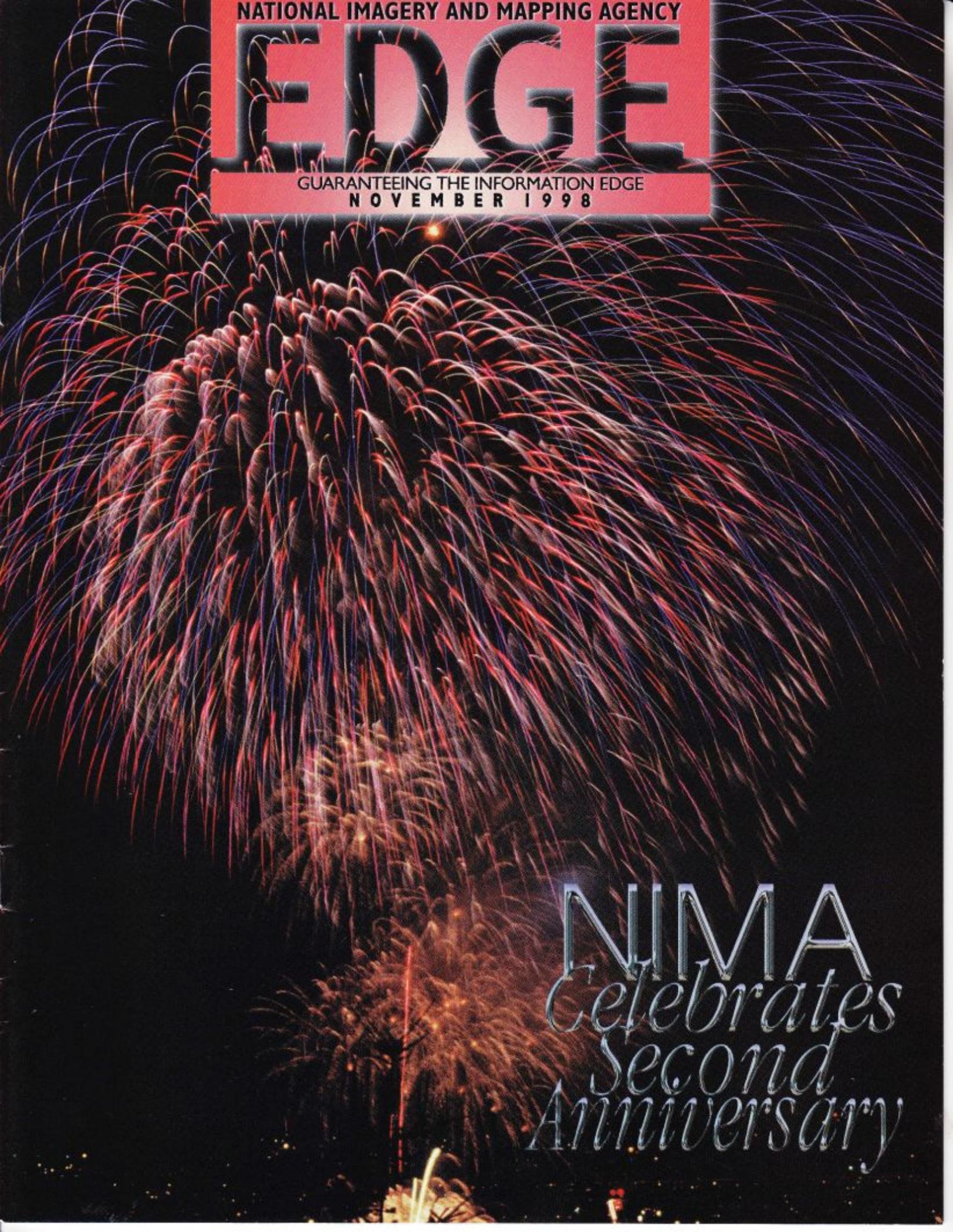


NATIONAL IMAGERY AND MAPPING AGENCY

EDGE

GUARANTEEING THE INFORMATION EDGE
NOVEMBER 1998



NIMA
*Celebrates
Second
Anniversary*

NOVEMBER 1998

EDGE

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COMMAND POST

NIMA is celebrating two years of providing timely, relevant and accurate imagery, imagery intelligence and geospatial information in support of national security objectives. This is an appropriate time to reflect on who we are and where we are going. Elsewhere in this issue you will read a review of NIMA's accomplishments since our formation in 1996. Here, I want to focus on you.

You are the people who make NIMA great. Through your tireless work, you ensure our customers have ready access to our information databases as well as printed products. You provide our customers with tailored, customer-specific solutions. You secure information that enables our customers to visualize key aspects of national security problems. It is through your expertise that we acquire and create the decisive information that gives the advantage to our customers—an advantage that saves lives and protects the security of our nation.

You are the key to NIMA's success. You are the people who demonstrate pride, initiative, and commitment to our vision and mission through your personal integrity and professional demeanor. You are the people who daily build a culture of trust, diversity, personal and professional growth, mutual respect and open communications. You are the people who maintain an environment that rewards teamwork, partnership, risk-taking, creativity, leadership, expertise and adaptability. And, you are the people who demonstrate excellence and personal accountability in all we've done these two years. Our NIMA success rests squarely on your shoulders, and I thank you for outstanding work.

We still have much to do as we begin our third year. I have full confidence that together we are up to the task. We all come to work wanting to do a good job for the customers who depend upon us. I know you have many good ideas on how to improve NIMA operations. Sometimes, I will make hard decisions with which not all of you will agree. I pledge to do my part by listening to you and keeping you fully informed of management decisions that affect you. I do not operate in a vacuum: I want to hear your suggestions for improvement. We want a NIMA that involves employees in decision making and execution, and that works in harmony as a team. *AS A TEAM, WE WILL CONTINUE TO GO FORTH AND CONQUER BY GUARANTEEING THE INFORMATION EDGE!*



James C. King

James C. King
Lieutenant General, USA

Arnold Facility Opened

New Facility to be 'Integral to NIMA's Future Way of Doing Business'

by Don Kusturin

A ceremony marking the official opening of NIMA's latest facility was held Sept. 27 at Jefferson County, Mo.

NIMA's Director, Army Lt. Gen. James C. King, and House Democratic Leader Richard Gephardt officially dedicated NIMA Arnold.

King opened by comparing the dedication of the home of the Global Geospatial Gateway to the home run total of St. Louis Cardinal Mark McGwire.

"Opening this outstanding facility in Arnold certainly qualifies as a 'home run' for all of us at the National Imagery and Mapping Agency; and more importantly, for our customers around the world."

He continued, "We take great pride in our ability to not only acquire the best information available, but also to provide it to our customers when, where and how they need it."

King described how Arnold would be "integral to NIMA's future way of doing business." The building will house a computer-to-plate printing plant, remote and CD-ROM replication activities, a digital scanning and conversion facility and the Customer Help Desk.

Before introducing Gephardt, whose district includes the site, King referred to the St. Louis motto of being the "Gateway to the West," saying the new facility would be the "digital gateway to the world."

In his remarks, Gephardt emphasized the importance of NIMA Arnold and its contributions in helping preserve the nation's interests at home and abroad.

"To the employees of NIMA, let me assure you that our country appreciates all you do. Never lose sight of the importance of your work to the safety of our country."

Gephardt concluded, "Mark McGwire may be making history a few miles from here, but we're making history today in Jefferson County."

Hundreds of people, comprised of area residents, local leaders, and

NIMA employees, looked on as the two leaders cut the ribbon.

Following the official opening, the public was invited to tour the building.

As they passed through the lobby, they saw a video of the facility's progress, from the announcement to completion. Displays also were in place allowing the public to see the Agency's history and NIMA products and data, including anaglyphs (stereographic images).

As they proceeded to tour Jefferson County's largest industrial operation under one roof, visitors heard how the building was designed and saw many of the features that make it state of the art.

The crowd appeared impressed by what they saw and heard and commented how the facility would be a great addition to the area. One resident, Glenda Huffman, even sent a letter welcoming NIMA's employees to the area.

Throughout the construction of the building, NIMA officials were in contact with officials from Jefferson County. During town hall meetings, the nearby residents have shown their support for NIMA's presence in the community. Local businesses bought space around the site, hoping that the building of NIMA Arnold will bring an economic boost.



photos by Don Kusturin

(Above) A crowd gathers to watch NIMA Arnold Dedication Ceremony.

(Below) Army Corps of Engineers Col. George Hazel(L) and FruCon Construction Senior Vice President Dan Frisbee(R) stand with Lt. Gen. King and Congressman Gephardt as they prepare to cut the ribbon.



King Promoted, Becomes NIMA's First Director

by John Iler

Two years after its formation, NIMA saw the formal appointment of its first director. Army Maj. Gen. James C. King was promoted to lieutenant general during a ceremony at the Agency's Bethesda, Md., headquarters Oct. 29 and officially became Director of the National Imagery and Mapping Agency.

In attendance at the ceremony were Dr. John J. Hamre, Deputy Secretary of Defense; Army Gen. Henry H. Shelton, chairman of the Joint Chiefs of Staff; Art Money, White House nominee for Assistant Secretary of Defense, Command, Control, Communications and Intelligence; Air Force Gen. John Gordon, deputy director, Central Intelligence; Air Force Gen. Joseph W. Ralston, vice chairman, Joint Chiefs of Staff; King's wife, Jeneane, and two daughters, Katherine and Elizabeth.

Hamre, who officiated at the ceremony, called the event "enormously important" in that it "recognizes a great leader and his achievements." Also, he added, "that the laws of physics apply and the cream rises to the top." Even so, he said, "This isn't really just about a...talented general officer who has done so well for his country, and done very well for the Army. This is really also a long overdue promotion ceremony for NIMA."

The Agency, he said, was not necessarily born of a loving couple—an allusion to its dual Defense and Intelligence parentage. But he called NIMA a "centerpiece" in the U.S. response to every major crisis the nation has faced since the Agency came into being.

He pointed to support given to inspectors in Kosovo and in the cruise missile strike against terrorists in Sudan. "It was you and your people who made such a difference," he told King. "We have been spending, this year, long hours looking at new imagery for the future, and of course NIMA has been a centerpiece. So the products you have given the Armed Forces for the past two years have been absolutely indispensable."

Concluding his remarks, Hamre told NIMA employees that because of King's experience as Director for Intelligence,

Lt. Gen. James C. King receives a hearty handshake from Deputy Secretary of Defense John J. Hamre as King's wife, Jeneane, puts the finishing touch on pinning on a third star.



photo by Ed Gault

J-2, Joint Staff, "he knows how important your work becomes for the warfighters who are right now in every time zone on this planet protecting this country and its allies" and predicted King would take the Agency to even greater heights in the future.

After his remarks, the promotion orders were read:

"The President of the United States has reposed special trust and confidence in the patriotism, valor, fidelity and abilities of James C. King. In view of these qualities, and for his demonstrated potential for increased responsibility, he is therefore promoted in the Army of the United States from major general to lieutenant general...by order of the Secretary of the Army."

Following the swearing in, King addressed guests and NIMA employees.

"I have to tell you that it's a great day to be a soldier assigned to the National Imagery and Mapping Agency," he said. Praising past and present leaders, he outlined his career and various tours. Calling himself "one fortunate soldier," he recognized three groups as especially influential. The first were noncommissioned officers, who, he said, were "the backbone of our military" and who "played a lasting role in everything I've done." The second were his mentors who "have made a very special mark in my life...and taken a risk to help me along." Finally, he said, "the people with whom I have served," including those at NIMA.

"Each of the civilians and each of the military here are representative of all

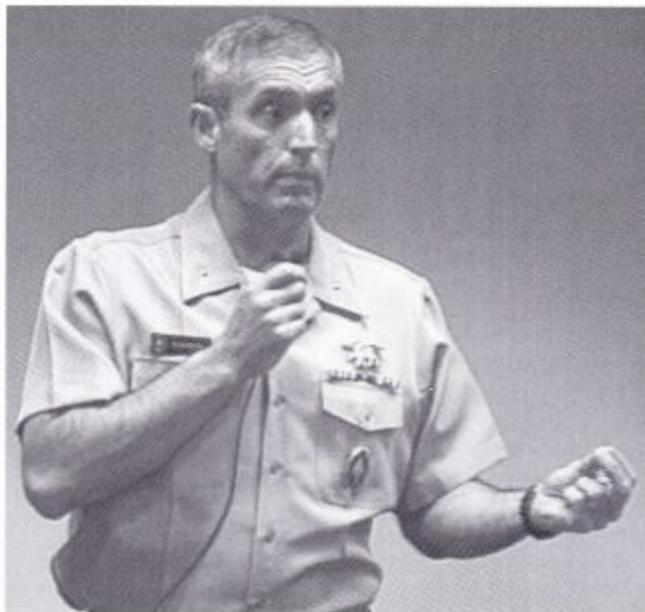
who I've worked with and served. You are the ones who make it happen every day." In meeting with foreign leaders, King said, "they not only stand in amazement at our modern technology, modern weapons or our ability to organize—they stand at attention and awe at our people, at our government civilians and members of our Armed Forces, who work together. That's what they marvel about and that's what they would like to mimic."

King praised the loyalty of NIMA employees, not only to the nation, but to each other and the Agency. "This is why we can say we have a nation as great as America is today and why it will continue to be so great," he said.

In conclusion, he recalled his words when he assumed command at NIMA—that it was the "bright rising star in the constellation of world-class intelligence organizations." Now, six months later, he said he'd like to amend that statement to: "The National Imagery and Mapping Agency is the sun and moon in the constellation of world-class Department of Defense Combat Support Agencies and Intelligence Community organizations."

Turning to Dr. Hamre and Gen. Shelton, he promised that NIMA would continue promoting the Agency's vision of *GUARANTEEING THE INFORMATION EDGE*. "The men and women of NIMA are prepared to do that," he said. "And there's no doubt in my mind that we are going to *CONTINUE TO GO FORTH AND CONQUER!*"

InReach Program Scores First Big Success



Navy Rear Adm. Thomas W. Steffens

by Muridith Winder

A new producer/customer information exchange program got off to a great start when the NIMA InReach Program recently hosted its first visitor.

Navy Rear Adm. Thomas W. Steffens, director of Intelligence and Information Operations for the U.S. Special Operations Command, visited NIMA Headquarters Oct. 1 for tours and overviews. He spoke to approximately 130 NIMA employees at the Bethesda facility in a presentation that explained his mission and the value and use of NIMA products and services.

The event was enthusiastically received. "Fantastic," said one. "Motivating," observed another. "I think we need more of these," said a third. "Pride is a great incentive." And one respondent declared, "Excellent program, please bring other organizations in!"

Steffens' visit represented the first of many sponsored by the InReach Program. "The program targets both employees and customers who would normally have no interaction with one another," said Penny Thornton, InReach program manager. "It focuses on customers coming to NIMA to meet producers and producers going out to meet with customers."

The exchanges, she said, provide opportunities to express opinions and

share ideas. "The expected outcome is that NIMA producers will become 'partners' with NIMA customers as each better understands how the other operates."

Thornton said that the program was created in direct response to a need expressed through the NIMA Workforce Survey. The program is managed from the Customer Support Integration and Assessments Division with sponsorship of events from the various Customer Support teams.

According to Thornton, a well-balanced calendar of events is planned with the intent of offering "something for everyone." It includes tours, site visits, briefings, conferences, static displays, demonstrations, field checks and exercises. "The key," she said, "will be to match customers to producers making their products."

Participation in the InReach Program is open to all production workers within NIMA. Supervisors and managers are responsible for selecting employees who will participate in some events; however, employees can self-nominate for those events where larger numbers can attend.

For more information on the program and schedule of events, visit the InReach website found on the Customer Support homepage.

NIMA Data Products to See Increasing Standardization

by John Iler

In the past, NIMA's predecessor organizations provided customers what they needed in a variety of formats and tailored for an equally varying number of needs. But those days are rapidly coming to an end. Not because NIMA isn't customer-oriented, but because of increasing pressure to standardize.

"The truth is, producing specialized products for each customer is simply too expensive to do today," said Dr. Jacob A. ("Jack") Teller, project leader of NIMA's USIGS Data Standardization Project Team. The new emphasis, he added, is on interoperable and reusable data.

Controlling Change

"You can't prevent change, but you can *control* change," he said. He and his team began working on new ways of standardizing data nearly five years ago. Their goal: converting NIMA's data into a single format for individual data elements defined by functional experts. And that, in turn, will require customers to standardize.

Configuration management—the process of creating that uniformity—will keep everyone synchronized, like, Teller said, a well-tuned, efficient orchestra.

"When all orchestra members have the same music sheet, everything's fine," he said. "But if some sheets have been changed, you'll have problems. What we want to do is make sure everyone is using the same sheet of music."

The push for standardization accelerated during DESERT SHIELD/STORM, when the ability to exchange quality geospatial data quickly with allies was necessary for clean and effective military strikes and forays. "The effect of these operations," Teller explained, "was to emphasize the importance of standardization to a great many people who had not previously considered it significant." Since then, interoperability at the data level within the U.S. military has been

seen as a viable way of saving time and money.

Even the creation of NIMA and the consolidation of digital and analog geospatial data were, Teller said, a step towards the inevitable standardization now underway.

In his office at Bethesda's Warren Building, he pulls down a massive 1,150-page binder and plops it down before him. "Although we shouldn't measure the quality of a data model by its size, two years ago this document was a third the size it is now," he explains. With people from approximately 150 organizations, including NIMA, DoD, and the Intelligence Community providing constant input into the emerging standardization proposal, it has made significant progress. Whether some aspects change in the clearance process is unimportant, he said. Standardization is a surety.

"Our military customers love the concept, but some of our commercial suppliers may be somewhat less enthusiastic." There was big money in data conversion, he said—conversion that soon will be minimized or unnecessary once a comprehensive set of standards are approved. Even so, he added, the initiative will actually create new opportunities for contractors.

Level Playing Field

"What we're going to do is create a level playing field for the use and reuse of data," he continued. "It will let one company jump in with a module that will work with modules they didn't create."

What kind of data will be standardized? Practically everything, Teller said, including data used in maps and charts and digital data for a host of applications. Helicopter pilots with data input visors, fighter pilots, digital databases, cruise missiles, CD-ROMs and all imagery and intelligence products will use the same data.

Each step of the standardization process is managed and controlled



Dr. Jacob A. ("Jack") Teller

along the way to ensure it will meet the needs of NIMA's customers.

"Standardization will give us the ability to reuse our data and applications that exploit that data without paying for customization and reformatting," Teller said. "It also will be interoperable in that the data can be used for more applications and thus expand our horizons—and it will be sharable, which will save time and money."

Teller is quick to point out that data standardization will not happen overnight. "We're just starting," he said, "and we're looking five to seven years down the road for it to be fully in place."

For those interested in learning more about the process, there's no need to wade through a heavy binder. The team has converted the paperwork into a handy interactive self-starting CD accessible with a PC. For further information, contact Dr. Teller at 301-227-2271 (DSN 287).

Note: Teller's team received the 1996 Federal Technology Leadership Award for distinguished achievement in putting technology to work for government and citizens (see "NIMA Recognized for Standardizing Data," Dec. 1996 issue).

DLA Partners With NIMA

by Paul Hurlburt

“You can't sell a curling iron as a blow dryer,” said Denise Blanks, supply systems analyst at the Defense Logistics Agency's Richmond Map Facility.

Flight Information Publications are no different, she continued. You need to give customers “exactly what they want.”

Blanks is one of 34 former NIMA employees from Bethesda and

just took him to the shelves and showed him the difference.”

Moving to Richmond a month or so before NIMA's Philadelphia Depot closed, Blanks—like other former NIMA employees—is still busy helping NIMA's new partnership with DLA work for customers, the two agencies and the employees.

The partnership, as outlined in a Memorandum of Agreement signed in 1996 by the directors of NIMA and DLA, links NIMA as the sole source of supply for some 70,000 map and related items in hardcopy and disk format and DLA as the provider of these items to DoD customers.

To ensure a close working relationship with DLA and customers throughout DoD, NIMA has established an Interface Department (ISDI) under Cleveland Wooley within the Dissemination Division (ISD). The NIMA program manager for the transfer, Wooley also continues to work with his DLA counterpart, Mike Kelley, to monitor implementation of the transfer.

Focus on Richmond

The Richmond Map Facility is the home of two of the three functions DLA assumed from NIMA—inventory management and distribution. The third, cataloging and catalog production, is performed at the Defense Logistics Information Service (DLIS), Battle Creek, Mich.

Wooley, who worked with many of the inventory management personnel before their transfer to DLA, called them “some of the most dedicated and conscientious inventory managers I've ever met.”

Praising them for “putting the mission first,” NIMA ISD Chief Ferne Cooper also cited them for their “unselfish attitude,” which, she said, helped to make the “turnover transparent to our customers.”

Including depot and catalog personnel who transferred to DLA, Cooper said, “All of these employees continue to have the customer

foremost in their minds and take that NIMA attitude with them to DLA.”

The map facility in Richmond is the world's largest, with 100,000 square feet of floor space and 20-foot-high ceilings. Specially designed stock selector vehicles run on cables between long rows of newly installed high-rise shelving. Items are packed and shipped at one end of the facility on a new automated assembly line.

Although co-located with inventory management at DLA's Defense Supply Center Richmond (DSCR), the map facility's depot operations organizationally belong to DLA's Defense Distribution Depot, Richmond (DDRV). Other former NIMA distribution sites now reporting to DDRV are overseas in Gernersheim, Germany; Naples, Italy; Hawaii; Japan; Bahrain and Korea; and stateside in San Diego, Norfolk and at MacDill Air Force Base, Fla.

Responsibility for the Richmond Map Facility is shared between David Senter, also a former NIMA employee, who is chief of inventory management, and Navy Cmdr. Joe Napoli, chief of depot operations.

Jan Watkins, transfer program manager on the staff of the DCSR commander in Richmond, also continues her involvement in the DLA-NIMA partnership.



Inventory management specialist Lee Nora Holmes identifies stock items for ships in deployment to the Indian Ocean.

Philadelphia now working for DLA since the transfer in April of hardcopy distribution to DLA.

Co-location of inventory control and depot operations “will eliminate a lot of phone calls,” she predicted, especially during crises. And it will help the former NIMA employees educate their new DLA coworkers about the many kinds of NIMA products.

With the co-location of inventory control and depot operations in the newly renovated facility, Blanks found it easy to tell an item manager the difference between a “GIP” and a “GAP.”

She explained that a GIP is a gridded image photo and a GAP is a gridded airfield photo. “He had never seen these products,” she said, “so I

Material handler William Hess maneuvers among the shelves on a stock selector vehicle at the Richmond Map Facility.





Former NIMA employees and their new DLA co-workers gather after a day's work at the Richmond Map Facility. Kneeling, from left: Leroy McLellan, Charles Byrne, Melvin Lee and Jeffrey Pokomo. Standing: Cora Castaneda, Dave Senter, Sheila Roberts, Melvin Dunaway, Rose Lockhart, Elizabeth Cohen, Brian Vismale, Connie Wingfield, and Air Force Maj. David Calder.

"Our main goal in the transfer of the [map distribution] mission was to do it as a partnership between NIMA and DLA," she said. "Throughout all of the hurdles encountered during the mission transfer, we have maintained that attitude."

In the future, NIMA will continue to get substantial support from DLA, if the experience of Bob Bella, chief of NIMA's new Product Acquisition Office (ISROA), is any indication. Before coming to NIMA four years ago, Bella worked 15 years in various positions for DLA.

"I have nothing but high praise for DLA," he said. "Their professionalism, the way they conduct themselves and carry out their mission—they're an exemplary organization. It's a pleasure to work with my previous command."

Bella recently moved from Bethesda to St. Louis with his new office. ISROA was set up to guarantee NIMA's role as sole-source supplier of map-related products for DLA, including those acquired commercially and through international agreements.

For the former NIMA employees who relocated to Richmond, it was a good move, many said during a recent visit. No one volunteered a complaint.

"My family lives in Georgia, so I'm closer to home," said inventory management specialist Lee Nora Holmes, who for 21 years worked for NIMA and the former Defense Mapping Agency.

"My wife and I both love it here," said bindery operator Ed Lord, another 20-year NIMA/DMA employee.

Several remarked that commuting time had been cut from well over an hour to minutes as a result of the transfer.

According to Senter, all those who transferred were able to preserve their grade. Some had temporary promotions that they did not keep, he said, but others got promotions after they arrived.

Senter believes the people who transferred will generally have more opportunity in Richmond simply because there are more positions in their field—"over 1,100 in the same job series," he said.

NIMA customers will still enjoy first-rate service, according to Lee Nora Holmes.

"When the ships are moving out, everything gets pushed into shorter timeframes because they have to go. No problem. We'll take care of them," she said as she rushed off.

Dedicated service to NIMA customers is still a phone call away. In fact, the number remains the same as before the transfer: 1-800-862-0342.

To ensure a close relationship with DLA and customers throughout DoD, NIMA has established these new organizations:

Customer Interface Department (ISDI), Reston, Va., tel. (703) 264-7357, chief, Cleveland Wooley.

Customer Advocate Office (ISDI-East), Reston, Va., tel. (703) 264-7367, chief, Gary Kuennen.

Customer Advocate Office (ISDI-West), St. Louis, tel. (314) 263-4546, chief, Kay Strebeck.

Product Acquisition Office (ISROA), St. Louis, tel. (314) 260-1134, chief, Bob Bella.

ISDI serves as an entry point for access to all NIMA Gateway Services, providing support to internal and external customers. It serves as an interface to the Defense Logistics Agency and provides operational support to NIMA's Customer Support Teams.

ISROA provides worldwide product acquisition services for NIMA hard and soft copy products in support of DoD and other federal and international entities.

NIMA Accomplishments:

'An Unmatched Legacy of Excellence'

by Lynn Havach

In a recent message to employees for NIMA's second anniversary celebration, NIMA Director Lt. Gen. James C. King praised the workforce for having established "an unmatched legacy of excellence" in customer support.

"Regardless of what you were called upon to do," he noted, "you always responded with the right information, in the right format and in time to make a difference."

He should know. As a former key NIMA customer in his capacity as Director for Intelligence, J-2, for the Joint Chiefs of Staff, he often said that whenever the Joint Staff needed NIMA, the Agency responded. Regardless of the situation, he said, "...the Agency never let me down."

As employees paused to celebrate NIMA's second birthday, King encouraged us to reflect on our individual contributions to NIMA's growing list of accomplishments in support of the Agency's national security mission.

And they are many.

For example, a joint effort with the National Reconnaissance Office (NRO) succeeded in defining the Future Imagery Architecture and the next generation of imaging satellites. As part of this process, NIMA enlisted its customers in compiling a comprehensive set of requirements for these new sensors. It then validated the requirements and, in an unprecedented step, ensured they became the primary driver of the procurement process. A similar NIMA-led group is now studying improvements to the supporting ground infrastructure involving the tasking, processing, exploitation and dissemination of collected imagery.

In the geospatial arena, recent innovations are greatly enhancing the availability of NIMA information. Digital City Graphics are now being distributed in CD-ROM format, while a variety of other geospatial products



NIMA Director, Lt. Gen. James C. King, and employees at the Washington Navy Yard employees applaud the Agency's second anniversary.

and services are being posted on web servers to facilitate customer access to them. Upgrades to processing equipment and software have improved Data Extraction Segment production rates by some 30 percent. In addition, NIMA is transferring greater responsibility for the production of Foundation Feature Data — the basic building block of the Geospatial Information Infrastructure — to private contractors and international co-producers.

Asserting its Leadership

NIMA also developed a new production concept and implemented it by establishing several NIMA production cells (NPC). These new workgroup elements, which use integrated, commercial-off-the-shelf hardware and software almost exclusively, may portend the production environment of the future. During this year, five such cells were created—one at the Washington Navy Yard which integrates cartographers and imagery analysts and four geospatial information production

cells, two in St. Louis and two in Bethesda.

Great strides also have been made over the last two years within the U.S. Imagery and Geospatial Information System (USIGS). Early on, NIMA moved aggressively to assert its leadership over the imagery and geospatial community and has embarked on a sweeping program to convert the community's legacy systems to interoperable, open-architecture, "plug and play" commercial systems.

For example, NIMA is expanding the imagery distribution capabilities of the Defense Dissemination System (DDS), to include collateral dissemination through collateral channels, and plans to activate approximately 150 new Image Product Libraries (IPL) by the end of the current fiscal year. Larger, more versatile Command Imagery Libraries (CIL) also are scheduled to be established at four sites this fiscal year. Planning is under way to establish the National Imagery Library (NIL) in the Washington, D.C., area. NIMA also has fielded the first commercial-off-the-shelf replacement

for the Imagery Data Exploitation (IDEX) system. In addition, the flow to customers of tailored imagery and geospatial information is improving with the expansion of the Remote Replication System (RRS). Sixteen RRS sites are now operational worldwide; two additional sites will be established before the end of the year.

Customer Support

To expedite the delivery of classified imagery intelligence to customers, NIMA joined last with the CIA and NRO in a community-wide process improvement effort. This multi-agency team succeeded in reducing product delivery times from as much as six weeks to 24 hours or less at a projected cost saving of approximately \$800,000 per year. The team's work has just been recognized with a National Performance Review (NPR) Office "Hammer" Award.

In demonstrating its leadership role in imagery exploitation, the Agency recently awarded a multi-year contract for the NIMA Integrated Exploitation Capability (IEC) program. IEC will provide a commercial-off-the-shelf-based imagery exploitation capability to NIMA's imagery and geospatial information analysts, as well as to other DoD imagery analysts outside NIMA. Plans call for deploying some 2,000 workstations to users at more than 60 sites through fiscal 2005. The first IEC delivery was made this month at the Washington Navy Yard.

Perhaps the Agency's greatest impact has been in the area of customer support. The 293 people on NIMA's Implementation and Transition Team recently earned an Intelligence Community Meritorious Unit Citation for ensuring a transition to full operations for the Agency in October 1996 that was seamless and transparent to external customers. Since then, Agency personnel have further enhanced product quality to the point where today, customers consistently rate NIMA products as "better than" those provided by the Agency's predecessor organizations.

To make it easier for users to obtain support from NIMA, the Agency is expanding its presence at major customer sites. Currently, some

90 customer service representatives, liaison officers, and technical representatives are deployed globally.

To better conform to the changing nature of the geospatial data environment and to help broaden the expertise of its personnel, NIMA recently established the Geospatial Analyst occupation. The Agency also has added more than 100 new imagery analysts over the last year and is increasing intelligence collection against the highest-priority targets — those countries and issues defined in Presidential Decision Directive (PDD) 35.

Upgrades in the quality of NIMA information are contributing to enhanced military precision targeting capabilities. The recent successful cruise missile strikes on a suspected chemical weapons manufacturing facility in the Sudan and a terrorist training camp in Afghanistan are but the latest examples.

Today, NIMA products and information are used heavily to support international diplomacy, military deployments, civil emergencies, treaty negotiations and monitoring, national counter-narcotics and counter-terrorism activities, peacekeeping, and humanitarian relief efforts — and Agency personnel are ensuring that required data is delivered on time, every time.

NIMA information has become a key ingredient in the conduct of non-combatant evacuation operations (NEO). The Agency has supported some 20 NEOs since standup, including ones conducted over the last seven months in the Congo, Guinea-Bissau, Liberia, Eritrea, Indonesia, and the Caribbean island of St. Christopher. NIMA imagery and geospatial support also has been instrumental in humanitarian relief missions conducted in Rwanda, Burundi, and Zaire, and in a new mission in Kosovo, as well as in peacekeeping operations in Bosnia/Herzegovina and Iraq.

This level of effort is having a positive effect on customers. Marines on board the USS *Kearsarge* during the evacuation of non-combatants from Sierra Leone were clear on this point — "NIMA saved our bacon!"

Civil customers also are turning to NIMA for greater amounts of assistance during natural disasters and emergencies. NIMA's Disaster

Response Team responded to 62 foreign and domestic disasters since standup. The team mapped the wildfires in Indonesia in 1997 and 1998 at the request of the U.S. Forest Service, and subsequently received an award from the Forest Service and the U.S. Agency for International Development for its efforts. The team also spent several weeks in 1997 mapping flood waters in the Northern Plains states at the request of the Federal Emergency Management Agency. Just recently, it mapped hurricane damage and flooding in the Gulf States, Florida, the U.S. Virgin Islands and Puerto Rico caused by Hurricane Georges.

NIMA's Presidential Imagery Team continues to provide a full range of imagery and geospatial data and products to the nation's senior-most policymakers. The team's outstanding record of support was acknowledged in a Meritorious Unit Citation presented last year.

Joint Exercises

NIMA also is playing an increasingly important role in exercises, such as the 1997 and 1998 Joint Warrior Interoperability Demonstrations (JWID). Since standup, NIMA has provided significant, direct support to more than 200 exercises conducted by DoD, the State Department, the Arms





photo by Larry Franklin

Personnel in NIMA's Pentagon Office use remote replication to produce a chart for a customer. Checking this product are, from left: Richard Beaman, Navy Petty Officers Ramon Enriquez and Derrick Randle.

Control and Disarmament Agency, and other Federal agencies. In addition, NIMA has provided routine, day-to-day support to an additional 430 exercises, training events, technical demonstrations, and evaluations. Not a day passes without some form of NIMA support flowing to an exercise or training mission somewhere in the world.

Advances made possible by the NIMA Gateways Program are enabling the Agency to provide a greater array of geospatial data to a wider audience than ever before. Traditional hardcopy product formats are being transitioned to softcopy formats to accelerate the speed with which information is delivered to customers. In support of our readiness and responsiveness goals, information compiled as part of the NEOPack program to support crisis evacuation planning is now being prepared for customers in digital form.

This accelerated delivery of tailored NIMA products to personnel deployed aboard the USS *Stennis* recently drew high praise. "NIMA has taken customer and operations support to new heights," wrote one *Stennis* planner. Others described the NIMA support effort as "aggressive and innovative," and thanked Agency personnel for their "monumental work."

Commercial Initiatives

In the area of commercial imagery, NIMA established a Commercial

Imagery Program (CIP) in February 1998 that's made significant progress in coordinating access to commercial products for customers within the Defense and Intelligence Communities.

The Commercial Satellite Imagery Library Team, an interagency group from NIMA and the Defense Intelligence Agency, recently earned a Meritorious Unit Citation for developing a web-based system that for the first time allows users to obtain commercial satellite imagery and services from a single source. This effort will save the Government \$15 million.

Last fiscal year, NIMA purchased close to \$4.5 million worth of commercial imagery for itself and its customers. CIP personnel also have negotiated several landmark purchasing contracts with U.S.-based commercial imagery vendors. These contracts will guarantee government customers reduced prices, while beginning the integration of commercial imagery into the USIGS.

Today, NIMA stands at the forefront DoD-wide in partnering with the commercial sector. NIMA's Commercial Office has sponsored highly successful Business Opportunity Days in St. Louis and the Washington, D.C., area, and has held several hundred meetings over the last two years with representatives from industry and academia to promote cooperation.

Through a variety of alliances and agreements, and by aggressively

applying the provisions of the DoD Small Business Innovative Research Program, NIMA has significantly enhanced its collaboration with government and industry partners to research and develop technologies critical to NIMA's mission. These efforts are paying huge dividends in the development of information technologies, advanced visualization techniques, graphical interfaces, high speed/bandwidth communications, and a commercial digital chart reader. DoD recently singled out NIMA's program as a model for other Defense agencies.

Procurement and Contracting

In the procurement and contracting arena, NIMA is relying on flexibility to foster improved exchanges of information and to generate cost savings. The Agency's innovative Purchase Card Database, which automates and simplifies the ordering of supplies and services, continues to gain acceptance DoD-wide. It also has been adopted for use by a number of other Federal agencies. In 1997, the development of this database earned NIMA its first NPR "Hammer" Award.

Last fall, NIMA's Geospatial Information & Services Office concluded an innovative initiative by establishing an Omnibus contract to cover all current and future production services for the next five years. This is the largest geospatial information and imagery analysis services contract ever attempted in the Government.

NIMA can count several "firsts" among its accomplishments:

- In November 1996, NIMA approved the declassification of 5-meter resolution Controlled Image Base (CIB) worldwide.
- In January 1997, the Agency joined Vice President Gore in announcing the first public release of "thinned" Digital Terrain Elevation Data to enhance flight safety around commercial airports worldwide.
- NIMA teamed with the National Aeronautics and Space Administration (NASA) to sponsor an unprecedented 11-day data collection effort, called the Shuttle Radar Topography Mission (SRTM), that will be part of a 1999 Space Shuttle flight. This past July,

photo by Paul Hurlburt



Participants view NIMA imagery and geospatial data on a computerized worktable at the Joint Training Analysis and Simulation Center in Suffolk, Va. during JWID '97.

the Jet Propulsion Laboratory successfully test-deployed a specially-designed 60-meter mast that will carry the radar antennas for data collection.

- In May 1998, NIMA announced its intention to publicly release its Digital Nautical Chart (DNC) to enhance navigation safety worldwide.
- And during February and August of this year, NIMA publicly released Imagery-Derived Products (IDP) in support of national security initiatives. An IDP of an Iraqi "palace" was released during a briefing by Samuel R. "Sandy" Berger, the President's National Security Advisor. More recently, NIMA released IDPs of the suspected terrorist sites in the Sudan and Afghanistan that were targeted by U.S. cruise missiles.

Other Accomplishments

Internally, NIMA can boast of several significant accomplishments since standup. Perhaps most important has been the creation of a new human resource management system—*WORKFORCE21*—which began operating during October.

Another was the establishment of the National Imagery and Mapping College and its development of training and outreach programs tied to Agency strategic objectives and occupational career goals.

In addition, a far-reaching facilities consolidation effort has been under way since standup. By fiscal 2000, this will result in a one-third reduction in the size of the Agency's

"footprint." Under this initiative, NIMA Headquarters was relocated from Merrifield to Bethesda, and a new facility was dedicated in Arnold, Mo., last month.

NIMA also has made considerable progress in improving its financial management practices, highlighted by the development of the NIMA Resources Database (NRD) and the appointment of a Chief Financial Executive to oversee the activities of the Comptroller and the Imagery and Geospatial Community Management Office. Some 80 people from across the Agency recently completed a three-month project to produce NIMA's first joint Program Objective Memorandum (POM)/Intelligence Program Objective Memorandum (IPOM).

Reflecting on these achievements, General King said, "I believe NIMA employees can see themselves, and the contributions they make, in at least one, and probably more, of this Agency's major accomplishments. They should feel very proud of all they have done, and continue to do."

Secretary of Defense William S. Cohen (left) and Gen. Henry H. Shelton (right), U.S. Army, chairman, Joint Chiefs of Staff, brief reporters in the Pentagon on the U.S. military strike on a chemical weapons plant in Sudan and terrorist training camps in Afghanistan on Aug. 20.

photo by Helene C. Stikkel



Celebrating Disability Awareness Month

by Peggy A. Etheridge
Human Resources

President Clinton officially designated October as National Disability Awareness Month. This year's theme, "Opening Doors to Ability," is a reminder of the needs to eliminate bias in the workplace and employ people with disabilities.

Each year, statistics show the federal government spends 40 times more money to support people with disabilities who are not working than it spends to assist them in finding employment.

In a message commemorating National Disability Awareness Month, President Clinton declared, "Employment is the best path to economic security and to personal and professional fulfillment. I salute disability community leaders, business and labor leaders, government officials, community organizations, and concerned citizens who are working together to remove the remaining obstacles on that path so that all Americans with disabilities have the opportunity to contribute to our national life."

To mark this year's observance at NIMA, the Disability Awareness Council hosted several Agency-wide events that provided educational awareness and information relating to disabilities.

The Disability Awareness Council is one of the EEO Special Emphasis Programs (SEP) designed to assist employees with disabilities in achieving success in the workplace. This is being accomplished by promoting disability awareness, enhancing employment, developing strategies and making recommendations to management that will contribute to the special needs and accommodations. The Council is a working group from a cross section of the Agency comprised of employee volunteers and management officials. They are: Paul Weise, Irene Brodley, Peggy A. Etheridge, Robert Ackerman, Charles Druitt, Kim Dutch, David Jones, Nancy Kane, Gertha Wise Kurtz, Greg Kent Mutzig, Wayne Nicholson, Carl Pollock, Gregory Springer, Yvonne Tuttle and Linda Watkins-Forrest.

Many thanks to all who participated in the Disability Awareness Month programs that took place throughout NIMA during the month of October. The programs were a success because of your assistance and participation.



Opening Doors to Disabilities

by Don Kusturin

"We hear a lot about building 'a bridge to the 21st century,'" said Joseph Frank. "It's up to you and me to make sure that the bridge is strong enough to support all Americans. And to further assure that there is a lane on that bridge for people with disabilities, and to allow people with disabilities to pay their own toll."

Frank, a member of the Executive Board of the President's Committee on Employment of People with Disabilities and past national commander of the American Legion, recently spoke at a Disability Awareness event held in St. Louis. This year's theme is "Opening Doors to Disabilities."

"We need to do more than remove physical barriers. We need to remove attitudinal barriers as well. And that is what this October observation is all about," he said. "Sure, outlawing discrimination is the first step, but changing attitudes is the real challenge. Some people think people with disabilities should be pitied or patronized—they couldn't be more wrong."

Frank pointed out that attitudes have changed over the years. According to the U.S. Census Bureau, employment of the severely disabled climbed from 23 percent in 1991 to 26 percent in 1994—a jump of more than 800,000 jobs. And more than 90 percent of employees surveyed said they were happy with the performance of the people with disabilities that were hired in their areas.

Though attitudes and actions are changing, advocates say there is plenty of room for progress. Programs like those sponsored by NIMA are a step to increase awareness and acceptance. Event organizer and NIMA cartographer Scott Higdon reminds everyone: "The disabled are the only minority that anyone can join anytime in their life."

Higdon Named 1998 Outstanding Employee With a Disability

by Peggy Etheridge
Human Resources

George Scott Higdon is NIMA's 1998 Outstanding Employee With a Disability. Despite his daily challenges of living with cerebral palsy, he maintains a positive, even cheerful, attitude.



Higdon

photo by Don Kin

Higdon, who won DMA's 1995 Outstanding Employee with a Disability Award, recently began a new position with NIMA's Gateway Information Services and Training Office Dissemination Division (ISDN). As always, he approached this new challenge ready to work and be part of the Gateway team.

"In previous jobs, it was always difficult coming into a new job," he explained. "People have a tendency to not see past the disability and recognize the ability. They aren't sure whether you can do the work and they don't tend to expect as much." But once on the job, Higdon said, that changes rapidly.

Currently a liaison between Gateway Services and the Enhanced Product Prototype Environment (EPPE) Labs in St. Louis and Bethesda, Higdon played a vital role in the transition, testing, and evaluation of the Table Formatted Aeronautical Data Set (TFADS) interface on NIMA's classified networks. Project lead for the Tasking, Processing, Exploitation and Dissemination Project, he oversees a team of engineers, database analysts and web authors in providing an engineering assessment and implementation of a new interface of the NIMA Gateway.

In his personal life, however, interacting with people is a bit more difficult.

"One weekend recently, my wife Susan and I went out to have our CD player repaired," he recounted. "The

whole time we were talking to the repair person, I noticed he was looking at her, not me. That happens a lot."

Higdon, who drives himself to work using hand controls and who has a wheelchair lift in his vehicle, has served as NIMA's St. Louis Collateral Duty program manager for the Persons with Disability Employment Program. He also was president of the St. Louis area Federal Council for Employment of Individuals with Disabilities and is currently awaiting confirmation from Missouri's governor to serve on the board of the Assistive Technology Program. This state program provides people with disabilities the funding, training, devices or services necessary to maximize their independence through the use of technological solutions such as communication devices, adaptive wheelchairs, computers and home modifications or adaptations.

He also has designed and produced pen and ink artwork which has been displayed at NIMA St. Louis. Higdon is active in his church and community and supports American Disability Association issues at community and state levels. He also enjoys traveling.

"I'm very honored to have received the Outstanding Employee With a Disability Award," he said. "It's always good to be recognized for one's work."

WORKFORCE21 Gets Green Light on Phase I

by Vietta Williams
WORKFORCE21

WORKFORCE21 was given the green light to proceed with implementation of Phase I Oct. 1. NIMA Director, Lt. Gen. James C. King's Sept. 25 memorandum to all NIMA personnel highlights the results of the Operational Readiness Review (ORR) and subsequent ratification by NIMA's senior management team at September's Focus Day (see NIMA News, Sept. 30). An overwhelming majority of the senior managers concurred that WORKFORCE21 was ready to go with Phase I.

King addressed the importance of keeping the new human resource system on schedule and urged all managers to consider WORKFORCE21 "mission critical" to the future of NIMA.

NIMA managers were trained in WORKFORCE21 processes over the summer. Employee training, conducted by NIMA management and supervisors, began in September and is scheduled to be completed by mid-November, before the holiday season.

The Workforce Survey revealed that employees have the highest level of trust in their first-line supervisor or manager. WORKFORCE21 is expected to succeed through a strong partnership which will naturally develop between employees and their supervisors. "Having supervisors train employees was an obvious choice considering these factors," said P.J. Rooney, who oversees WORKFORCE21 Phase 1 training. "This is just the beginning of WORKFORCE21-related training that will continue over the next couple of years."

So what does this mean to NIMA employees? The first features employees will encounter are the assignment process, performance management, individual development planning, skills identification and occupational alignment. Other key processes will be phased in throughout fiscal 1999 and 2000. Although WORKFORCE21 is intended to apply to all NIMA employees, implementation for CIA-

affiliated employees and for those in the bargaining units will be limited until appropriate agreements are reached.

Assignments

Until the new tools from the PeopleSoft application are available, assignments will continue to be announced through the existing NIMA Career Inventory System and Interactive Voice Response system. This should help managers and employees transition to the new concepts using familiar tools. Please pay close attention to the distinctions between assignments and promotions under WORKFORCE21. Vacancy announcements will be for lateral assignments only.

One of the three foundation elements of WORKFORCE21 is the endorsement of a "rank-in-person" concept. Selections for assignments are based on the competency level of the individual (his or her rank-in-person) matched to the mission needs of the job. When managers have a job opening, they will use the occupation guides, prepared by the occupation councils, to help identify skills required for the recruited assignment. Acknowledgment that an application for consideration has been received or that an individual has been deemed ineligible for the job will be provided to the applicant. For those considered eligible for the assignment, but who are not selected, managers will provide an opportunity for comprehensive feedback. Additional information about the assignment process can be found in the HR Info Release, Sept. 30, entitled "WF21 Assignment Process Begins October 1998."

Performance Management

Employees and their supervisors are responsible for completing performance plans and Individual Development Plans by March 31,

1999. In future years, these plans, along with the performance appraisals, will be due by Dec. 31. Extra time has been allotted this year in response to manager and employee concerns that the new process requires extensive training before people feel sufficiently comfortable.

"It was widely believed that, as a new process, more time would be needed to complete planning," said Dave Kraus, occupation council implementation lead. "Occupation guides, which clarify competency-level expectations, will be available in draft form by the end of October 1998 to assist managers and their employees with performance planning. As everyone becomes familiar with the guides, changes are expected to improve both content and functionality." The future versions of the guides, he said, will also incorporate information to help assess training and developmental needs.

Skills Identification and Occupational Alignment

The first two phases of the skills analysis project are complete. The first phase allowed the Agency to reduce hundreds of old job titles into 24 occupations. And a 25th for Geospatial Analysts is being formed.

"The second phase identified detailed skill requirements for each occupation," said Jack Hild, WORKFORCE21 skills analysis project lead. "Much of this data was collected from senior subject matter experts within NIMA, but coordination with the rest of the Intelligence Community influenced the skills of about two-thirds of our occupations." The next phase of the skills analysis process, he added, centers on the creation of personal skills profiles by all NIMA employees. "Employees will use the Skill Inventory Library, a Microsoft Access application or NIMA's web-

enabled skills database to record their proficiency levels for skills, tools and knowledges." They also will be able to evaluate their proficiency in any other occupation where they have the appropriate skills.

"During our analysis we found that there were many situations where identical or similar skills were required in multiple occupations," Hild said. "Twenty-four cross-occupational skills were identified—and most were folded into each occupation's skill inventory. What's most important about these cross-occupation skills is that they help make movement across occupations easier for multi-skilled employees."

During the phases of skills analysis, the *WORKFORCE21* Skills Analysis Team used an iterative process of reviews and input from occupational experts to identify the skills required to function successfully in each NIMA occupation. Once occupational skills were identified, employees were individually "mapped" into one of the new occupations. Guidance is being drafted to allow individuals to petition an occupation change based upon skills.

Promotions

By definition, promotion under *WORKFORCE21* is the progression from one pay band to another. In today's vernacular, that means from one grade to another. Promotions are a recognition of an employee's growth and development in an occupation.

"Our cadre employees are accustomed to promotion opportunities being announced weekly," said Jackie Rhodes, promotions implementation lead. "Our CIA-affiliated employees and military use an annual or a semiannual process. *WORKFORCE21* includes a variation of the cyclical model."

Promotion panels under *WORKFORCE21* will meet once a year during the third quarter of the fiscal year (the first cycle being April-June 1999). Employees will be able to nominate themselves for promotion based on established eligibility criteria identified in the occupation guides. "Not all those who are considered eligible will necessarily be promoted," Rhodes said. "As part of the promotion plan

for the fiscal year, the number of promotions available will be established based upon the budget allocated and preliminary strategic workforce planning efforts."

Promotion opportunities will be announced in February by occupation and band-level. Occupation promotion panels having promotion targets will meet and select the most competitive NIMA employees in specific occupations and band-levels for promotion. Promotions will be effective early in the fourth quarter (July 1999).

Within-Grade Increases

Within-grade increases (WGIs) scheduled to be effective during fiscal 1999 will follow the traditional process. At the outset of fiscal 2000, the year during which performance pay is scheduled to begin, NIMA will compute WGI adjustments to employees' pay based on how far they have progressed through their respective waiting periods toward their next scheduled WGIs. This is the standard practice for organizations that have transitioned from the General Schedule to pay-banding.

During Focus Day last month, King said that *WORKFORCE21* is not just

about new processes. "We are dealing with the lives of our people, how we select people, and how we manage change in this organization. We owe NIMA employees warm gratitude for giving us the latitude to revamp a system they have relied on, while they have gone about accomplishing the hard work of the Agency."

Employees will learn the details of the various *WORKFORCE21* processes when they receive formal training. Supervisors and managers can answer many employee questions. Employees who have not had training, but have access to the NIMA Intranet, can search the *WORKFORCE21* website at <http://osis.nima.mil/intranet/today/wf21/wf21.html> for further information, including access to all 24 occupation guides and information on performance planning.

Implementation of WORKFORCE21 is subject to the completion of the Agency's labor relations obligations. Bargaining unit employees may refer questions or comments on WORKFORCE21 directly to union officials.

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Digital Navigation Chart Soon to be Posted on World Wide Web

by Paul Hurlburt

Responding to a groundswell of public interest, NIMA will soon post the Digital Nautical Chart® Home Page to the World Wide Web.

The new web site will include a sample data set of the San Diego harbor and approaches, which was part of a sampler provided on CD-ROM at the National Ocean Conference, held in Monterey, Calif., earlier this year. The new site also will provide background information about DNC and answer frequently asked questions.

The CD was included in press kits when Vice President Al Gore announced the approval of DNC for release to the public. The Digital Navigation Chart, used in conjunction with the Global Positioning System, is—Gore said, “the greatest advance in safety at sea since the introduction of radar.” As part of the Year of the Ocean activities in Monterey, the White House also announced the approval for release of DNC “covering virtually all areas of commercial shipping activity worldwide” by 2002. (See “White House Announces Public Release of Digital Nautical Chart,” August issue.)

A major product of NIMA, the Digital Nautical Chart is a database of nautical features in the vector format, comprised of geographically referenced coordinates, or points, which when connected appear as a directional line or “vector.” The Navy and other NIMA customers already are using DNC for automated, interactive navigation in computerized navigation systems.

The CD sampler for the Ocean Conference was produced by the Data Generation Division’s DNC Branch (GIDBE). The Internet DNC, said GIDBE cartographer Steve Higgins, will “come in three flavors with different postings on the in-house OSIS, military SIPRNet and, of course, the web. Higgins designed the DNC

Web Page and sample data set. Walt Kozak, of the NIMA Navy Customer Support Team, developed the text. Support was provided by the Geospatial Information Services Office (GI), the Office of the General Counsel (GC) and the Office of Congressional and Public Liaison (CP).

NIMA is developing an option for updating DNC data via the Internet,

according to NIMA hydrographer Chris Andreasen. Through NIMA’s Customer Support Office, customers will be able to submit proposed updates to DNC on-line.

NIMA customers also will be able to download updated data sets on-line, said Jim Moran, chief of GIDBE, whose branch is working on the project.



Dan DeGuzman holds a sampler of Digital Nautical Chart he and other members of the DNC Branch (GIDBE) produced for the National Ocean Conference. Others, from left, are: Branch Chief Jim Moran, Ann Martin, Steve Higgins and Sam Adamczyk. The team is gathered around an Electronic Chart Display and Information System, like those used by the Navy to store, manipulate and display DNC and other sensor data used in navigation.

photo by Rob Cox

Silent Community Council Makes Rapid Strides in Advocacy for the Deaf



by Jerry Tuttle
SCC Advisor

To the deaf and hard of hearing, communication is just as much an issue as to those who can hear—perhaps even more. Helping them better communicate in an increasingly competitive professional setting is NIMA's Silent Community Council (SCC).

Formed on July 31, 1996, the council is an advisory group, advocating the concerns and needs of the deaf community. Its main objectives are to provide a unified voice for the deaf community, raise awareness of deaf employee needs and be a source of information and communication for deaf and hearing people alike.

Over the past year, the council has organized and developed training tailored to the deaf community. Working closely with Don Patterson in Human Resources, the council has identified and assisted in the development of interview skills, fire prevention and English I classes. Next year's classes will include CPR, resume writing, English II, familiarization and sign language classes for managers and coworkers of the deaf. The SCC also helped provide *WORKFORCE21* and financial planning classes for the deaf, paralleling classes offered to the general workforce.

"Communication is a key issue with the council," said SCC chairman

Rina D'Amore. One of the first classes sponsored by the SCC was titled "Working More Effectively with the Deaf and Hard of Hearing." The seminar, D'Amore said, "focused on the differences between hearing and deaf communication and how to overcome the barriers that exist." The SCC is currently working on technological issues concerning communication, such as The Teletypewriter (TTY) upgrades, NexTalk- a PC based TTY/e-mail system, e-mail connectivity and Video Teleconferencing (VTC) or other video conferencing systems.

"The council is a resource available to managers and workers alike as a source of information for issues concerning the deaf or hard of hearing," D'Amore said. "It provides guidance on the types of equipment and facilities needed in work areas, information about deaf culture, communication strategies and points of contact for providing services and equipment. In fact, it recently briefed the Data Generation Division (GID), East, Management Team on the council's involvement at NIMA."

The chief advisor's role is that of "a consultant to the council," D'Amore said, "someone with management experience who helps run interference for a project when needed and keeps the group focused and on track." The advisor is an active member of the council, providing leadership and management viewpoints to help develop meaningful initiatives and programs.

The SCC is organized under the EEO Disabilities Program and is guided by a charter adopted by the council Nov. 3, 1997. The presiding officers are: Rina D'Amore, chairman; Yvonne Tuttle, vice chairman; Amber Beall, secretary; and council members Jolanda Allen, Gertha Kurtz, Sally Flurer, David Jones, Gregory Springer, Laura Adams and Dorothy Rudnicki. Roy Soluri is chief advisor; and Jerry Tuttle, assistant advisor.

IN MEMORIAM



Sue Gutweiler, a NIMA employee for more than 12 years, died from injuries sustained in a traffic accident Oct. 20.

Gutweiler worked most recently in the Human Resources Office. The majority of her career was spent in the Information Services Data Management West department.

She is survived by her husband, Bill, and son, Mike.

Dale John Gordon, a retired geodesy operations branch chief at the Defense Mapping Agency, a NIMA predecessor agency, died of lung cancer Sept. 24.

The 67-year-old Bethesda resident was a mathematician and physical scientist before he retired in 1988. Gordon was a graduate of Creighton University in his native Omaha, Neb. He served in the Navy in the Pacific during the Korean War and joined the Army Map Service, another NIMA predecessor agency, in 1963.

He is survived by his wife, five children and other relatives.

NEWS BRIEFS

Health Benefits Open Season Marked by Higher Premiums

American Forces Press Service

WASHINGTON — Premiums for federal health benefits will increase by an average 10.2 percent in 1999, but with the higher costs will come improvements dictated by President Clinton's Patients' Bill of Rights.

Federal civilian employees enrolling in the government's health plan during the open season, now through Dec. 14, will feel the effects of rising costs nationwide of prescription drugs and other health services. They'll pay about \$3.39 more every two weeks than in 1998. Average biweekly premiums that cost \$27.27 for individuals this year will cost \$30.43 in 1999.

The 1999 increases are actually smaller than this year's, according to Janice Lachance, director of the Office of Personnel Management, which administers the Federal Employee Health Benefits Program. That's because agencies will pay a higher percentage of the total cost, she said. Government (agency) costs for individual plans will average \$70.01 in 1999, an average of \$12.07 more than in 1998.

Employees kept increases down last year and could do the same this year, Lachance said. If they select less costly plans, she said, the average increase could drop to under 7.4 percent.

During 1998, prescription drug costs rose 22 percent nationwide. About one in five dollars expended in the federal health plan goes to pay for prescription medicine.

Despite higher costs and fewer options in 1999, next year's health benefits contain several improvements, Lachance said. Most notably, she said, the program will incorporate the Patients' Bill of Rights, which provides:

- Direct access to women's health care providers for routine and preventive services;
- Use of the "prudent lay person" (a person who possesses an average knowledge of health and medicine) standard when reviewing emergency care visits for coverage;

- Direct access to a qualified specialist for persons with complex or serious medical conditions requiring frequent special care;

- Detailed information about the plan's performance, provider network characteristics and management; and

- A prohibition against gag clauses in provider contracts that could limit communication about medically necessary treatment.

Without reducing existing mental health services, plans now will also cover the management of mental therapy medications in the same way they cover the medical and pharmaceutical management of any other disease.

Details of the 1999 Federal Health Benefits Program are available at civilian personnel offices and on the Internet at <http://www.opm.gov/insure/98/html/index.htm>.

Volunteers Needed for NIMA's MWR Programs

Volunteers are needed to help plan and guide NIMA's morale, welfare and recreation (MWR) programs.

Many NIMA employees benefit from these programs which are supported by Non-Appropriated Fund Instrumentalities (NAFI). DoD facilities may operate NAFIs to generate and spend money in support of the workforce.

NIMA manages these funds through the Civilian Welfare Council (CWC) and Post Restaurant Council (PRC). These councils are made up of employee volunteers.

The Post Restaurant Council receives a percentage of all cafeteria sales, vending machines, and pay telephones. This income is then used to replace cafeteria equipment and furnishings and subsidize special events such as the Thanksgiving dinner and summer picnic. Additionally, 25 percent of this fund goes to the Civilian Welfare Fund.

The CWC gets its money from the Post Restaurant Fund, the sale of NIMA logo items and a percentage of personal travel tickets. In turn, these funds are used to subsidize annual picnics and amusement park trips; pay fees for sports programs (uniforms, league registration fees, sports equipment, etc.); provide refreshments for local events such as the Combined Federal Campaign or Savings Bond Campaign

kickoffs or the Health Fair. The CWC also subsidizes tickets to sporting, cultural, or amusement events; purchases flowers or donations for ill, injured or deceased NIMA employees or their families; and purchases NIMA logo items for resale.

Each of the regional commanders maintains overall responsibility of the NAFIs. Also, an oversight council has been established to: ensure that MWR needs of all NIMA employees are given fair consideration; provide equitable distribution of funds received from recycling resources to the CWC East and West; act as final arbiter on who can participate in any specific NAFI funded event, and determine any prorated pricing structure.

Those interested in joining one or both of these councils should obtain approval from their immediate supervisor and submit their names, phone numbers, organization codes, NIMA locations (Bethesda, Westfields, St. Louis, etc.), and the councils they would like to join. Send responses to the appropriate regional NAFI Advisor: Denise Stanley, NAF Advisor, NIMA East (301) 227-4525; or Chris Azar, NAF Advisor, NIMA West (314) 263-4986.

Plans Underway for NIMA Holiday Party

by Anna Hamann

Have you noted the recent nip in the autumn air? It has a small group of NIMA employees enthusiastically planning the 1998 NIMA Holiday Season Party.

For the past two years, NIMA's eastern employees have celebrated the holiday season by hosting a luncheon attended mostly by NIMA Fairfax personnel. This year the Directorate of Operations (DO) is responsible for organizing the event. And DO wants to involve the entire NIMA family.

NIMA Director, Lt. Gen. James C. King, has approved and will personally participate in central celebrations in the East on Dec. 15, and in St. Louis on Dec. 17.

This year's holiday party reflects the diverse heritage everyone brings to the workplace. Organizational elements are encouraged to select a cultural theme to share with others. Food selections and thematic decorations will celebrate our diversity.

QUEST FOR EXCELLENCE

by Duval Crist
Performance Measurement and
Improvement Team

This month's column looks at some recent teamwork accomplishments across NIMA.

The Point Target Branch (GIMIF) completed the first Gridded Installation Photograph (GIP) produced by the NIMA Production Cell, using a new computer system blending imagery analysis and geospatial analysis expertise, data and products. The GIP was produced in an actual crisis mode in St. Louis in just 12.5 hours, including printing. The traditional GIP production process standard is 60-plus hours. The NIMA Production Cell greatly improves both the process and the product by having one analyst complete the entire gridded process (except printing) on a single system. (GIMT/Steve Iversen, 314-263-4345)

In anticipation of *WORKFORCE21*, GI, in collaboration with HR, built a one-day training course titled "Diving into Supervision" for team leaders. More than 140 GI team leaders have completed this course. (GIIP/Anita Davis, 703-264-3443)

As a result of Defense Reform Initiatives, a working group has been established to implement and develop electronic signature authority technology in NIMA. This technology incorporates signature encryption and will revolutionize the processing of administrative forms, completion of travel documents, procurement instruments, Defense messaging, and the exchange of technical information. (PA/Mark Ward, 301-227-7564)

In keeping with the primary goal of the National Performance Review to make government operations more efficient, the Procurement and Contracting Directorate (PC) has expanded the purchase card program on a global scale for purchases under \$2,500. Over the past three years, the number of purchase cardholders has increased from 105 to more than 700, with the number of purchases expected to exceed 15,000 (\$11 million) for fiscal 1998. The purchase card was used more than 99 percent of the time for transactions under \$2,500. The DoD average (as of August 1998) was 86 percent. Training of new cardholders and approving officials is a continuous process as full implementation is approached. PC offers a comprehensive one-day training module with a guide containing procedures and formats to assist cardholders in placing purchase card calls. Please contact your office training coordinator to register. (PC/Mitchell Feldman, 301-227-7856)

NIMA's successes will continue to be featured in upcoming articles. For nominations, contact Duval Crist, PA Performance Metrics and Improvement Team, (301) 227-7557, email cristd@nima.mil.



photo by Lara Hull

NIMA's First Headquarters Closes

The flag is lowered on the Merrifield site that housed the former headquarters of the National Imagery and Mapping Agency. It opened officially on Aug. 10, 1990 with great fanfare, but closed quietly on a beautiful day in September. The only people on hand at NIMA's former headquarters in Merrifield were a few members of the Bethesda move team and guards who worked at Fairfax.

"It was rather quiet," said Don Cuming of Mission Support, the team leader of the move project. Thus the team ended a yearlong project of weekly meetings, briefings, and endless schedules.

The Merrifield location was originally selected for its close proximity to the Pentagon and other intelligence agencies.

NIMA to Use Global Race as Assessment Platform

by Howard Cohen
Marine Information Specialist

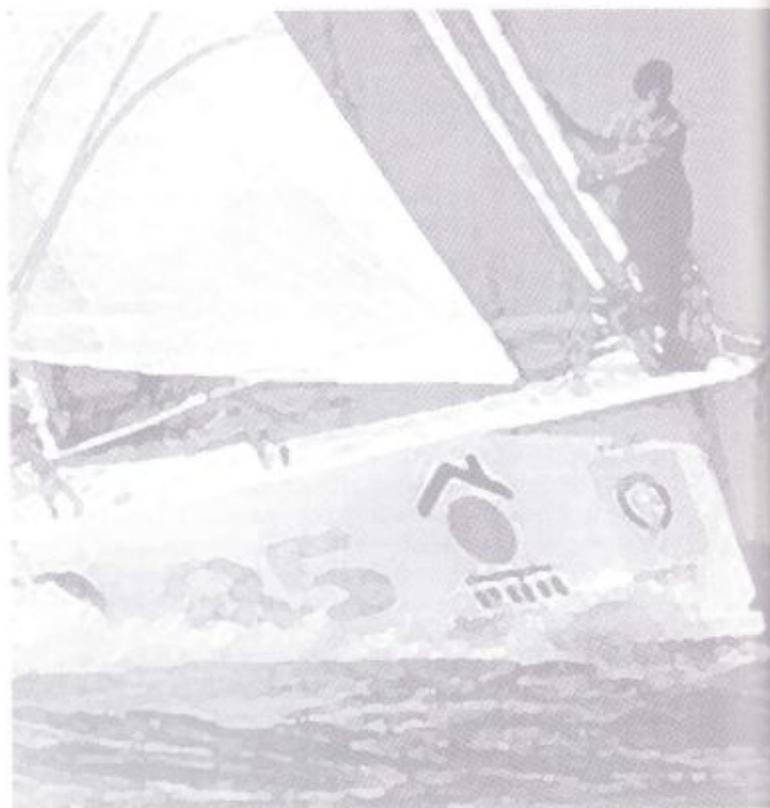
It's the longest race on Earth for any individual or sport. It spans 27,000 miles of the world's roughest and most remote oceans—and NIMA will be intimately involved.

Called the Around Alone Race, it takes place once every four years. The 1998-99 race began Sept. 26 and is the fifth since the race's inception in 1982.

The concept, its promoters say, is elegant in its simplicity: "One person. On a sailboat. Around the world. Alone." None of the sailors represents NIMA; however, NIMA signed a cooperative research and development agreement (CRADA) with COMSAT Mobile Communications. The agreement allows NIMA's Marine Navigation Department (GIMM) to use this year's internationally acclaimed race as a platform for the development and assessment of marine navigation products using COMSAT Mobile Communications Services global marine communications.

"The CRADA has become a very effective mechanism to transfer technology through collaborative research with industry partners," said CRADA lead Anthony Szalkowski. "CRADAs allow NIMA to develop relationships with industry partners in ways that may not otherwise be available in the government."

Although NIMA cannot provide funds to CRADA collaborators, it can supply technological expertise and information. "This CRADA will allow the Agency to progress in learning how to improve customer service without negatively impacting the budget. It also will provide opportunities for creativity in negotiating an exchange of services or technology with CRADA collaborators," he added, "and this can result in activity that may stimulate the commercial market."



Within the current CRADA, COMSAT agreed to conduct six tasks addressing proof-of-concept technology enhancements to marine services provided by Inmarsat satellites, the A,B,C and M terminals of which are provided by COMSAT. These terminals are used to access the navigation safety information in NIMA's databases.

"NIMA benefits from this CRADA in many ways," said GIMM principle investigator Steve Hall. "First, our team developed the technical tasks in collaboration with the COMSAT team and there was a mutual understanding of the technical and operational challenges being addressed." The technology solutions being investigated, he added, will be implemented via proof-of-concept evaluations with NIMA's Marine Navigation Department, using the race as the test bed. "These solutions will benefit NIMA customers worldwide and we could potentially add new services to the commercial market."

Satellite communications are vital to ships at sea, Hall said. "By cooperating with a commercial satellite communication provider, NIMA can learn valuable lessons in how to provide its data to remote users in the future."

The Around Alone race got underway on a clear and breezy day off the jetties of Charleston, S.C. Sixteen skippers representing Australia, Canada, France, Italy, Japan, Russia, South Africa, United Kingdom and the United States, will have ample opportunity to test their skills and endurance over the next nine months.

The crew of each boat is limited by rules to one. One person acting as skipper, crew and navigator. Alone, yes, but not exactly. The participants, thanks to the CRADA,

will have access to NIMA's navigational safety products and service during their entire voyage.

Mark Schrader, the race's director, contacted GIMM months before the race began, saying the international field enthusiastically agreed to use NIMA charts.

"We were very pleased that the race participants chose NIMA's portfolio of products," said support lead Joe Grzymkowski, who pulled together the 38 charts for the racing route necessary to circumnavigate the globe. A custom-made Around Alone Sailing Directions (Enroute and Planning Guides) CD, a NAVINFONET query option for chart corrections and various other navigational safety publications also were provided.

A casualty of the last race in 1994-95 was Ipswich, England's Josh Hall. CRADA technical lead Peter Doherty was in Charleston for the start of this year's race and spoke with him about his experience.

"I hit a submerged object," Hall recalled. "It was a month into the race about 500 miles off the coast of Brazil. After coming off a huge wave, my 60-foot boat hit something. It left a two-



foot hole just aft of the boat's bow." Racing officials believed it was a shipping container. Hall called Around Alone headquarters in Charleston, which contacted competitor Alan Nebaur of Australia. With headquarters orchestrating a rendezvous, Nebaur rescued Hall 10 hours later just as the boat was about to sink. Hall already had his life raft inflated and was ready to go.

"Unlike the last race," Doherty told Hall, "you and the rest of the participants will be receiving NIMA's Worldwide Navigational Warning Service messages. These messages provide vital navigational safety

information you'll need, some of which include notification of submerged objects."

To Szalkowski, the COMSAT CRADA is a win-win situation for all hands. "Creative teamwork from both parties is providing customers the maritime informational edge that can make the difference." Just ask Josh Hall.

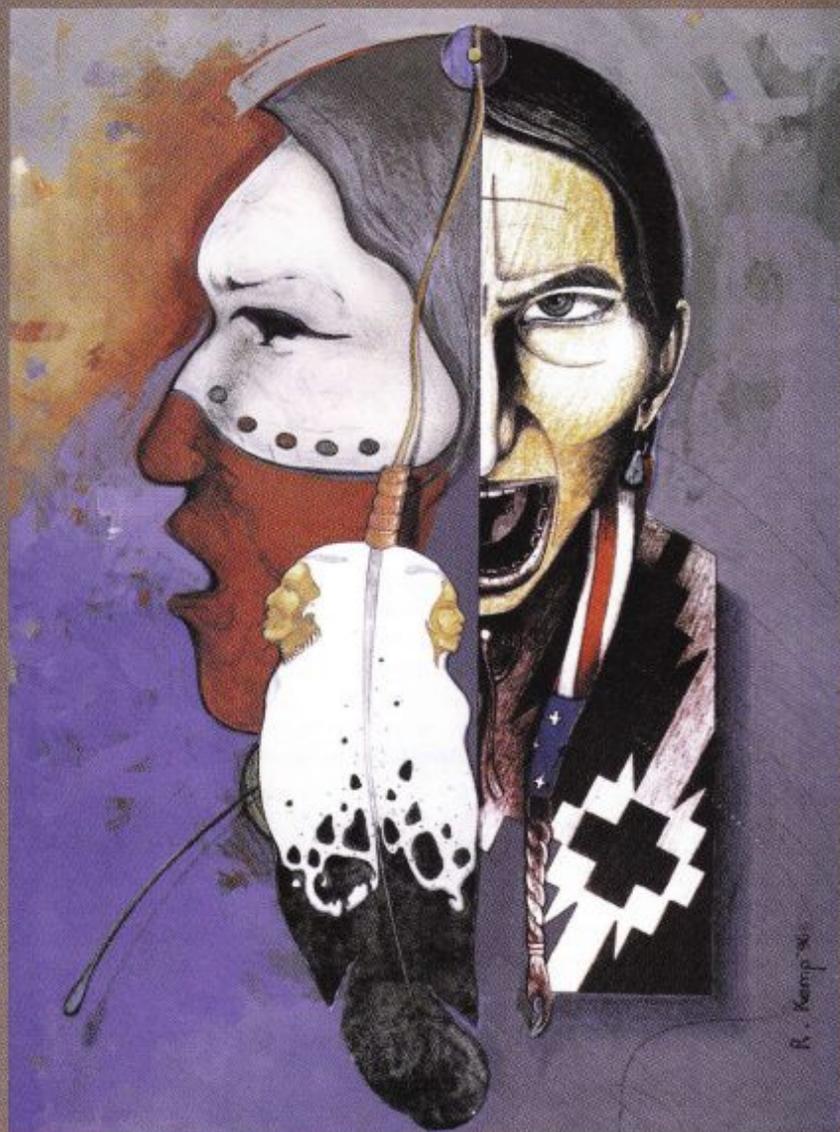
CRADA Team members include: GIMM's principal investigator, Steve Hall; technical lead, Peter Doherty; technical support, Joe Grzymkowski; CRADA lead was TC's Anthony Szalkowski, and legal lead GCT's Laura Jennings.



photo by Steve Hall

Josh Hall takes a break from final preparations before the start of this year's Around Alone Race. Follow Hall and the rest of the competitors at www.aroundalone.com

"THE VOICE OF THE INDIGENOUS PEOPLE"



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