

NATIONAL IMAGERY AND MAPPING AGENCY

EDGE

GUARANTEERING THE INFORMATION EDGE
MARCH 1998



MARINES THANK NIMA

MARCH 1998

EDGE

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ON THE COVER

American citizens are guarded by Marines as they prepare to board a U.S. Marine Corps CH-53 Super Stallion combat assault helicopter in a field inside the U.S. Embassy housing compound in Tirana, Albania, on March 15, 1997. Operation Silver Wake, was the evacuation of noncombatants from Albania, to ensure the safety of American citizens and designated third country nationals. DoD photo by Petty Officer 2nd Class Brett Siegel, U.S. Navy.

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As I See It



Take a good look at this month's *EDGE*. Look at the breadth of things that your agency is doing. And you're doing them well!

The last several months have been extraordinarily productive. We supported the senior most levels of our government as the Iraq crisis unfolded as well as providing critical support to our deploying forces. We've provided visualization products to State concerning Cypress and Peru-Ecuador negotiations; disaster response for FEMA; and leadership as the Intelligence Community sorts out future imagery collection and collector requirements.

We are a new organization doing exactly what we were established to do.

I'm a little saddened that I'm leaving. There are so many things that you all did so well and some things that I wish I'd have done better. But we all try our best.

Jim King is excited to be taking over as your leader. He will serve you well as over the next few years NIMA continues to grow and serve our Nation.

I'm grateful for all you do every day. And I'll always cheer for you.

A handwritten signature in black ink, appearing to read "J.J. Dantone, Jr." with a stylized, cursive flourish.

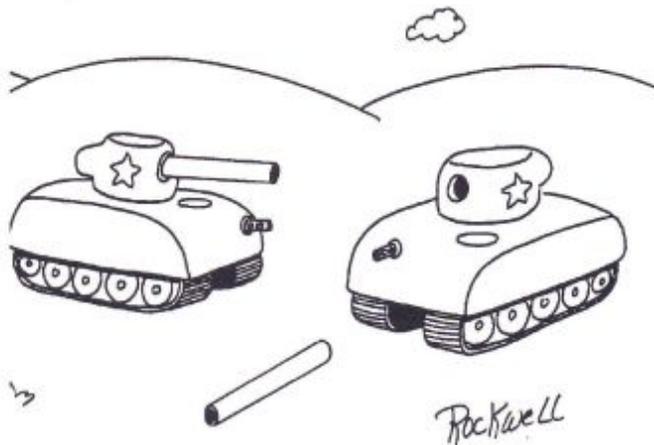
J.J. Dantone, Jr.

LETTERS

Your January article, "NIMA to Move Headquarters," mentions anticipated parking problems and possible solutions. Has NIMA considered getting involved in the federal government's public transportation use subsidies programs? It is presently less costly for me to drive into work alone than use a van pool or the MARC train, Metro train or Ride-on Bus combination. A little cash incentive could easily tip the scale for myself and possibly many others.

Jay Carmel
GIDBI

Mission Support East is investigating the possibility of setting up a program to subsidize NIMA employees who use public transportation in commuting to and from work. Before establishing of such a program, it will be necessary to find funds to cover costs and establish procedures for accounting and oversight. Such a program must be shown to be cost effective. Once these issues have been reviewed, a decision will be made and announced as to whether it will be implemented.



"Gesundheit!"

The EDGE Now Welcomes Letters

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

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

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

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

Submissions to The EDGE

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

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

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

CORRECTION

The telephone number for General Counsel that appeared in the last Edge was incorrect. The actual phone number is (301) 227-7290.

New NIMA Acting Director Named

In a change of command ceremony at CIA Headquarters March 13, Army Maj. Gen. James C. King assumed command as Acting Director of the National Imagery and Mapping Agency. He replaces Rear Adm. J.J. Dantone Jr., who retired.

Gen. King previously was Director for Intelligence, J-2, Joint Staff, a position he assumed in February 1996. A distinguished military graduate of Utah State University Reserve Officer Training Corps program, Gen. King has held a number of intelligence command and staff positions, including: Director of Intelligence, J-2, U.S. Central Command, MacDill Air Force Base, Fla.; Associate Deputy Director for Operations (Military Support), Ft. Meade, Md.; Executive Officer to the Deputy Chief of Staff for Intelligence, Headquarters, Department of the Army, Washington, D.C.; Commander, 66th Military Intelligence Brigade, U.S. Army Europe; Chief, Intelligence, Reconnaissance and Surveillance, Office of the Deputy Chief of Staff for Operations and Plans, Headquarters, Department of the Army; Chief, Military Intelligence Branch, U.S. Total Army Personnel Command, Alexandria, Va.; and Commander, 307th Military Intelligence Battalion (Operations, CEWI), VII Corps, U.S. Army Europe.

Gen. King and his wife, Jeneane, have three daughters, Jennifer, Katherine and Elizabeth. |



Maj. Gen. James C. King

NIMA Shifts Into High Gear to Lend Support in Iraq Crisis

by Don Kusturin and John Iler

“The level of activity rivaled that of Operation Desert Storm ...”

Even as NIMA prepared to shift the responsibility for the distribution of hardcopy maps and charts to the Defense Logistics Agency on April 1 and the consolidation of all printing in St. Louis, Iraqi strongman Saddam Hussein once again caused U.S. forces to mount for a showdown in the Middle East.

The crisis, however, did not catch NIMA unprepared. Bethesda and St. Louis printers joined forces and during February alone produced some 4.8 million maps and charts that were airlifted to battle-ready units poised for action. Custom charts for the aircraft carrier USS *John C. Stennis*

also were shipped, plus dozens of special briefing and planning charts.

Although the current crises had the presses working overtime in St. Louis, nine Bethesda printers were dispatched to help support the increased activity.

“The level of activity rivaled that of Operation Desert Storm at times,” said St. Louis printing production manager Rick Acord. “The intensity was about the same, but it didn’t last as long.” And in Desert Storm, he added, there were peaks and valleys in the workload.

Fifty people in St. Louis worked two shifts to keep the production moving at a rapid clip. Thirty people in Bethesda and 90 at NIMA Philadelphia worked the distribution side, taking the maps, charts and digital data produced in St. Louis and shipping them to Norfolk.

“In just 12 hours, personnel at the Philadelphia Depot consolidated the initial requirements, trucked the products to Norfolk and were loaded on cargo pallets by the Combat Support Element folks and airlifted to their destinations,” said Air Force Lt. Col. Joseph F. Lahue, director of the Dissemination Crisis Action Team, which mobilized the effort. “That’s something that ordinarily would take days.”

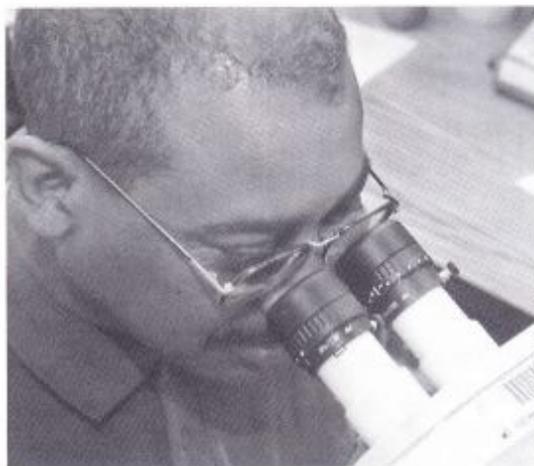


photo by Richard Smith

Michael Wright, a photographer, views digital images to be used by U.S. forces during the recent Iraq crisis.

Bethesda employees Rick Warshauer and Al Hollis Ware examine a chart.



photo by Don Kusturin

“...around the clock with two 12-hour shifts...”

St. Louis employees were put to the test as demand for products suddenly grew for the latest Iraqi situation.

“Office and staff employees already were working extra hours to get maps and charts out to the customers,” said Larry David, who managed the printing operation in St. Louis. “Things were so busy, staffing was a concern. If anyone had gotten sick, it would’ve affected the operation.”

When the Bethesda employees arrived, they were enthusiastically received. “They fit in really well,” Acord said. “They walked right in and started operating the machines.”



Office worker Julie Bauer lends a hand with bindery work.

The printing operation was running around the clock with two 12-hour shifts, requiring all employees to adjust their work schedules. The decision to bring the eastern group west was only logical according to Rick Warshauer, Bethesda printing lead.

“They wanted people where the work was. And this is where the work is.”

The job required everyone’s full effort. And most viewed it as a call to service.

“It’s an honor to do something for our country and our service men and women,” said bindery machine operator Hannibal Russell.



photo by Richard Smith

Digital Mapping Products

Demand for NIMA’s digital products also increased dramatically as the crisis grew. And adjusting to the new workload also depended on the East-West connectivity and cooperation.

CDs were produced in St. Louis and the Washington Navy Yard with employees working overtime to create not only masters, but mass producing them as well—a chore so time consuming that it’s most often contracted out.

“Because of the nature of the crisis, we used CD writers to reproduce products ranging from arc digitized raster graphics to controlled image base,” said Linda White, team leader for St. Louis’ digital replication. Production of the more than 1,000 CDs took place in two and a half days.



Steve Caudill, a digital output specialist assists in CD replication.

Intelligence Support

Visual information and digital imaging specialists, editors, reference librarians and production assistants also worked to provide the most current intelligence and to prepare for even greater demands for critical information should hostilities commence. Working side-by-side with imagery analysts in imagery teams, many volunteered to work around the clock to keep up the pace of demand.

“Often at personal hardship, employees enthusiastically worked long hours in various locations to contribute to the effort,” said Patrick Shea, chief of NIMA’s Synergistic Support Teams. “This spirit of total commitment and cooperation and willingness extend far beyond normal expectations—which was so apparent in past crises—have once again come to the fore.”

The demands for services were wide ranging and resulted in major increases in intelligence products disseminated to customers worldwide. “Drawing on experience gained in Desert Storm and Desert Shield,” Shea said, Imagery Analysis personnel “participated in exercises in anticipation,” providing special services to military operations and decision makers alike.

“Everyone stepped up to meet the challenges and many obstacles,” Shea noted. “They did a great job in very difficult circumstances.” |

New Imagery Review Combines Present and Future Requirements

by Brent Andersen
Studies and Analysis Division

In early 1997, NIMA combined two very important intelligence community reviews into a single process. Formally called the "Integrated Imagery Requirements Reviews," it's also commonly referred to as Integrated Reviews.

A consolidation of current and future imagery requirements, Integrated Reviews came about because NIMA managers recognized that greater efficiency could be achieved by combining the two review programs.

"The purpose of the previous review, called Sunset, was to maximize present imagery capabilities and efficiencies," said Fred Faithful, chief of the Studies and Analysis Division, "while the future review, Sunrise, focused on identifying present shortfalls and defining imagery needs and capabilities to help develop new imagery-related systems 10-15 years ahead."

The Integrated Requirements Review Process

Two NIMA offices joined forces to create the new review. The Central Imagery Tasking Office (CITO) is responsible for conducting the reviews for the current imagery requirements, and the Plans, Programs and Analysis Office (PA) conducts reviews of future imagery requirements.

"Previously, each office conducted their respective

imagery reviews separately," Faithful said, "but NIMA now seeks to derive greater efficiency and synergy by merging the two."

Sunset examines current imagery needs, ensuring that existing requirements are valid for collection, dissemination and exploitation. CITO collection managers initiate the process with the concurrence of the National Intelligence Council (NIC) or its regional and transnational issue coordinators. NIC has 18 coordinators who provide guidance statements directing priorities for each intelligence issue. They also identify intelligence gaps and imagery collection shortfalls.

Since Sunrise examines future imagery requirements, PAS program managers direct this portion of the integrated review. "This phase examines the full scope of the imagery requirements," Faithful said. "PAS program managers request that working group participants make 'reasonable assessments' and that they identify future imagery requirements. They are constrained only by legitimate intelligence information needs, not by system parameters or budget resources."

Over the last several years, the Community Imagery Needs Forecast (CINF) has become recognized as the most accurate and comprehensive collection of future imagery

needs available. Used for a wide variety of future systems analyses ranging from detailed computer simulations to simple spreadsheet planning tools, it has helped development agencies such as the National Reconnaissance Office (NRO), Defense Airborne Reconnaissance Office (DARO) and NIMA itself design new collection, processing, exploitation and dissemination systems. Intelligence and planning organizations such as CIA, the Defense Intelligence Agency and the military commands also use CINF requirements and the specialized scenarios for imagery operations planning. Because of this wide acceptance and usage, the requirements contained in the CINF continue to influence on the composition and capabilities of U.S. imagery systems for the 21st century.

Benefits Immediately Observed

"The Integrated Review Process is proving very successful," Faithful said. "By the end of the first integrated review, in April 1997, it already had become clear that several major benefits were being realized."

Among those, he said, is that national-level issue coordinators are now directing and validating both current and future requirements review results. "Previously, only the

current requirements were routinely validated by these senior officials. This increases intelligence community and U.S. government acceptance and ownership of the Integrated Review results." With the new review, he added, analysts no longer must attend separate meetings to modify imagery requirements.

Military intelligence analysts and operators are getting involved early in the design and architecture of future systems. In the past, Faithful said, few had any insight or impact on the operational capabilities of future systems.

"Video teleconferencing has increased the breadth of the community organizations directly involved in the Integrated Reviews," he noted. "For the first time, the responsible military commands have been able to participate in all of the Integrated Reviews since the process began."

Billion Dollar Impacts

The importance of integrating future and current imagery becomes obvious when one considers that over the next 10-20 years, many billions of dollars will be spent on operating and maintaining present-day imaging systems as well as designing and acquiring new imagery-related systems.

continued on page 18

Computer System Management Being Noticed by More

USERS

by Don Kusturin

Microsoft's Systems Management Server (SMS) has come alive on many computers, offering updated virus definitions for SAM or Norton anti-virus software, or installing the latest version of NIMA standard desktop applications.

SMS delivers software and much more.

It's used to manage diverse kinds of computers on both large and small networks and is widely used in the business world. SMS provides hardware and software inventory, software auditing for license compliance, remote diagnostics and troubleshooting, and software distribution and installation.

"What we're trying to do is provide better customer service, making the most of available in-house support," said David Addoms, SMS project manager.

NIMA's Sensitive But Unclassified (SBU) network provides the Agency's backbone for administrative and production support. The rapid growth of the network, coupled with organizational change, has caused several problems, the most noticeable of which is software version incompatibility within and between organizations.

"Sharing data via e-mail attachments can be difficult," said Addoms. "Senders and receivers have different versions of an application. Also, as the applications and operating systems on the SBU network become more advanced, the required maintenance becomes increasingly complex." SMS is designed to alleviate these problems electronically.

According to Addoms, it will be much easier to fix problems without going to each person's desk. If users call because they lost connections to a network printer, they can receive help desk support via the remote control feature of SMS. "Fixing a problem like this with remote control takes five minutes versus up to 30 minutes if someone has to physically visit that user's computer. This will only help our customers."

Software management will be the most active portion of SMS to the desktop computer user. Software upgrades and new installations will be handled via the SMS Package Command Manager (PCM). An SMS "job" is created to send a software "package" to desktop computers. Instructions will appear on the computer screen showing where and how to complete the installation.

The Agency saves substantially through centralized volume purchases of standard software products such as Microsoft Office, Netscape, FileMaker Pro and MapInfo. SMS will be used to deliver these products to NIMA desktop computers efficiently and cost-effectively. SMS

also performs software inventory, primarily to ensure license compliance related to these volume maintenance contracts. A complete list of standard software products is available through business unit office automation representatives or the NIMA Standard Desktop Computing Program (see web address below).

"SMS on the SBU reached fully operational status at the end of February, and anti-virus protection and upgrading applications to the same versions presently are our number one priority," Addoms said. The variety of kinds, ages, and conditions of machines on the SBU network made SMS implementation a challenge. "SBU users, for the most part, have been receptive to this system. In mid-February we had about 1400 SBU computers of all kinds agency-wide under routine anti-virus maintenance. We will continue to increase the numbers, working out technical problems and communicating with users until we have all SBU machines under maintenance."

Addoms reminds everyone that SMS is a requirement for connection to the SBU network for management, support and security reasons. SMS will be used for accreditation, configuration control, anti-virus protection and other security related functions. Removing or disabling the SMS client software is a security violation.

"The system was not bought with the specific purpose of identifying software people have brought in unofficially," Addoms said. However, SMS will detect it through routine audits. (Bringing in software from home or outside the Agency is an improper use of a government computer and is against NIMA policy.)

For more information about SMS, you can visit the SN web page on the NIMA Intranet at <http://osis.nima.mil/SN/> and follow the SMS link, or call Addoms at 314-263-4497 x105. |

● SMS

*delivers software
and much more.*

NEO Support Draws Enthusiastic Praise



American citizens walk single-file through a heavily guarded perimeter to board a U.S. Marine Corps CH-53 Super Stallion combat assault helicopter in a field inside the U.S. Embassy housing compound in Tirana, Albania, on March 15, 1997.

DoD photo by Petty Officer 2nd Class Brett Singel, U.S. Navy

by Paul Hurlburt

Three Marines, all intelligence officers and veterans of noncombatant evacuations, recently visited NIMA Headquarters in Bethesda, Md., to tell the Agency how valuable its products are to their operations.

Last year, Lt. Col. Dave Fritz, Maj. Jim Herrera, both of the 26th Marine Expeditionary Unit (MEU), and Maj. Greg Seroka, of the 22nd MEU, took part in several noncombatant evacuations, from Albania to the Central African Republic. Responsible for providing the best available imagery and geospatial information to their troops, the trio shared their experiences with employees of the Geospatial Information and Services' Source Management Division (GIM).

"In warfare," said Fritz, "the Marines always expect and expect [more support]. But your support means a lot to them; it helps keep them alive. So for all the Marines out there, I want to thank you all!"

GIM's Regional Analysis teams in Bethesda and St. Louis (GIMSB and GIMSC) provide noncombatant evacuation operation (NEO) packages of data called NEOPacks. With assistance from GI and the Imagery Analysis Office (IA), the Regional Analysis Branch is developing a NEOPack web site. The new site will provide the Marines a central point of contact to plan and execute their expeditions, said George Tabora, Regional Analysis Operations Engineer.

Marine Expeditionary Units are the small, combat-ready forces most likely to respond to a call of "Send in the Marines!" Deployed aboard Navy amphibious ships, they are rapid response units that combine air and ground forces to accomplish their mission. The last thing they

need, they said, is having to go to multiple sources for information.

"NIMA taking imagery under its wing as one organization has helped a lot," said Herrera, who also has worked with NIMA's operations center in the Pentagon.

"We don't feel inundated with products coming in," Fritz said. "But there's so much out there we have to go get. That's why a central point of contact—someone to identify products—is important."

"Hopefully," added Fritz, "we'll eventually have one box we can tune in to for applications." Until then, Seroka said, "going to a single web page for the information we need is key."

Praise for Remote Replication

The Marines singled out NIMA's Remote Replication System for enhancing their success in several ways.

"In six months [of use] we didn't experience any significant down time with the system," Seroka said, praising the training that NIMA provided to RRS operators. With access to a 1-800 help line, they were able to bring a crashed system back up quickly.

The Marines used the RRS aboard ship to scan hardcopy maps and charts, print digital files and incorporate the latest intelligence.

"Often what we really need is a strip map," Fritz explained. "With the RRS, we could run a map sheet through the scanner and manipulate it any way we want. Then we could print out as many copies at whatever scale

from Visiting Marines

we needed." The ability to work on screen and review a map before printing was another advantage cited by the officers.

"Amphibious ships have space constraints," Herrera said. "Map pallets take up a lot of space and require months of prior planning."

Use of the RRS to print tailored maps on location drew national media attention during last spring's evacuation of personnel from Sierra Leone.

Despite the usefulness of systems like the RRS, "in a crunch, we go right back to what we're familiar with—topo maps," Herrera noted. It happened in Congo-Brazzville, where Marines flew in aboard C-130 cargo planes when, in Seroka's words, "things started heating up." The Marines used 1:100,000-scale maps for planning and, on the ground, relied on larger scale topographic maps and a city graphic.

Softcopy products are useful, the Marines said, but accessing the appropriate CD-ROM or transmitted data and then printing out copies can be time consuming.

"Don't think that because we have an antenna, we're good to go," Fritz said. "Bandwidth is limited," Herrera added, "and we have to share it with operations, intelligence and logistics."

Gridded Image Map "Best"

Given a choice between a topo map, city graphic or image map, Seroka said, a "gridded imagery map with the accuracy of a standard map" would be preferred—"a product you can lay your hands on. We still need something physical to put in the hands of the operators so they can proceed."

He recalled seeing image maps used in Desert Storm. "They were fantastic. It's hard to describe how well they support the operators." A picture is worth a thousand words, he said, "and those maps provide a reference system for everyone to use in communicating. It becomes much easier to distinguish significant points from an evacuation standpoint."

As for high-tech solutions, Seroka said, terrain visualizations for helicopter operations or a 3D walkthrough of an embassy compound would help "absolutely."

"Put yourself in the shoes of a Marine," Fritz said. "You're going to run with what you've got, and you'll use that until something better comes along."

Products used in the planning stages can later be replaced with something more detailed and accurate. "Our goal is always to get the best available product into the operators' hands before they get ashore," said Fritz.

Following the presentation, Maj. Ken Amidon, joint plans officer for NIMA's Marine Corps Customer Support Team, thanked the Marines for their feedback.

Said Seroka: "Visiting NIMA gave me an idea about where we're headed. That was helpful. And any insight I can give to those working on the initiatives is time well spent." |



Maj. Greg Seroka

"...for all the Marines out there, I want to thank you all!"



DoD photo by Sgt. Mark D. Olivo, U.S. Marine Corps

Military Policeman Sgt. David Smith, U.S. Marine Corps, escorts a woman and her child towards a waiting helicopter in a field inside the U.S. Embassy housing compound at Tirana, Albania.

NIMA
Well Represented
in IC and DoD

Leadership Development Programs

by Jim Girardi
Human Resources

The intelligence community and Department of Defense have joined forces in designing three career development programs that cut across all organizations.

The Intelligence Community Regional Specialist Program (ICRSP), the Defense Leadership and Management Program (DLAMP) and Intelligence Community Assignment Program (ICAP) provide academic, rotational, training and other learning activities designed to shift focus from requirements of specific organizations to making contributions to the broader common challenges of the communities.



From left to right (back row):
Patricia Cribb, Charlette Ward
Watkins; (front row): John Bukoski
and Kathryn Weilnau.

Intelligence Community Regional Specialist Program

NIMA analysts (GS-13 through GS-15) will be eligible to apply for this program. ICRSP is designed to meet critical shortfalls within DoD in cultural, military and socioeconomic expertise in key regions and emerging or volatile areas of interest.

New mission areas, such as intelligence support

to irregular warfare and peacekeeping operations, demand a highly sophisticated and deep understanding of the culture, environment, and social and religious underpinnings that shape a country's political and military capability and intentions. Starting in 1997, approximately 20 participants community-wide will

matriculate annually. Budget considerations for fiscal 1997 prevented Agency participation in ICRSP at this time. Fiscal 1998 participation is under review.

Defense Leadership and Management Program

NIMA employees (grades GS-14 and GS-15) were nominated by the directorates for the fiscal 1997 first iteration of DLAMP. For the second iteration in fiscal 1998, selection will be made through open competition.

This program is designed to promote "joint" civilian leadership training, education and development within and across DoD components. Selectees remain in their current assignments for approximately the first three years during which training and education is emphasized. Rotational assignments follow.

DLAMP will become the primary means to develop employees to the

Defense Intelligence Senior Executive Service level—specifically senior executives responsible for people, policy, programs and resources of broad significance. The program includes a minimum of three months of professional military education, a minimum of 10 graduate-level courses and a rotational assignment outside of NIMA of at least 12 months duration.

Eight NIMA employees were selected to participate in DLAMP: **John Bukoski** (Mission Support Facilities manager for NIMA Navy Yard), **Kathryn Weilnau** (chief of the Management Office of Engineers, and the Management Office of Migration, ST), **Patricia**

Cribb (chief of Information Services and Training Replication Division), **Charlette Ward Watkins** (chief, Engineering Support Branch in the Program Engineering Division, Archive and Dissemination Office), **Ferne Cooper** (chief, Dissemination Division, IS), **Timothy Clayton** (deputy, System Engineering and Integration office in ST), **Kurt Savoie** (chief, Marine Corps Customer Support Team, Reston) and **Richard McCrimmon** (chief, Process Improvement Office, GI).

Intelligence Community Assignment Program

NIMA employees (GS-13 through GS-15) are eligible for ICAP, which promotes better integration of the intelligence community. It allows intelligence organizations to share the expertise of its professionals through two- to three-year rotational assignments across intelligence functions, positions and geographic locations. Selection is through open competition.

The program began in 1997 and will ramp up to 900 positions in 2002, with a projected corresponding increase in NIMA's participation. Completion of an ICAP rotation will fill one of the basic requirements towards the intelligence community officer (ICO) designation.



John Mrzyglod

During the fall 1997 iteration of ICAP, John Mrzyglod, of the U.S. Army, and William Auger, DIA, were selected to fill ICAP vacancies in NIMA.

Mrzyglod was chief, Military Capabilities Division, Training and Contingency Directorate, National Ground Intelligence Center. Responsible for developing the first softcopy exploitation system used by Army imagery analysts, his NIMA ICAP position will be senior exploitation advisor with the Imagery Analysis Office.

Auger was a senior intelligence officer in the Production Requirements and Evaluation Division, Operations Staff, Intelli-



William Auger

gence Production Directorate, DIA. His NIMA ICAP rotation will be chief of staff, Middle East Africa Division, Imagery Analysis Office.

Eight NIMA employees were selected for outgoing ICAP rotations: **Kenneth Peterman** (project leader of products for U.S. Central Command), **Kathy Dixon Schwab** (manager of NIMA's international research and development programs), **James Zuber** (NIMA Counterdrug Branch senior intelligence officer), **James Schrupf** (chief, Extraction and Finishing Systems Support East Branch, ST), **Ron Bryan** (segment controller, Data Services Segment, Geospatial Information and Services Database Management Division), **Ara Ayrandjian** (U.S. Imagery and Geospatial Information System Planning Service Division), **Eli Rutstein** (Map Publishing) and **Gwendolyn Trammell** (Human Resources Technology Group).

Peterman will be an intelligence officer (Collections) in the Intelligence Operations Directorate, DIA, and will be an advisor and action officer for all source collection on the headquarters intelligence team.

Schwab will be a senior R&D officer at CIA's Nonproliferation Center, analyzing the state-of-the-art methods in the detection of weapons of mass destruction.

Zuber will be a project director on DIA's Military

Intelligence Digest staff, overseeing production of articles and identifying intelligence requirements for assigned regions and areas.

Schrumpf will work at NSA as a computer scientist, learning cutting-edge business practices in data-warehousing and data-mining techniques to support new performance management systems.

Bryan will be project management engineer in the Office of Information Technology's Customer Services Group, CIA headquarters. He will manage projects to enhance the intelligence community and DoD networks.

Ayrandjian will work in NSA's Telecommunications Research and Analysis Branch on global traffic-flow analysis and indicators, and will develop new computer tools to aid in modeling regional and interregional traffic flows.

Rutstein will be the joint military exercise action officer in the Crisis and Exercise Group, Office of Military Affairs, CIA, coordinating CIA participation in selected military exercises at the joint commands.

Trammell will be a consultant for NSA working to develop guidance and promote a strong Information Security relationship between NSA and other government departments and agencies. |



From left to right (back row): Ron Bryan, Ara Ayrandjian; (middle row): James Zuber, James Schrupf; (front row): Kenneth Peterman, Kathy Dixon Schwab.

Career Development Planning Under WF21

By Tim May,
WORKFORCE21 Team

Input and Discussion— Vital to WF21 Performance Management

By Tim May
WF21 Team

Employee job satisfaction and productivity are directly linked to their working relationship with immediate supervisors. Strengthening that relationship is a priority of the WORKFORCE21 development effort.

"We're making performance management the heart of WORKFORCE21 so employees and supervisors can work much closer planning performance expectations and planning for employees' career growth," said Russ Gustin, Project Steering Team cochair. "We'll be using a single fiscal year rating cycle and four rating levels. The performance elements will be weighted so we can tie employees' performance measures to pay adjustments and bonuses.

"With performance and pay linked," Gustin added, "the employee-supervisor relationship becomes even more critical."

The supervisor-employee collaboration begins with a Performance Planning Conference which includes identifying work expectations and career development (see story this page). There also will be mandatory work expectations important to accomplishing the NIMA mission, addressing behaviors, relationships and expectations, such as "displays accountability" or "demonstrates initiative." Feedback will continue with the midpoint review where corrections may be made, if necessary.

At the end of the fiscal year performance cycle, employees will assess their work and submit summaries of accomplishments to their supervisors. This input, with information supervisors informally gathered from employees' co-workers, internal and external customers and others, will be used in supervisors' final ratings and supporting narratives.

"These milestones are critical and I strongly encourage supervisors and employees to prepare well for them," said Bobbi Lenczowski, the other Project Steering Team co-chair. "Developing their working relationship through regular informal communication and feedback is equally important. The majority of NIMA supervisors and employees already have that good relationship we all strive for—they know what is expected of each other, they communicate well, they respect each other—and productivity follows." |

Gone are the days when managers simply rate employee performance once a year and move on. Career planning, involving both employee and manager, will be a critical part of the performance management process.

Under WORKFORCE21, joint planning will be done three times each year: at the performance planning conference, midpoint review and performance evaluation.

"Career development planning is tied in so closely to performance planning," said Ed Obloy, vice chair of the Project Steering Team, "that they are actually an integrated process."

To prepare for the career development portion of the performance planning conference, supervisors will focus on how planned work activities will enable employees to meet development and skill goals.

The supervisor and employee will discuss how the employee's developmental needs can best be met, including what skills—at what proficiency levels—are needed for the employee's advancement. Work activities in the current assignment, training, rotations and other short- and long-term opportunities also will be discussed.

"Employees prepare for the conference by drafting Individual Development Plans (IDP), including data in their skills inventories," said Obloy. "This allows them to assess near- and long-term development, as well as identify potential work activities and other opportunities for meeting career goals."

The supervisor will then include a list of opportunities, or milestones, in the planning portion of the performance plan. These enable the employee to make progress on developmental goals and demonstrate new skills. The employee will fine-tune his or her IDP based on their discussions.

"In the past," Obloy said, "career development was given mixed attention by supervisors and by employees—we're clearly upgrading career planning, giving this investment the attention it deserves." |

CONTRACTING MADE *easier*

“DOING THINGS FASTER, CHEAPER AND BETTER...”

by Procurement and Contracts Division

Acquisition reform has streamlined processes and increased efficiency throughout the federal government. And according to Gene Smalling, director of NIMA's Procurement and Contracts Division, it's responsible for considerable innovation within the Agency.

“The International Merchant Purchase Authorization Card (IMPAC) is the most widespread change that's had an enormous effect throughout the Agency,” he said. The card, he added, has shortened a process to hours which once took weeks. “By taking a government-wide innovation and improving it, we created a tool for the cardholder and approving official which greatly simplifies the record keeping task.”

NIMA won the 1997 Vice President's Hammer Award for creating the database.

Another enormous impact, Smalling said, is electronic contracting.

“Until recently, every competitive solicitation involved printing dozens of copies of the request for proposal and sending them via mail to interested vendors.” Now the solicitations are available on the Internet with no copies being printed.

“The process is greatly accelerated, the vendors have more flexibility internally when they receive the document. And,” he said, “it saves trees.”

Proposals also are being received on computer diskettes instead of paper. Some contractors are even willing to send proposals directly over the Internet.

The General Services Administration's Advantage! system is another success story, Smalling noted.

“It's basically an online catalogue of GSA schedule goods and services.” Using the purchase card, people can now order and pay via the Internet.

A significant impact of the Federal Acquisition Regulation (FAR) and NIMA practices is widespread use of existing contracts—often government-wide acquisition contracts and GSA schedules—in lieu of competing and issuing new contracts. Although many agencies are touting source selection schedules that have been “reduced” to 120 days, Smalling said, “we are looking at the time it takes to place an order against an existing contract or GSA Schedule at around 20 days. This is a big advantage to customers on a tight schedule.”

One of the most exciting innovations is called the Section 845 Agreements. “These are not contracts and do not use the FAR, but they are very close to commercial contracts,” Smalling explained. “They have allowed us to access commercial research that has previously been off limits to government contracts.” One was used by the Geospatial Information Integrated Product Team that

helped establish the Geospatial Test Facility in the Emory Building, Bethesda. “NIMA has been a real trailblazer within the Department of Defense on this concept,” he said.

And more is coming.

One major thrust within the Defense Reform Initiative (DRI) is paperless acquisition. The goal is to electronically pass all internal documents and transactions with industry and other agencies via the Internet, instead of using mail. NIMA is now issuing its own government-wide acquisition contracts for commercial imagery that everyone in the federal government can use to buy new products and services. It also will be using new, large flexible ordering contracts that will allow us to quickly order any type of geospatial product or service we need.

As a future model, NIMA is soliciting for a large base operations support services for the new building in Jefferson County, Mo., that will provide the Agency with one contractor caretaker for the facility.

“These are just a few of the many change that have been driving improvement within NIMA contracts,” Smalling said. “Innovative ways of doing things faster, cheaper and better are revolutionizing our business.” |

“Although many agencies are touting source selection schedules that have been “reduced” to 120 days, Smalling said, “we are looking at ... around 20 days. This is a big advantage to customers on a tight schedule.”

Telephone Deception Scam Can Give Callers Access to Your Line

You've just answered the phone and hear a person identifying themselves as a telephone representative or technician make an innocuous request.

A test is being conducted of your phone system. If you could simply push the numbers nine, zero and the pound sign (#), then hang up, the test will be complete.

If you do so, you could become the latest victim of a telephone scam that could sock you on your next phone bill. By pushing 90#, you give the individual that called access to your telephone line. This allows him to place a long distance phone call with the charges appearing on *your* telephone bill.

The highest percentage of telecommunications fraud is currently attributed to something called "social engineering." This happens when someone calls with an assumed identity: impersonating a service technician, inspector or other professional.

Deception is a proven method of gaining access to company systems and causing financial loss to the company through unauthorized use of long distance services.

Prisoners have been a long known source of telecommunications fraud. AT&T figures for 1997 estimate that \$95 million can be attributed to prisoner abuse.

The best defense is in being wary of such scams and insist on verification when a representative of the telephone company or any other organization calls with an unusual request.

NIMA's Marathon Runners

Several people from NIMA represented the Agency at this year's Marine Corps marathon. Runners included, rear, left to right: Steven McNeil, Paul Wert, Bryan Fortson. In the front are Shelandia Darr, Tom Ager, and Paul Quick. "Team NIMA's" average time was barely over four hours, and all the participants are ready to do it again next year.

Agency and Employees Recognized for Disability Employment Awareness

by Don Kusturin

Two NIMA employees and the Agency were recognized by the St. Louis Federal Executive Board for their efforts at the recent Disability Employment Awareness Seminar.

Cassandra Fuchs earned the 1997 Outstanding Employee with Disabilities Award after becoming the first aeronautical information specialist who is deaf. As part of her training, she completed 10 hours of flight training.

Army Col. James Stordahl, Mission Support West commander, gained distinction as Supervisor of the Year through various initiatives he supported. Because of his involvement, modifications to buildings around the Second Street site were made allowing easier access to those with disabilities. He also requested participation by employees with disabilities as "victims" in a St. Louis-sponsored disaster preparedness exercise last year.

The FEB Agency award was presented to NIMA for its efforts to accommodate its more than 600 employees with disabilities. During 1996 and 1997, arrangements were made to provide special equipment such as adaptive computer equipment, scooters and lifts to employees in need. Programs to assist those with disabilities also were enacted and the parking policy was revised to ensure equitable access to all. Additionally, training announcements were modified to include a statement encouraging employees to request any necessary accommodations.



photo by Tom Boreth

New Tool Reduces Non-Imagery Searches to Mere Minutes



photos by Don Kusturin

Lisa Burley looks over hard copy information, while Brad Piper works on the ISEE system.

by Don Kusturin

Storing tax receipts or other vital papers in shoe boxes is not a very convenient system when searching for one specific item. The same is true for organizational equivalents of shoe boxes.

And in the case of non-imagery hard copy data, boxes can be many times bigger and more complex.

Thanks to a new process designed by NIMA's Source Management Division, the search time for finding critical materials has been shaved to literally minutes. The Integrated Source Exploitation Environment (ISEE) is a source analysis and management tool which allows regional area cartographic specialists to increase the efficiency of their work, gathering source data from various areas for a variety of products.

ISEE uses a combination of computer hardware and software that points the way to both digital and hard copy products. If it's a digital product, it might be located on a CD. If it's hard copy, ISEE shows where it's located.

Based on networked Windows NT computers, ISEE runs both commercial and government off-the-shelf software (COTS/GOTS).

"Both the hardware and software are upgradable to accommodate future changes," said team member Brad Piper. "And are in line with the universal workstation concept."

The COTS software includes MapInfo and Map Basic. The team also is exploring the use of Arcview and ERDAS software. The Agency's own DMAMUSE is a standard GOTS software package being used in the system.

The combination is designed to exploit NIMA's current archival systems, including digital databases and eventually eliminating the need for hard copy searches.

"This will consolidate legacy databases including the Production Management System (PM/S), Source Acquisition Segment (SA/S), UNISYS, PCs, Remedial Action Files, and 'shoe boxes' [hard copy files]," said Lisa Burley, ISEE project lead.

The interaction between the databases is two-way. ISEE can pull from the source data, which is updated continually, giving the regional area specialists access to the most current information. Then the specialists can update the information, as needed, through the entire ISEE network.

"Central storage of information allows everyone access to the data," Burley said. "St. Louis and Bethesda can operate with the same information."

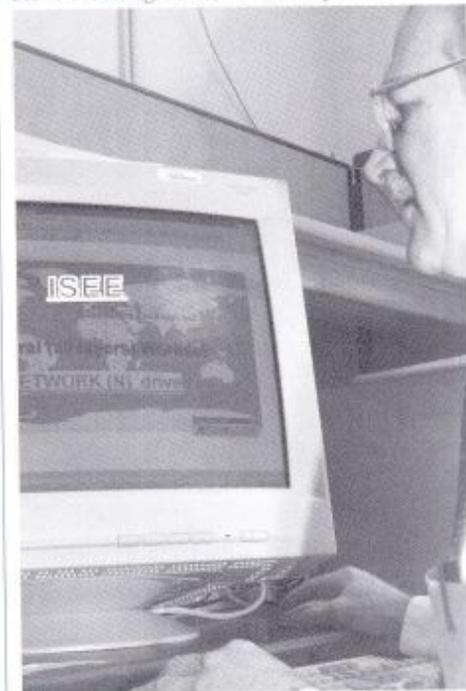
Said team member Steve Olive, "Once the database is populated, searches that took an hour, on a conservative estimate, can be done in two to three minutes."

These searches are crucial in performing product feasibility studies, automated country briefs, and noncombatant evacuation operation packs, as well as providing crisis support. In the past, these specialists would do feasibility studies using several manually pulled sources, annotated maps and handwritten metadata.

"Some of the work would not get done before because we would run out of time," said Denise Damschroeder, a regional area specialist. "This will definitely help."

According to Burley, there are 16 workstations in Bethesda and St. Louis in full operation, with more on order. |

Steve Olive logs on to the ISEE system



QUEST FOR EXCELLENCE

What's New With NIMA Performance Measurement?

by Mark Aglio
Programs, Plans and Analysis Office

In late January, NIMA's Programs, Plans and Analysis Office (PA) hosted a progress report for senior management on the NIMA Performance Measurement System (PMS).

Designed to provide all levels of NIMA management with a tool to assist in making fact-based decisions, PMS loosely resembles the widely used Balanced Scorecard approach to performance measurement. It measures NIMA's performance in four key areas: (1) internal and external customer satisfaction, which concentrates on customers' perceptions of readiness, timeliness, quality, responsiveness; (2) business performance, which assesses results (output, productivity, quality); (3) workforce effectiveness, including employee satisfaction and rewards and recognition; and (4) strategic and corporate initiatives, which deal with the progress and status of NIMA's long-term strategic objectives such as NIMA Information System establishment and access and short-term high priority initiatives like WORKFORCE21 or the Future Imagery Architecture.

The intent of the progress report meeting was to demonstrate how key Agency measures from a number of diverse offices could be combined to provide NIMA senior management with the data necessary to make future key decisions.

In opening the meeting, NIMA Deputy Director Leo Hazlewood stated that PMS is a work in progress. As such, he said, it needed senior management input to make it useful and relevant. He directed senior leaders to focus on the kinds of metrics they require to make decisions—not the details of the data being presented.

For discussion purposes, available fiscal 1997 data were used as a baseline, as they related to the four NIMA-level key measurement areas. The next progress report, using first quarter fiscal 1998 data, will incorporate revised measurements suggested by the senior leaders.

In closing, Hazlewood noted that PMS is an evolving effort and that most organizations take two or three years to get a fully meaningful system in place. He urged senior leaders to work closely with their measurement personnel to identify the correct performance measures and to promote measurement.

He assured his listeners that he is personally committed to the implementation and use of a performance measurement system and promised that information about NIMA's performance would be disseminated to the workforce as it became available. |

New Imagery Review

continued from page 8

The data produced by these systems are being used increasingly to bolster operations worldwide, such as U.N. peacekeeping operations, humanitarian and disaster relief, and by foreign government participation in combined operations with the U.S. They're also used in counter narcotics operations, terrorism and to monitor arms control.

Future improvements to NIMA's intelligence products will be delivered around the world both electronically and via hardcopy, affecting a broad spectrum of users from the White House to tactical military units, as well as to assist disaster victims in foreign countries. "The Integrated Review process will help ensure that the U.S. invests appropriately in new imagery systems," Faithful said.

The Status and Future of the Integrated Reviews

As of February 1997, 15 integrated reviews have begun involving nearly 60 working groups of analysts from every major agency and military command. "It can be safely said that the integration of the imagery requirements review process has been a resounding success," Faithful said, "and is well on its way towards completion of a comprehensive review of both the CITO and the PAS peacetime data bases in the next 18-24 months." |



NIMA Assists International Disaster Relief

by NIMA's Disaster Response Team

NIMA's Disaster Response Team (DRT) provided unclassified imagery-derived map products to the National Interagency Fire Center in Idaho to aid in domestic wildfire suppression. Last fall, this support was given internationally for the first time.

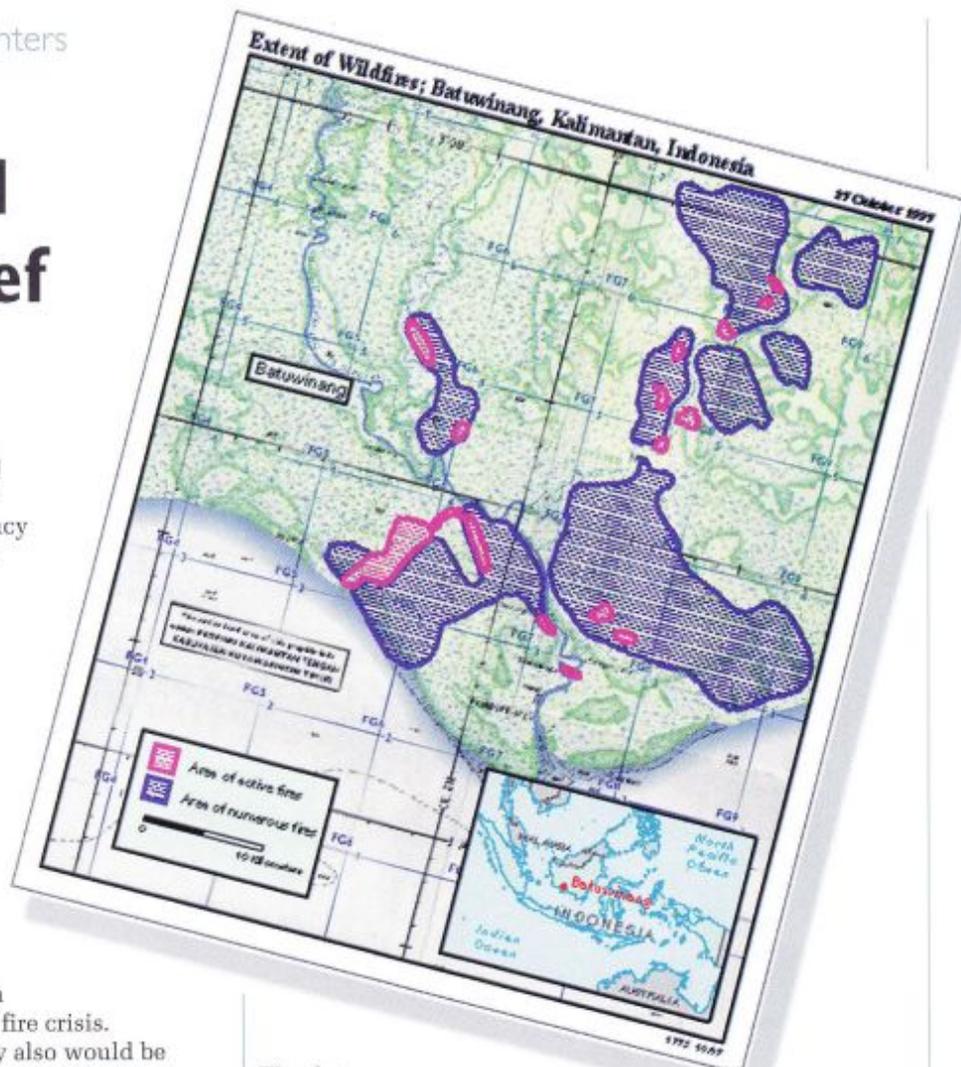
In response to a request from the U.S. embassy in Jakarta, received by the U.S. Forest Service in September, maps showing the perimeters of serious Indonesian wildfires were provided to assist in fire mapping efforts. Some of the fires were in Java, Kalimantan and Sumatra.

Initially, the production of unclassified imagery-derived products (IDPs) was initiated to help senior policy makers formulate an appropriate U.S. response to the forest fire crisis. However, it soon became apparent they also would be useful in helping to plan and execute the U.S.-led fire suppression efforts within Indonesia. The Forest Service's Internet home page became the vehicle to post NIMA's imagery-derived products, making them available to Forest Service personnel and others in Indonesia.

The objective of NIMA's imagery analysis (IA) was to produce timely and accurate, unclassified, imagery-derived fire maps for U.S. Forest Service representatives in Indonesia. To create the maps, line drawings designating areas of numerous fires were overlaid onto scanned 1:250,000 scale maps (see chart 1). Seventy-eight maps were produced between Sept. 30 and Dec. 1, 1997, and delivered to the Forest Service in both hardcopy and digital format. The coverage included more than 13 million acres.

In early October 1997, U.S. military reserve units, including C-130 aircraft and accompanying aircrews, were deployed to aid in fire suppression. After their arrival in Indonesia, NIMA/IA's maps were made available to Forest Service and military reserve units to support their respective areas of interest. They were the primary source of information for morning meetings among the U.S., Japanese and Australian aircrews to rank and identify targets for daily water bombing missions.

The team used a variety of information sources during all stages of analysis. Analysts used the Internet to obtain imagery from unclassified government satellite systems.



The data were useful in determining the areas of collection for classified national systems. For instance, analysis of the National Oceanic and Atmospheric Administration's (NOAA) Advanced Very High Resolution Radiometer imagery helped determine the area affected by smoke and haze, while the Defense Meteorological Satellite Program imagery showed more specific areas of intense fire.

Several factors, including severe drought and slash-and-burn farming methods, added to the intensity of fires in Indonesia. The drought season was exacerbated by El Niño, which caused arid conditions in the region. Though the practice of slash-and-burn is common in the region, the fires are usually extinguished during the monsoon season that was delayed this year.

When the rains arrived in late November, they provided much-needed relief from the fires. In early December, U.S. C-130 crews and Forest Service personnel returned from Indonesia, ending the requirement for NIMA's support. |



NIMA

Spring Forward One Hour

APRIL 5, 1998