pushing me to apply. I was very intimidated by the questions in the packet and knew that the competition would be tough."

Once the packet was in, Blaylock helped her with the interviewing process. She prepared her by asking possible questions, and signing for her during the actual interview. It all paid off.

"I was shocked when I was told I got the job. I did not realize then what that would mean in terms of schooling," the 34-year-old explained.

She was eligible for a waiver from the flight requirement because there was some controversy over the interpreter being in the plane with Fuchs and the instructor. The Agency was not sure if someone could be expected to take part in a possibly dangerous situation as an accommodation.

Fuchs contacted GIMAA department chief Curtis Triggs. "He informed me he could waive that portion since we could not require an interpreter to go," said Fuchs. "I refused to waive the class because I wanted no special privileges. I wanted the same opportunities as the other employees. Angela [Angeline] didn't like flying, but she didn't want me waived from flight instruction if I really wanted to do it."

Although Fuchs wanted no favorable treatment, she didn't realize just how much her nerves would be tested when it came to flying.

"When I took over the controls, I became belligerent, saying 'No!' to the instructor and asked her to take over," she recalled. "I

was sweating profusely."

Over the course of the instruction, Fuchs became more comfortable with taking control of the plane. In the end she said she even considered getting a pilot's license.

Overcoming adversity was something Fuchs was used to. She was born deaf because of her mother's bout with three-day measles. Fuchs began learning to communicate as a small child. Years later, she graduated high school as valedictorian. She went through the AIS training with the same determination.

"I'll never give up trying, no matter how difficult a situation may be," she vowed.

Now, with the flight training portion out of the way, she could concentrate on academics. However, this proved as challenging as flying.

"Some instructors aren't sympathetic to the communication challenges," she said. "This past semester, I had some difficulty grasping concepts and Rex Barbeau, a coworker, went to the classes a few times with me. He would take notes and then demonstrate the work. He has been a tremendous help."

Her hard work paid off. Fuchs completed her training on May 14.

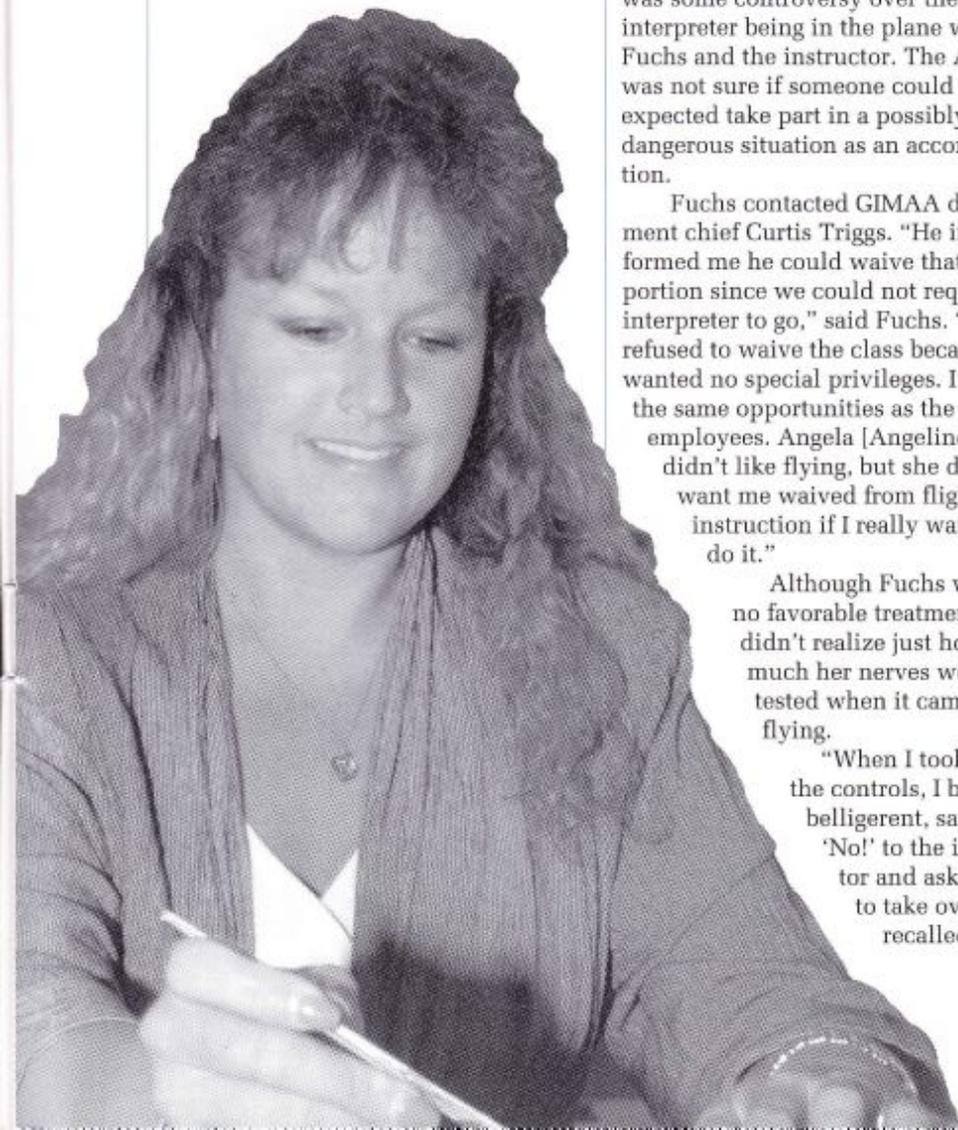
"It's been an exciting two years!" she said.

Fuchs is grateful for the support and help she got from her coworkers like Barbeau and the assistance she received from Blaylock.

At home, she lives with her truck driver husband, Dave, and two dogs. She enjoys reading, crafting, bowling, playing softball, camping and traveling.

She says the toughest thing about being deaf is trying to communicate with people who can hear.

"I do whatever I can to communicate, including writing on paper," she said. "Deaf people, after all, are no different than hearing people. They just can't hear." ■



Occupation Councils: A 'Virtually Unprecedented' Concept

by John Iler

As far as David Kraus is concerned, the Occupation Councils being formed as part of WORKFORCE21 are "virtually unprecedented in the federal government, certainly in an agency this size or larger."

Kraus is the implementation lead for the councils, which are an integral part of the new human resources management and development system slated to begin this October. And as the clock ticks towards implementation, his enthusiasm about the councils and WORKFORCE21 is growing.

"The councils generally are entrusted with looking out for their occupations," he said. "In fact, a key to their success is the selection of chairs and members who genuinely care about the occupations they represent."

Under WORKFORCE21, an Occupation Council will be established for each of the NIMA's 25 occupations. Each council essentially will be composed of managers and expert practitioners from the occupation it represents.

"These folks," Kraus said, "are people who know the occupation and are capable of representing all the levels within it." Levels within an occupation are called "bands," and are what gives "pay banding" its name (see "Pay Under Broad Banding," April issue).

The purpose of the councils, he explained, is to "ensure that NIMA recruits, develops and retains premiere-quality and highly motivated professionals based on present and future needs of the Agency." The councils will define professional standards and identify expertise levels. They'll also assess occupation-wide skills and develop Agency-wide plans for remedying skill gaps. Such plans, said Kraus, would involve recruiting, retraining, outsourcing and reallocating resources.

Natural Synergy

"The councils will be a primary resource for those within each occupation because they represent that occupation in its entirety," Kraus said. "And by representing a framework of managers and non-managers

alike, they'll promote a natural synergy within those occupations."

Each council will produce an annual State of the Occupation (SOTO) report containing input to strategic planners. And though hiring decisions will be left to line managers, the strategic guidance they receive will be influenced by the councils.

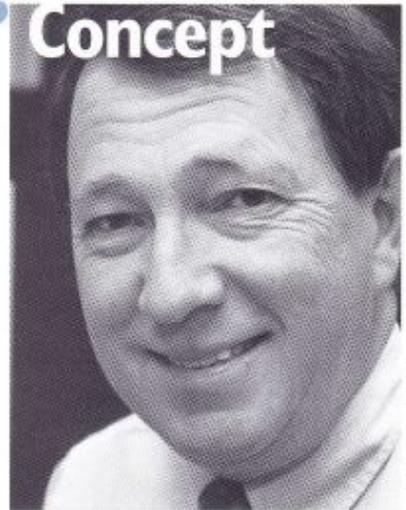
"The councils need to transmit the information needed to achieve the reasonable goals of the occupations," Kraus said. "They will do this, not only through the SOTO, but through other formal and informal mechanisms." Such information, he added, would include the numbers of people required at various skill levels to meet workloads and training dollars needed for skill development.

Each council will be made up of a council chair and members who will serve two-year staggered terms. The number, level and time requirements of members will vary depending on the size of the occupation, the diversity of jobs and skills, geographic dispersion and other factors. "The membership of councils and of council-nominated promotion panels will be approved by senior management."

Promotion Process

One of the most significant roles of the Occupation Councils will be in the WORKFORCE21 promotion process. A promotion panel for each occupation will be selected by the representative council and its members approved by the NIMA deputy director. Once formed, the panels will meet annually, sometime during the 3rd quarter of the fiscal year, to determine promotions.

"Each panel," Kraus said, "will consider all eligible employees in the given occupation, regardless of the organization or business units they work in. This process helps ensure the application of consistent criteria and the agency wide selection for promotion of the best qualified members of each occupation. Councils will set minimum skill and proficiency level requirements for promotion eligibility." As with the Occupation Councils, promotion panel members need not be all managers, but they must be at least one pay band level higher than the band level being considered.



David Kraus

photo by John Iler

The panels will develop criteria for making promotion decisions, taking into account employees' skills inventories, work performance as indicated in evaluations, and other pertinent factors the council or panel may wish to consider. Employees must "self-nominate" or apply for promotion consideration. The panel's decisions, as the WORKFORCE21 design currently stands, are not subject to formal approval or review.

Unprecedented

Like much of WORKFORCE21, adjustments in the way the councils operate and their specific duties will evolve as the system matures. "Ask me again in a couple of years how autonomous the councils are," said Kraus. But the newness of the system is what gives it unprecedented flexibility.

"There have been other federal organizations that have gone to pay-banding and describing their workforces in terms of occupation," he said, "but I know of none that has adopted a formal structure like NIMA's to provide an entity responsible, in a manner of speaking, for the care and feeding of each occupation."

Note: The CIA also is looking at an occupation council approach. Only its Directorate of Intelligence, however, has actually developed an occupation council. Though limited primarily to analysts, the majority of its workforce, it does have multiple occupations and a board chair for each very similar to NIMA's. |

Note: Bargaining unit employees may refer questions or comments on WORKFORCE21 directly to union officials.

NEWS BRIEFS

President Clinton Directs 'Plain Talk' by Government Agencies

An Executive Memorandum, signed June 1, was sent to all agencies directing them to begin writing in plain language to the American people. In a recent speech, Vice President Al Gore gave a general guide to plain language: short is better than long; active is better than passive; everyday terms are better than technical terms—use pronouns like “we” and “you.” “We are talking about more than a new approach to communications,” said Gore. “Clarity helps advance understanding.”

DoD Issues New Identification Cards

The Department of Defense has begun issuing two new identification cards for some DoD employees and DoD-sponsored individuals.

The new cards, Defense Department (DD) Form 2764 and DD Form 2765, will be issued to eligible individuals instead of DD Form 1173, “United States Uniformed Services Identification and Privilege Card.”

The new tan-colored cards will contain information currently found in DD Form 1173s concerning authorization for benefits and privileges. It will also indicate Geneva Convention status, as appropriate, and have computer-readable bar codes so that the new cards will be compatible with other DoD identification cards currently in use by active component and reserve component personnel.

The first new cards will be issued in Heidelberg, Germany, and will be phased in worldwide over the next five years.

DD Form 2764, “United States DoD/Uniformed Services Civilian Geneva Conventions Identification Card,” will be issued to emergency-essential DoD employees such as contractors and other civilian personnel stationed overseas and to civilian personnel authorized to accompany U.S. military forces to regions of conflict, combat and during contingency operations. |

NIMA Modeling and Simulation Now Under PA

The Plans, Programs and Analysis Office (PA) is now the NIMA focal point for Modeling and Simulation (M&S).

A technique of simulating the operations of various real-world facilities or processes, M&S enables managers to introduce “what if” scenarios to critique or improve those systems.

“When considering alternatives to support a new or redesigned strategy, or to cut costs or improve functionality, we often turn to simulation,” said Lt. Col. Stephen Parker, an M&S production engineer with the PA Tools Team. “We simulate to fully test a system and verify the benefits of the process before implementing the change.”

A key function of the PA Tools Team is to coordinate ongoing Agency efforts, assist management and work with external contacts in the M&S arena across DoD and the intelligence community. “All M&S decision-driving activities within NIMA must be coordinated with PA M&S personnel to maximize agency efficiency, eliminate redundancies and ensure the best available tools and methods are used,” Parker noted. M&S project efforts, data repositories and reporting will remain with the assigned action offices. PA will report to and coordinate with agency senior leaders to facilitate overall effectiveness of M&S management.

M&S activity points of contact are Parker at 703-808-0732, Ron Williamson at 703-808-0766, Lt. Col. Melissa Buckmaster at 703-808-0726 and Lois Porterfield, 703-808-0728. The PA Tools Team is located on the third floor of Tower One at Westfields, Mail Stop C-6. |

Savings Bonds Campaign a Success

The final statistics as of the beginning of the month for the 1998 Savings Bonds Campaign reveal that NIMA's Savings Bond campaign was a resounding success.

This year saw a five percent increase in the number of participating employees. The federal and Department of Defense goals and the percent of those goals reached by the Agency are:

Goal:	116 new participants
Attained:	171 (147.4 percent)

There also was a 10 percent increase in new participants or current participants who increase their level of saving (i.e., any combination of the two categories equaling a 10 percent increase in the number of employees participating):

Goal:	232
Attained:	290 (125 percent)

“My thanks to all the coordinators and key workers for a job extremely well done,” said Agency campaign manager James C. Williams. “Although it was a low-key campaign, we still exceeded both goals.” |

THE REPUBLIC OF CHILE AND NIMA'S OPERATIONS THERE

At 750,000 square kilometers, Chile is dwarfed by its larger South American neighbors of Argentina, Brazil and Peru. It is significantly larger, however, than Iraq or the European nations of France, Germany, Spain or Sweden.

Due to the length of the country itself (4,200 kilometers) and the fact that its frontiers are defined by the Pacific Ocean and the tallest mountains in the Western Hemisphere, Chile has a wide variety of climates: the world's driest desert (Atacama); a range of temperate marine and Mediterranean-type climates; and, spectacular mountain glacial zones. It also hosts a NIMA office at the Chilean army's Military Geographic Institute (IGM).

And though geographically isolated, Chile is a progressive nation with a rapidly expanding economy. Its traditionally strong economic and political ties with the United States make it a prime candidate for a regional trade agreement with the U.S.

NIMA has a mapping co-production agreement with the IGM. The program is focused on modernization, with the goal of digital co-production in the near future. The NIMA Chile office oversees NIMA's mapping activities in Argentina and Uruguay. NIMA also contracts air photography missions with the Chilean Air Force for missions both in Chile and in other Central American nations such as Panama. |

NIMA Regional Officer Takes Lead in Preparing for First Lady's Chile Visit

by Robert A. Zebell
South America Team Leader
International Operations

Imagine Ron Bowers' reaction when the U.S. Ambassador to Chile, Gabriel Guerra-Mondragon, asked him to be the control officer for Hillary Clinton's one-day visit to Temuco, Chile.

Mrs. Clinton chose Temuco to focus her visit on Chile's indigenous people, the Mapuche Indians. She also was there to address micro enterprise (a small business venture where Indian artisans can produce and directly sell their own products), education, health care and women's groups. The ambassador told Bowers, a NIMA regional officer for Chile, Uruguay and Argentina, that he was now "the expert" on Temuco and the Mapuche Indians.

"Before leaving Santiago for Temuco, my wife and I frantically studied everything we could find on the Mapuche, concentrating on the First Lady's themes for her visit," Ron said. His wife, Mary, who works at the embassy, was assigned as a site officer to one of the areas to be visited in Temuco.

As control officer to a remote town more than 500 kilometers south of Santiago, Bowers knew there was no U.S. infrastructure present. He was the ambassador's personal representa-

tive to all U.S. and Chilean officials and was responsible for all logistical plans and activities related to the visit.

He was placed in charge of 35 people from other U.S. embassies, agencies and Washington. "We arrived 10 days before Mrs. Clinton's visit to establish the support team," he said. "We also planned events at three sites and began planning a luncheon for the First Lady and her entourage."

Upon Mrs. Clinton's arrival, she visited the Mapuche Cultural Center (a boarding house for Mapuche Indian children studying in Temuco), Maquehue Health Clinic (which provides medical care to the impoverished in the region) and a roundtable event highlighting a women's micro enterprise group.

Ron and his team arranged all of the events with many levels of the Chilean local and national government. This included mayors' offices of three cities, the Intendente's office (the regional presidential representative) and the Chilean Foreign Ministry. He also coordinated the First Lady's motorcade, security (Chilean national and military police as well as U.S. Secret Service), and communications (onsite and White House Communication Agency). And he handled all diplomatic issues and politically sensitive concerns of the White House and the Chilean government.

His deftness in managing the visit and the preparation elicited praise from Ambassador Guerra-Mondragon. "The First Lady's very successful visit is due to Ron's careful groundwork and his good relations with all concerned."

"The 10 days preparing for the three events passed quickly," Ron said. "Although we initially felt that 10 days would be more than enough time to prepare for the visit, with numerous schedule changes, we found we had barely enough time to get all of the officials on the same sheet of music the day before the First Lady arrived."



Left, First Lady with Mapuche leaders of Mapuche Cultural Center in Temuco.

Below, Temuco Airport and First Lady's plane. Left to right: Carlos Moran - Chile Foreign Ministry; Guillermo Price - Accountant for Intendencia; Enrique Besnier - Cabinet Chief for IX Intendencia; Ron Bowers - NIMA Regional Officer for Chile, Argentina and Uruguay.

How does he feel now that it's over?

"It was one of those 'once in a lifetime' opportunities," he said. "I was thrilled to be able to break my routine—to break out of the box, really—and be a team leader for an international event in support of the President and the First Lady." |



photos by Kristen Walker

SUMMER FUN

*Remember, safety doesn't
take a vacation.*

'98

