

NATIONAL IMAGERY AND MAPPING AGENCY

# EDGE

GUARANTEERING THE INFORMATION EDGE  
DECEMBER 2000



*In Norfolk – On the Road to  
Joint Vision 2010  
See page 12....*

December 2000

# EDGE

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## On The Cover

Air Force Staff Sgt. Kenneth Howard discusses the National Imagery Exploitation System with NIMA Director LTG James C. King prior to a ribbon cutting at the Joint Forces Intelligence Command in Norfolk, Va. Between them (l-r) are Curt Ward, Associate Deputy Director for Acquisition and Technology, Bobbi Lenczowski, Deputy Director for Operations, and John Stopher, staff member of the House Permanent Select Committee on Intelligence.

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# COMMAND POST

As we approach the holiday season, our thoughts invariably turn to our homes, families, and friends. We reflect on what we have achieved and perhaps how we might do better.

We also reflect on our values. Christians celebrate the birth of Christ during this season and the traditions of peace and redemption. At the same time, Jews the world over commemorate Chanukah, a time of divine deliverance from tyranny and a return to their native religion. Muslims celebrate Ramadan, the holy time during which the Koran was received. And the observance of Kwanzaa, begun in 1966 by African Americans, celebrates our black heritage.

People have varying backgrounds and traditions. Besides those previously mentioned, some people wish simply to use the year's end as a milestone to measure where they have been and where they want to go.

Despite our varied backgrounds and talents, we have a way of uniting our strengths. We have spent a great deal of time to do this and it has not always been easy. But America, the great melting pot, is a shining example of not only democracy, but diversity. We in NIMA are using the strength of our workforce and the prosperity and innovation available to us to forge an enviable legacy.

We seek to integrate organizations, people, and mission accomplishments by recognizing that they are inextricably linked. Without people there would be no organization—and without people an organization will not achieve its mission.

We are very fortunate to live in the United States. We are a great nation blessed with boundless prosperity and technological prowess. But, it is the people who remain our most vital resource. They give us our competitive edge.

My best wishes to you during the holidays. On behalf of my family, I wish each of you and your loved ones a happy 2001 filled with health, safety, and prosperity.



*James C. King*  
James C. King

Lieutenant General, USA

## OUR PROGRAMS

# Creativity Counts for CFC

By Paul Hurlburt

**V**olunteers for the Combined Federal Campaign proved creative and resourceful again this year as they encouraged fellow employees to participate. For Family Day in St. Louis, CFC project officer Judy Cash turned herself into Pikachu, inviting visitors to have their picture taken with her for a donation.

"We collected \$56 for the CFC General Fund," Cash told the NIMA Connector. "I had a great time playing Pikachu; I have never received so many hugs in one day."

Bethesda turned out for an afternoon CFC talent show emceed by cartographer Dale Robinson. As in previous years, employees showed their co-workers that they possess an astounding variety of off-duty talents. ♦



Photo by Cindy Stan

Posing with Pikachu, from left, are three granddaughters of employee Emma Sewell—Razia Sewell, Arreill Mosley and Marquetta Mosley; their friend Jarre Mitchell and Sewell's niece Darlene Riley.



Photo by Larry Franklin

Emcee Dale Robinson looks on as Jodi Stiefvater (left) and Maureen Fontenot ham it up in Bethesda's CFC talent show.

# New NIMA Division Will Train St. Louis GIS Specialists to be Imagery Analysts

By Wells Huff

**W**ith the inauguration of the Logistics Analysis Division (IAW), NIMA's Office of Imagery Analysis has made possible a new career path for St. Louis-based cartographers and other geospatial information specialists.

"What we see is a new imagery analyst group in St. Louis specializing in logistics and transportation issues. We're getting them by realigning existing billets and selecting NIMA geospatial experts to transition into imagery analysis as a career field," explains Air Force Col. James Greene, who heads the new division.

Twenty-one trainees have been selected from employees now holding St. Louis-based positions, and on Feb. 26 this group will begin 18 weeks of training at the Washington Navy Yard. Col. Greene expects to transition additional St. Louis personnel for training in FY2002, with recruiting scheduled to begin in April.

Those selected for the first group are Ronald Bersett, Alfred Bick, Timothy Bramstedt, Donald Bratcher, Darrell Burke, Kurt

Bushbacher, David Cain, Michael Ellett, Gary Ferrel, Edrin Goodson, Steven



Logistics Analysis Division staff, from left, are Daryl Lewis, deputy; Air Force Col. James E. Greene, chief; Marty Glauber and Janice Perry.

Iversen, Paul Mann, Michael Meredith, Terrence Metcalf, Martha Morgan, Monica Sharp, Timothy Smith, Michael VanRiper, Denise Vermeulen, Steve Wheat and Catherine Williams.

## What is the Logistics Analysis Division and what will it do for NIMA and its customers?

"In the successful accomplishment of national security objectives, our primary mission will be to provide imagery-derived intelligence and geospatial information on logistics and transportation concerns," Greene states. "We expect to achieve a greater level of logistical and trans-

portation knowledge, through the creation of target information on a geospatial foundation, than we've ever had before."

## Why St. Louis?

"NIMA St. Louis has considerable transportation expertise in its geospatial workforce," Greene points out. "That asset, plus a location central to other DoD elements with similar interests and its significant databases of worldwide geospatial information make it ideal for this kind of cross-training."

He sees the new group as helping NIMA customers in three ways:

- Focusing on logistics and related transportation issues—a national imagery intelligence analysis concern,
- Realigning and restructuring internally to better address documented intelligence production shortfalls and,
- Fine-tuning its workforce by reallocating and retraining personnel to best meet its national imagery intelligence mission.

The new division will begin operations in the first quarter of FY2002. ♦

# OCS NIMA Employees Experience Weakness Leaving Their Bodies

by John Iler

The Marine Corps captain stood, as he had many times, at the front of the spacious hall at the Quantico Marine Base, Quantico, Va. His voice was measured, distinct and rehearsed.

"Pain," he said, his voice filling the great room, "is nothing more than weakness leaving the body. That's what we tell Marines, and it's the underlying philosophy of our training." The 6-foot-3-inch instructor was Capt. Robert Weiler, who enlisted in the Marine Corps eight years ago and subsequently entered the Officer Candidates School at Quantico himself. Having been rid of weakness, he now helps other officer candidates find an outlet for their weakness as well.

But not on Sept. 14. On that day, Weiler was talking to a group of 35 NIMA employees from Customer Support, Imagery Analysis and Geospatial Information (GI).

"Most of them were cartographers from GI," said Susan Allersmeyer-Rosendale, NIMA liaison to the Marine Corps. "Many had worked on Marine Corps projects and just wanted to see what a day in the life of a Marine Corps officer candidate was like." Allersmeyer-Rosendale, like the others in the group, found that weakness leaving the body could take its toll.



Photos by John Iler

*Imagery analyst Marie Stewart receives feedback from Marine instructor First Lt. Carlos Jackson, following exercises at the Marine Corps Officer Candidates School, Quantico, Va.*

The day began pleasantly enough with lunch at the Quantico officers club. After that, NIMA personnel drove to the training area. Seated at long rows of tables, they listened to Weiler outline the curriculum.

"The physical training is only part of it," he said. "At the Officer Candidates School we test every aspect of a person—how they react to success, how they react to failure—and believe me, they will fail in some areas. It's planned that way." According to Weiler, the failure itself is

usually not important. Each candidate is watched carefully to see how he or she deals with it.

The NIMA employees got just a taste of what the candidates experience. They watched two instructors demonstrate a grueling obstacle course, then took part in a mentally challenging Leadership Reaction Course. During this exercise, the NIMA employees were broken into five or six groups and presented with difficult problems that made them work as a group while instruc-



*Capt. Weiler instructs a NIMA team on the problem it will have to overcome.*

tors looked on. Each problem required different tools and approaches. And each team member contributed, physically and mentally. Team members were given 10 minutes to collaborate, then went into action.

After that came a two-mile run through the woods, an obstacle exercise called the Junior Stamina Course.

"We ran through the woods," explained Allersmeyer-Rosendale, "went up a barricade using a rope and into a cargo net. We lay there wheezing for awhile, then continued. There were walls to get over, barbed wire to crawl under, concrete tubes to wend our way through and ropes to slide down." She took little comfort that the group was followed by a medical Humvee loaded with Navy medics.

Bethesda cartographer Bill Bassett also participated.

"The captain led the running group; the jogging group followed. It looked like we were going to take some casualties early on, not from the course but from each other as we ran up to the first obstacle and inadvertently kicked the person behind, or were kicked by the person in front while hurdling over the four-foot barricade. We survived that and the course became more and more, shall we say, clinical. It proceeded to diagnose every weakness in our bodies and expel it."

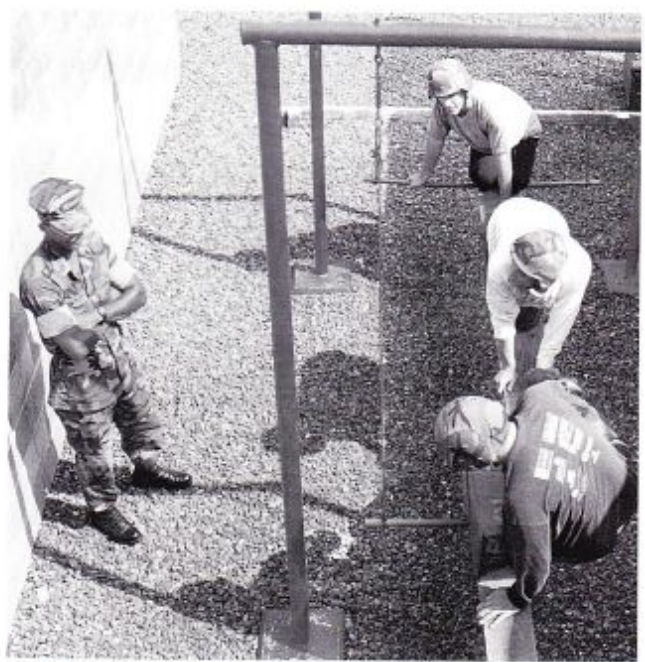
"I could not raise my arms over my head or put my hands behind my back for three days," said Allersmeyer-Rosendale. "Some NIMA employees actually want to do this again. If we do, I think I'll sit it out and be a spectator."

The experience, though just a taste of what Marine officers go through, was enough to give employees like Bassett a fresh perspective.

"As a result," he said, "we have a renewed commitment to send out top quality products. Officer candidates have a tough enough job without us adding to their woes with shoddy topographic line maps. That commitment goes double for the Marines in the Fleet Marine Force, where the stakes are a lot higher."

One imagery analyst participant, Christopher Sperry, subsequently left NIMA to enter the Marine Corps Officer Candidates School, where he's now enrolled.

"We thought he fractured his shin," Weiler reported from Quantico, "but he's okay and is back in the running." Asked if they were taking care of Sperry, Weiler laughed. "No, actually we're being a little harder on him." ♦



*A Marine Corps instructor oversees NIMA team members lugging ammo cans across a bridge they created for the exercise. Team members were not allowed to touch the ground until they reached the other side.*

# Progress toward IS Infrastructure Goals

by Mark Schroeder

**R**ecently, the following letter to the Edge Editors was forwarded to the Enterprise Services Office (ES) for reply:

*Editors:*

*The individual computer systems in my office are Pentium III, 500 MHz's with plenty of memory. So why do they run Windows NT like 386s?*

*Why the sputtering, plodding lackadaisical performance? Why is clicking the mouse on icons and menus as ineffectual as snapping one's fingers in front of the screen? Why do programs seem to come up, then never quite make it? Why does it take upwards of 10 seconds after clicking on something for an action to be executed?*

*The culprit isn't Microsoft, which made the operating system software. Nor does it seem to be IBM, which manufactured the computers. The fault seems to rest with NIMA's own servers. When shared files are so piteously slow in being accessed it is somewhat understandable. Everyone knows the servers are slow. But when those same servers oversee the user's actions using software loaded on his or her own system, it slows down even those operations. Even when not using the e-mail, the user must often use NT's Task Manager to close programs "hung" in the twilight zone between starting and ready to go.*

*The servers (as their name implies) are supposed to be the servants. They're supposed to make things faster, more stable, and more efficient through shared files. In fact, they slow things down noticeably and greatly compromise the stability of the systems.*

*We've been putting up with this for years. My question is "When is it going to get better?"*

*Name Withheld by Request (Bethesda)*

How does an office within NIMA respond to a letter like this? If you are in the business of providing a service to an organization or a customer, don't you always want to provide the best service, equipment, and/or product that you can? Of course you do! Unfortunately, it seems that we in ES have not yet

fully communicated this to the NIMA workforce. And for that realization, we thank the author of this letter.

## Solutions Start with a Phone Call

To tackle this particular problem, the writer could help himself or herself immediately by making a call to the NIMA Operational Help Desk (1-800-852-8931). Although the writer assumes the problem is a slow server, that assumption may not be correct. The difficulties experienced by the writer could be caused by a multitude of hardware and/or software issues. Even a bad software load could cause those types of service interruptions. But the start to a solution is a phone call away.

The NIMA Operational Help Desk has made significant improvements in its ability to solve problems on the first call. In fact, they have improved their first-call resolution rate by 50 percent since becoming operational last year. Furthermore, a robust metrics program ensures that they are continuously aware of their performance. And, if the problem isn't solved to the customer's satisfaction, there are two

## About the Author

**Mark Schroeder** is a strategic planning and management consultant with the Institute for Quality Management, Inc. He works with the Enterprise Services Office's Infrastructure Operations and Support Division (ESI) to improve organizational effectiveness and assist management in policy development, coordination and communication. An Army artillery officer from 1980 to 1985, he later served with CIA as a field support officer, senior instructor, and executive officer. Schroeder earned his B.S. from Xavier University and his M.S. in applied behavioral science from Johns Hopkins University. An avid scuba diver, he spent a few days wreck diving off the coast of North Carolina in October. Mark and his wife Drina, a CIA contracting officer, live in Silver Spring, Md.





customer advocates who will ensure that they do. The customer advocates are **Curt Overbee** in St. Louis and **Ron Stoddard** in the Washington, D.C., area. Both are contacted via the Help Desk 1-800 number.

### Goals Focus the Effort

**Roy Combs**, the Director of Enterprise Services, is responsible for the operation and integrity of NIMA's Information Services (IS) infrastructure. In order to steadily increase IS capabilities within NIMA, Combs has set forth ambitious goals for the office.

"The Enterprise Services Office is dedicated to managing NIMA's national asset—its technical infrastructure and operational systems—to the best of our abilities," Combs said. "As a result of NIMA21, the office provides a single focal point for maintaining and supporting NIMA's mission-critical technical support capabilities. We have made progress over the past six months and have identified additional areas that need continued work."

**Joe Klimavicz**, Chief of the Infrastructure Operations and Support Division (ESI), takes this challenge personally, citing ESI management's steady emphasis on their stretch goals. They are as follows:

- The NIMA Operational Help Desk will resolve 50 percent of problems on the first call, 90 percent of calls within 14 days, and 100 percent of calls within 30 days.
- ESI will resolve within 30 minutes all unscheduled outages impacting production.
- IS infrastructure will be 99.9 percent available.
- Every unscheduled outage that impacts production will be documented.
- Accountability for infrastructure property will be 100 percent.
- ESI will establish a risk management process for early detection of potential problems.
- ESI will establish optimized practices that are repeatable across NIMA.

**Larry Walters**, the manager within ESI responsible for the help desk, points out that

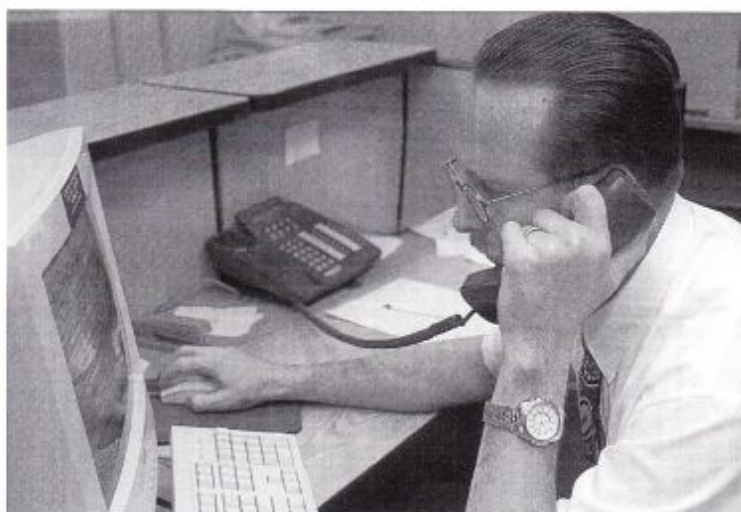


Photo by Rob Cox

*Customer Advocate Ron Stoddard speaks to a customer about computer support from the NIMA Operational Help Desk at the Washington Navy Yard.*

the NIMA Operational Help Desk and the Washington Navy Yard Help Desk average a total of 6,979 calls per month. Given that volume, the stretch goal of increasing the first-call resolution to 50 percent must be accomplished through technology application and process improvement. Over the next year, the Help Desk plans to consolidate the WNY Help Desk and the former Bethesda Help Desk into one operation. Additionally, Peregrine ServiceCenter, the software used to initiate, track and monitor trouble calls and problem tickets, will be promulgated more throughout NIMA. The goal is that all help desks will eventually use a single resource management tool on a single network, thus giving NIMA a single baseline with one set of performance metrics. This will greatly simplify problem-solving, resulting in better customer service and system availability.

Combs also sees technology as the source of increased capability and customer satisfaction.

"Through its ESI division, ES is working to reduce the number of unscheduled outages and after-hours calls by aggressively inserting new technology as quickly as resources permit," he said. "Due to competing demands, growing high-priority requirements, and the need to prepare for upcoming changes to NIMA's mission, we are attempting to accelerate technology insertion in lieu of hiring additional onsite contractor support."

Continued on page 18

# NASA Recognizes NIMA Navigation Safety Watchstanders

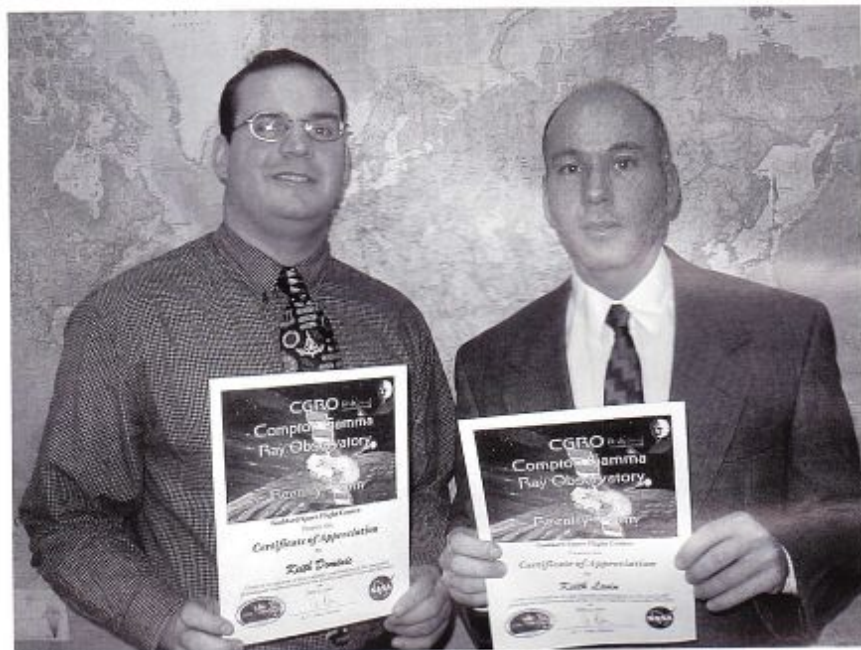
by Howard Cohen  
Maritime Safety Information Center

**N**ASA's Goddard Space Flight Center recognized NIMA's World-Wide Navigational Warning Service Radio Broadcast Desk Team for its contributions to the safe and successful reentry of a 17-ton satellite in June. The recognition came in the form of a certificate of appreciation to senior watch officers Phil Morris and Keith Levin, watchstander Keith Dominic and the Maritime Safety Information Center (GIH).

The citation states that their accomplishments "contributed significantly to the safe conclusion of an unprecedented scientific mission." The letter of appreciation was signed by A.V. Diaz, director of the Compton Gamma Ray Observatory (CGRO) Reentry Team.

Launched from the Space Shuttle Atlantis in April 1991, CGRO was the largest astrophysical payload ever flown at the time. CGRO explored the little-known world of gamma ray bursts, antimatter fountains and particle jets streaming millions of miles per hour away from black holes. Its lasting legacy will be the impact it had on gamma-ray astronomy. After exceeding its mission life by more than four years, it was time to bring it safely down. The area of impact was calculated to be within a footprint 838 nautical miles long by 14 nautical miles wide.

"That's where NIMA came in," said Levin, a 14-year veteran watchstander. "Falling CGRO



Watchstanders Keith Dominic and Keith Levin display NASA's certificate of appreciation. (Phil Morris is not shown).

Photo by Howard Cohen

debris was a significant threat to the safety of surface vessels in the impact area."

NIMA provides marine safety messages to its nautical customers, in this case NAVAREA XII 193/00 and HYDROPAC 826/00. "These messages," Levin said, "informed ships in the Eastern and Western Pacific Ocean of the Debris Hazard Warning Areas." The dates, hazardous times, and a trackline were given for each warning area.

As predicted, pieces of the observatory fell into the Pacific Ocean about 2,400 miles southeast of Hawaii. More than six tons survived the reentry process, ranging from the size of a small stone to several hundred pounds. "Thankfully," Levin said, "no ships were impacted and there was no loss of life, in part due to NIMA's around-the-clock World-Wide Navigational Warning Service." (See July 2000 Edge.) ♦

# What's the BIG IDEA Behind 'One-Touch Maintenance'?

by Darryl J. Robinson

**N**IMA has awarded several contracts under a new program called the BIG IDEA. This program addresses a key objective of NIMA's strategic future—to move from traditional standard products to an environment of information and services that is more dynamic, flexible and situation-dependent.

The BIG IDEA aims to provide NIMA and its extended enterprise (outsourcing producers, co-producers and commercial information providers) with the capability to maintain global imagery intelligence and geospatial information to meet the increasingly demanding timelines and complexity of information NIMA's customers are requesting.

The BIG IDEA is being developed and fielded in a two-phase acquisition approach, which will result in an operational prototype for a One-Touch Maintenance Environment.

In Phase 1 the contractors, in conjunction with partners, will demonstrate their solutions to requirements for a One-Touch Maintenance Environment, focusing on information maintenance. These requirements are outlined in the BIG IDEA Concept Visualization document and Architecture Concept and Phased Development Plan. Both documents are available on the OpenGIS Consortium homepage at <http://www.opengis.org/thebigidea/>.

## Five Contracts Awarded

Phase 1 Demonstration contract awards were made in September to Autometric Inc., Springfield, Va.; BAE Systems Mission Solutions Inc., San Diego; Ball Aerospace and Technologies Corp., Boulder, Colo.; Lockheed Martin Management and Data Systems, Gaithersburg, Md.; and Smallworld Systems Inc., Englewood, Colo.

Phase 1 capability demonstrations and evaluations will be held in each contractor

facility during January and February. Each contractor will also demonstrate its capabilities at the NIMA Bethesda and St. Louis facilities. NIMA personnel are encouraged to attend these demonstrations. Demonstration dates and times will be announced.

In Phase 2 of the BIG IDEA One-Touch Maintenance project, a single contract will be awarded to integrate an operational prototype into NIMA operations. The project is currently targeting integrating the capability into the NIMA Production Cell/Americas (NPC/Americas).

Lessons learned from the BIG IDEA One-Touch Maintenance project will be used to define the system requirements for the NIMA Integrated Information Library. NIIL is a geospatially referenced, integrated information environment. It will enable access to and manipulation of a maintained representation of the world and the objects and events that are of concern to NIMA and its customers in the Imagery and Geospatial Community. ♦

*EDITOR'S NOTE: Barbara Locke provided some of the information in this article.*

## About the Author

*Air Force Major Darryl Robinson is the Project Officer and Contracting Officer's Representative for the BIG IDEA One-Touch Maintenance prototype project. He came to NIMA in March 1999, following a three-year tour at NRO, where he was a key contributor to the successful acquisition of the Future Imagery Architecture. Before coming to Washington, Robinson was a branch chief in the Defense Dissemination Program Office, Los Angeles Air Force Base, Calif.*



# Activation of NIES is a Major Step On Road to Joint Vision 2010

by Paul Hurlburt

**A**chievement in September of full operational capability of the National Imagery Exploitation System (NIES) at Joint Forces Intelligence Command (JFIC) in Norfolk, Va., was a significant project delivery from NIMA's Acquisition and Technology Directorate (AT). Successful deployment of this complex "system of systems" was also a major step by NIMA on the road to "Joint Vision 2010," DoD's vision for America's armed forces in the 21st century.

U.S. Joint Forces Command was the first of five Unified Commands and two intelligence production centers scheduled for deployment of the system between now and November 2001. Critical in the exploitation of imagery intelligence, the NIES replaces the IDEX (Imagery Data Exploitation System) II that was operational before NIMA stood up.

Implementation of the NIES is "a tremendous success for NIMA men and women who have worked hard to give our customers the systems they need," NIMA Director Army LTG James C. King said at the ribbon cutting.

The NIES "provides increased capability and allows users greater flexibility in accomplishing their mission," King said. "Experience to date shows the NIES matches or exceeds key IDEX II performance requirements."

## Beginning of USIGS Effort

Deployment of the NIES to JFIC marks the beginning of a U. S. Imagery and Geospatial Information Service (USIGS) modernization effort to bring information superiority and decision dominance to the warfighter.

"Information visualization technology provides us with new ways of seeing problems; it is a large part of dominant battlespace knowledge," King said, citing examples from history where commanders could have changed the course of battle if they had been able to visualize the tactical situation.

As part of the USIGS approach to employ evolutionary design, the NIES leverages Commercial Off-The-Shelf (COTS) technologies and products leading to an evolving digital environment. It also fulfills a 1995 mandate of Congress to replace the IDEX II with integrated components based on COTS technologies.

With its independently developed but integrated segments, the NIES provides the capability to create imagery-derived products from various sources and distribute them to customers at performance thresholds consistent with mission requirements.

Analysts are able to capture, display, exploit, disseminate and archive electronic and tape-based imagery data. The system also provides imagery exploitation managers capabilities to manage the tasking and processing functions.

## Integrated Segments

The NIES brings five different segments with five program offices and five different contractors together in one integrated system.

The segments include the Imagery Exploitation Support System (IESS), NIMA Library (NL), Dissemination Element (DE) and Integrated Exploitation Capability (IEC), with its high-end workstations. Also included are two new user clients, Information Access Services (IAS) and Enhanced Analyst Client (EAC).

Besides successful integration of these segments, the overall success of NIES implementation will depend on its integration into the commands and sites with diverse network and workstation infrastructures, as well as different operational concepts.

In addition to Joint Forces Command, they are the Pacific, Central, European and Strategic Commands, the National Air Intelligence Center and the 480<sup>th</sup> Intelligence Group.

Although deployment of the NIES will be completed by November 2001, modified versions of the system will continue to be fielded to the NIMA Directorate of Operations



Photo courtesy of JFIC

*Celebrating deployment of the NIES, from left, are John Ott, Chief of Systems Engineering; Bobbi Lenczowski, Deputy Director for Operations; Navy Capt. Janice Dundas, JFIC Commander; Steve (Bubba) Marsteller of JFIC (kneeling); Navy Capt. Robert Murrett, Joint Forces Command Director of Intelligence; David Radcliffe, project chief engineer; Vince Murdock of JFIC (kneeling); Bud Higgins, Customer Support Team liaison; John Stopher, Congressional staff member; Curt Ward, Associate Deputy Director for Acquisition and Technology; Army LTG Thomas N. Burnette, Deputy Commander of Joint Forces Command; and Army LTG James C. King, Director of NIMA.*

and other DoD customers, including sites that don't have IDEX II.

AT is using new business practices for the NIES delivery, which set the standard for future USIGS acquisitions. To ensure that customers are provided fully integrated and tested elements of the USIGS architecture, the Department of Defense Intelligence Information System (DoDIIS) Management Board certified at the project level, rather than receiving periodic segment upgrades that required the customer to integrate into its site architecture.

### 'A Major Team Effort'

"Pulling this entire project together has been a major team effort," King said. The team includes development contractors, system integrators, government program offices and NIMA customers, he added.

"It's important to note that our customers were present to ask hard questions and ensure that we focused on their concerns, which are ultimately to provide better support and increased capabilities to the warfighter," King said. "This milestone would not have been possible without their continual involvement and discussion."

Among NIMA personnel, King singled out Army Captain Chris LeGrand, systems transition lead in AT's Systems Engineering Transi-

tion Management Division, for his "boundless energy and valuable leadership" in the transition effort. Working in unison with chief engineer David Radcliffe and John Everson, who led the contractor team, LeGrand did the groundwork in Norfolk to ensure a smooth transition from the IDEX II to the NIES.

"My role was playing the honest broker in support of the customer's requirements and in ensuring the system met those requirements," LeGrand said. "The customer is very pleased with the performance of the NIES," he added. "One of the system's greatest strengths is that now IAs can sit at one workstation and complete their entire mission, including discovery, ordering, staging, displaying, exploiting, creating products and reporting."

Another key NIMA player was the NIES project manager, Army Lt. Col. Joan Harchelroad of AT's Systems Engineering Activities Support Division, who managed the system's complex requirements and worked with the program offices and contractors involved in all the segments, in addition to NIMA customers.

Installation of the NIES at the Joint Intelligence Center Pacific in Pearl Harbor, Hawaii, was finished in November. Following site acceptance testing, initial operating capability is scheduled for December, with full operating capability planned for January. ♦

# Much Has Been Accomplished and Marvelous Opportunities Await

By Rick Stakem

*EDITOR'S NOTE: The following article is adapted from parting remarks made by retiring Associate Deputy Director for Operations Rick Stakem, to his DO team.*

**N**IMA is a critically important organization for this Nation. Your ability to produce and support the production of timely, accurate and relevant imagery, imagery intelligence and geospatial information is and will remain vital for those who make and implement our national security policies. You know the importance of what the men and women of NIMA do each day. You have worked hard to ensure that the mission is met and met well. At times this has not been an easy task. We have gone through a lot from the confusion of stand-up to the challenges of new ways of doing business. Through it all you, and those working with you, have not let the National and Tactical customers of NIMA down. At times this has meant Herculean efforts on the part of our folks. The willingness to work long hours, to come up with creative workarounds, and to keep at it until the mission is met has been nothing short of awesome.

I hope each of you takes pride in what you and your folks have accomplished. We tend to focus on the challenges we face and the things we still need to accomplish. Because of that let me reflect from a big-picture perspective on what you have done.

## Momentous Change in GI

The men and women of Geospatial Information have put in motion some momentous changes. You have started the process of depending upon the private sector for information creation and you have begun to build the foundations of a new geospatial occupa-

## About the Author

*Richard J. Stakem retired Nov. 17 after 27 years with the CIA including NIMA. He was initially an economic analyst in CIA's Directorate of Intelligence. In 1980 he went on a rotational assignment to the State Department, where he was a*



*special assistant to the Under Secretary of State for Economic Affairs. He was later executive assistant to CIA's Deputy Director of Intelligence and director of a number of mainline intelligence production offices. Before coming to NIMA he was Associate Deputy Director for Intelligence Community Affairs in the Community Management Staff. At NIMA, he was the first director of Imagery Analysis before assuming his most recent position. Stakem said he would "focus my time on some specific activities" in the future.*

tion that will in time organize itself around knowledge creation. You have also started the process of building the organizational structure that will give NIMA the ability to have regional geospatial expertise while still protecting core functional areas like Geodesy and Geophysics, and Safety of Navigation. This has not been easy. You have faced the challenge of maintaining readiness in the present while preparing for the future. In doing this we have relied on our cartographers to bridge the gap and to be the pool from which a critical portion of our geospatial talent is developed. In the years ahead you will need to have the agility to produce, enrich, combine and analyze geospatial information. You will have to help customers as they move from a paper environment into a truly digital world. As you do this you will need to fully master

the data that customers use directly and that goes into our own work. You will need to be the experts on the "pedigree" of data, understanding its strengths and weaknesses. You will also need to continue the process of developing geospatial analytical "tradecraft" for it is in this area that some of the most creative gains of the future will be realized. In building that tradecraft you have the advantage of a well-trained workforce that has shown us over and over again the dedication and creativity the future will require.

### **IA Repositions Itself**

The men and women of Imagery Analysis have rebuilt the business of imagery analysis and have positioned us well for the future. You have come so far from the days of stand-up when we counted only 575 imagery analysts and had no one available to train the new imagery analysts who were beginning to come into the business. Seeing divisions that were once at two-thirds strength now being filled out, seeing the excitement of a new generation of analysts, seeing the enthusiasm of the senior analysts and seeing the rebuilding of a tradecraft that was crumbling has been nothing less than inspiring. Day after day we see top-quality intelligence being produced by our analysts. While there are those out there who wring their hands and say the National customer is being let down, study after study has shown the opposite to be the fact. At the same time you have started to see how geospatial capabilities can enrich what you do, how they can make a strong product even better. You have started to discover new possibilities that we could never have anticipated. In looking ahead this translates into the need to keep evolving our imagery tradecraft. New sensors, new geospatial capabilities, coupled with analytical soundness offer the ingredients for a constant improvement in what we do and how we do it. This will require good old-fashioned hard work. But we have learned over and over in the past four years that creative people not only overcome difficulties but also discover new capabilities that no one expected.

### **TO Reaches for Tomorrow**

The men and women of the Central Imagery Tasking Office (TO) have reached out to embrace the future. You have found the time to look at the collection realities of tomorrow and begun to prepare for them today. It would have been so easy to keep a steady course and to wait until the new systems and their capabilities forced us to react. Instead you saw that the paradigm was changing. Collection would no longer be the scarce good, rather the ability to quickly and creatively task would be the factor upon which success often would hinge. This realization and the changes in the imagery and geospatial areas led you to begin the move to a regional/functional structure. While your geographic divisions are different than those in IA and GI, they take into account the need to balance both internal and external customers. In looking ahead, the challenge will be responding to the need of today's systems while preparing for coming capabilities and at the same time building the expertise that will help guarantee NIMA's success. The latter will perhaps be the most exciting. It will mean working even more closely with the geospatial and imagery analysts to understand the issues, both regional and functional. It will mean adding to these insights the grounding in collection knowledge that will be required to master the full array of National, tactical and commercial capabilities that will exist.

### **IP Making a Difference**

The men and women of the Integrated Programs Office (IP) are helping provide the operational integration needed for DO to speak with one voice. While relatively new, IP has made an impressive difference. It is useful to reflect on how far we have come since the early days of NIMA when DO had multiple and often contradictory voices at the table. The folks in IP have helped IA, GI and TO understand not only the broader organizational needs but also the ramifications of the alternative trade-offs. We have never been

Continued on page 18

## Three Presidential Rank Awards Approved for NIMA Leadership

Three members of NIMA's senior leadership are receiving Presidential Rank Awards this month. Roberta E.

Lenczowski, Deputy Director for Operations (DO), is receiving the Distinguished Presidential Rank Award and Marcus J. Boyle, Deputy Director for Human Development (HD), and Frederick L. Faithful, Director of Analysis and Plans, are receiving the Meritorious Presidential Rank Award.

### Roberta E. Lenczowski

Lenczowski was recognized for her four-year participation, beginning in 1996, in the transition planning to create NIMA and for accepting a senior leadership role at the offset of the Agency's establishment. The award focuses on Lenczowski's achievements between January 1994 and May 2000. It notes the "innovative change" she's brought about as a creative innovator, a provocative leader and an energetic team participant. When the Defense Mapping Agency (DMA), a NIMA predecessor organization, sought to reinvent itself, Lenczowski was a principal designer on the select team that recommended a new organizational structure.

"Not in 20 years of its existence had DMA experienced such inclusive organizational change as that recommended by Ms. Lenczowski," said NIMA Director LTG James C. King. Lenczowski also played significant instrumental roles in the development of the new suites of digital products and has led the charge to design, build and populate a data architecture addressing national security and military objectives of the new century.



### Marcus J. Boyle

Boyle was credited with achieving sustained career accomplishments of "significant and lasting" importance to both the Department of Defense and the Intelligence Community. Called an

"outstanding senior executive," he served on the leadership team that established NIMA as an agency within the DoD with defense, civilian, intelligence and national missions, as well as helped establish NIMA's products and services as standards in DoD and related domestic/foreign governments and industries. He also assisted NIMA in advancing the United States Imagery and Geospatial Information Service (USIGS).

Boyle was recognized for his achievements from August 1995 to May 2000. He was cited as being instrumental to NIMA's successful stand-up and, subsequently, transitional changes in his own directorate.

"He helped fashion and personally communicate the Agency's vision to NIMA personnel and to others," King said. "The NIMA Strategic Plan is a model for others to follow." Boyle was also commended for his leadership and management of *WORKFORCE21*, the Agency's personnel system.



### Frederick L. Faithful

Faithful was recognized for his analyses determining NIMA and the USIGS's future investment strategy and programmatic recom-



Continued next page



# Coghlan Honored by Secretary of Defense For Distinguished Civilian Service

Thomas K. Coghlan, NIMA's Chief Financial Executive, received the Department of Defense Distinguished Civilian Service Award in a ceremony at the Pentagon in October.

He significantly advanced NIMA's financial management capabilities with his "exceptional leadership, keen innovation skills and forward thinking ability," the citation says. "His tactical knowledge, international awareness, and understanding of the Department of Defense and the Intelligence Community missions have significantly enhanced combat support and intelligence capabilities."

## Rank Awards,

Continued from previous page

recommendations. He was cited for engaging in numerous diverse, complex technical analyses "of tremendous importance to the Department of Defense" between April 1997 and May 2000. He also played a key leadership role in defining the requirements, concept of operations, architectural roadmaps, investment strategies and programmatic recommendations of the National Reconnaissance Office, NIMA and USIGS. His office was responsible for the development of the Agency's Strategic Plan, the fiscal 2002-2007 Program Objectives Memorandum and Intelligence Program Objectives Memorandum. He also took the lead in developing the Commercial Imagery Strategy, which helps maintain U.S. dominance in the commercial imagery marketplace and provide for increased commercial imagery products and services to support user needs.

"Mr. Faithful has a long legacy of consistently achieving important results in areas ranging from program planning and justification to program execution," King said.

The DoD Distinguished Civilian Service award is presented annually by the Secretary of Defense to a small number of civilian employees who "exemplify the finest in this workforce" and who "provide the combination of expertise, creativity and loyal service so necessary in the complex and dynamic defense establishment."

Coghlan received the Presidential Rank Award of Meritorious Service in 1999. He began his federal career in 1978 with the Defense Mapping Agency, where he held numerous directorate-level positions. At NIMA he has served as Director of Imagery and Geospatial Community Management and Director of Financial Resources. ♦



## Gates Retires, Is Honored by Special Operations Command

Doug Gates, NIMA's Senior Liaison to the United States Special Operations Command at MacDill Air Force Base, Tampa, Fla., was awarded the Outstanding Civilian Service Award from the U.S. Special Operations Command (USSOCOM), Commander In Chief, Gen. Peter J. Schoomaker, at Gates' recent retirement ceremony.

The award culminates Gates' 22-year federal career. He led the NIMA transition from primarily Defense Mapping Agency geospatial support to the wider imagery and intelligence support provided by NIMA. He also played a major role in integrating NIMA's technical representatives and imagery analysts in support of the command. This included the formation of new NIMA positions at USSOCOM and at the several subordinate commands. ♦

## Stakem,

Continued from page 15

better served in our dealing with the systems and technology folks in NIMA. At the same time IP has been our catalyst for making the physical realities of integrated and collocated production possible. By doing this they have allowed the "line" to focus on the mission and not get overly distracted by the demands that are a part of moves, consolidations and new configurations. Having the ability to bring more rationality to our prototyping and technology applications while also factoring in Standards management augers well for the future.

I also realize the debt of thanks we owe to those men and women who day in and day out have supported those in our main line units. Our

secretaries, administrative personnel, synergistic support team members, and staff personnel have been there when we needed them. Their goal has been simple—to make NIMA function better for those charged with meeting our mission.

### Opportunities Await

The next few years will be important ones for NIMA. You have a marvelous chance to capitalize on the opportunities that the closure of the Washington Navy Yard offers. Being able to collocate our imagery and geospatial analysts will create even better conditions for creativity and innovation. Yet in doing this we need to ensure that both groups have the physical infrastructure and support they need as well as the strongest tradecraft possible. As partners, the possibilities

for making a fundamental difference are impressive. Together both groups have the potential to complement each other in ways we are only beginning to understand. Remember that imagery analysis studies the reasons for and ramifications of human action and man-made objects that exist in the context of both time and geospatial reality. Geospatial analysis, for its part, studies the ramifications of geospatial reality and explores how it can and does affect human actions and man-made objects. Simply put, the interaction of both disciplines has the potential to profoundly affect the way we do our business for the better.

In closing I want to say thank you for all you have done. Each of you has made a real difference. It has been an honor working with you. ♦

## Managing NIMA's National Asset

Continued from page 9

As Air Force **Maj. Doug Graves**, manager of ES1's local- and wide-area networks, puts it, "The secret to improved performance is using smart technology smartly." One example is the replacement of 156 existing power hubs with 53 new highly redundant and more capable power hubs to increase reliability and purchasing new workgroup servers to replace the most-outdated of NIMA's existing servers.

And, let's not forget the integrity of the system. Viruses have been a constant threat to NIMA's IS infrastructure. ES1's **Deborah McLaurin** cites that one of the key accomplishments for her group this year has been keeping the Norton Anti-Virus software current. "We also upgraded the configuration on MIMESWEEPER, and fine tuned the 'dirty

words' list (words that trigger system interaction to prevent the inadvertent transfer of classified information from SCEN to SBU) so that the systems operate more efficiently."

Training has also seen an increased emphasis within ES. According to Combs, "We ask a tremendous amount from the people who work in Enterprise Services and need to ensure that we create environments where people can excel and do their best, not be hampered by outdated practices. We must ensure that our officers have the most current management and technical skills."

Finally, Combs is enthusiastic about the IS future for NIMA. "We have more to do but remain excited about our progress and are completely committed to our role in supporting NIMA and our nation." ♦

## OUR PROGRAMS

# OPM Honors NIMA Work/Life Program

Office of Personnel Management (OPM) Director Janice Lachance honored NIMA at a ceremony Nov. 14 recognizing the federal government's top five quality of work/life programs for 2000. NIMA's Deputy Director for Human Development, Marcus J. Boyle, received the award for NIMA at OPM Headquarters in Washington, D.C.

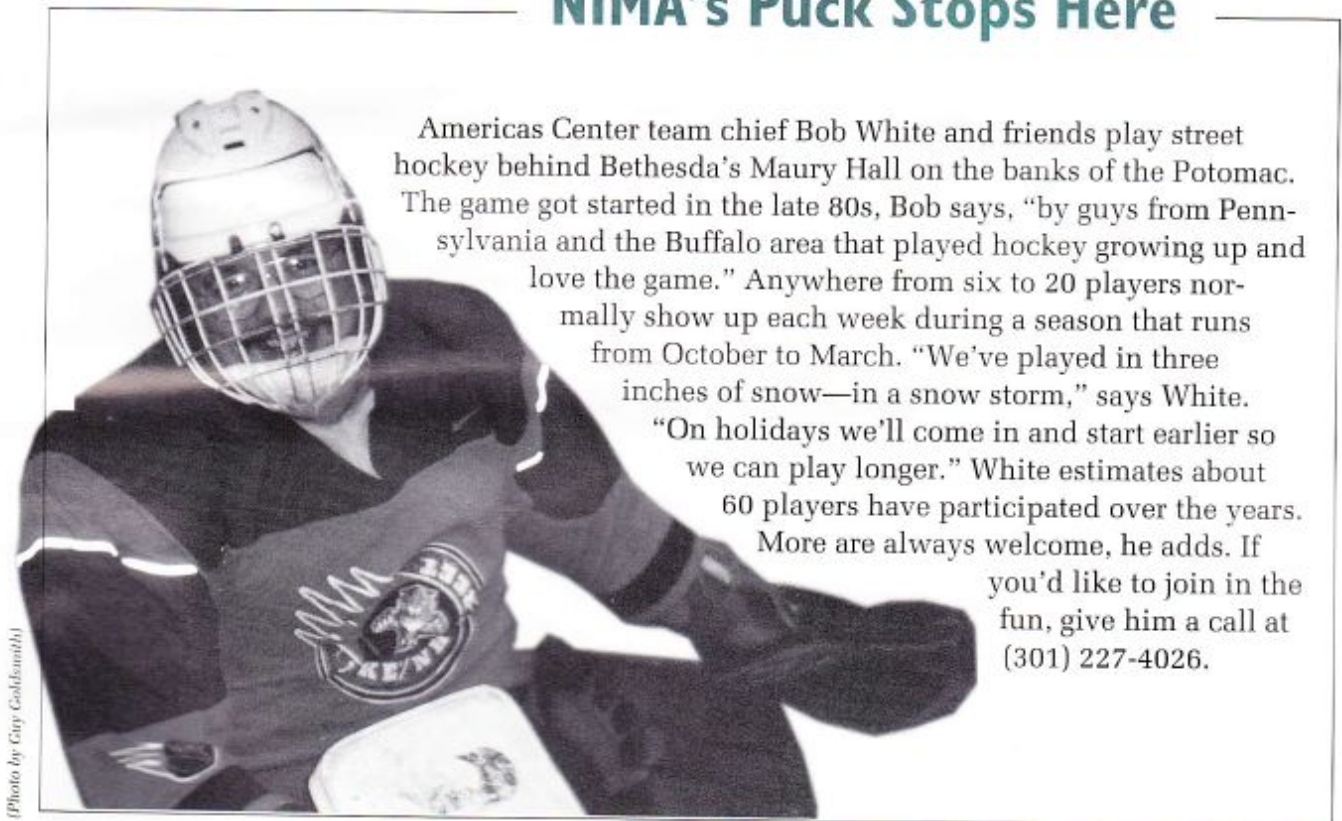
Office of Human Resources Director Karen Northart, as well as Quality of Work/Life Team Leaders John Turner (East) and Rubbie Manson (West), also was present for the ceremony.

"The National Imagery and Mapping Agency and its members are no strangers to the stress of change in a new organization," said Boyle. "But a cadre of folks did not accept the status quo—they knew work/life programs could be better, and the result is this award today."

Work/life-related programs at NIMA range from counseling services for personal and workplace issues, to safety and wellness activities and career counseling. They encompass a variety of offices within NIMA, in addition to those within the Office of Human Resources. To continue "guaranteeing the information edge," NIMA must focus on meeting the needs of its workforce. Work/life programs aim to increase recruitment, retention and morale, as well as productivity, while improving employees' work/life experience.

To make a suggestion about how NIMA can continue to improve its work/life program, or to comment on the program, contact Work/Life Team Leader (East) John Turner at (301) 227-1959 (e-mail [turnerjw@nima.mil](mailto:turnerjw@nima.mil)) or Work/Life Team Leader (West) Rubbie Manson at (314) 263-4472 ([mansonr@nima.mil](mailto:mansonr@nima.mil)). ♦

## NIMA's Puck Stops Here



(Photo by Gary Goldsmith)

Americas Center team chief Bob White and friends play street hockey behind Bethesda's Maury Hall on the banks of the Potomac. The game got started in the late 80s, Bob says, "by guys from Pennsylvania and the Buffalo area that played hockey growing up and love the game." Anywhere from six to 20 players normally show up each week during a season that runs from October to March. "We've played in three inches of snow—in a snow storm," says White.

"On holidays we'll come in and start earlier so we can play longer." White estimates about 60 players have participated over the years.

More are always welcome, he adds. If

you'd like to join in the fun, give him a call at (301) 227-4026.

# Celebrating the Holidays

**T**he NIMA Safety Office reminds you that, holiday or no holiday, it's possible to stay sober and have a good time. It's also possible to have a few drinks and stay safe. Just remember these tips:

- Eat at least 15 minutes before the first drink and continue to consume food while you're drinking.
- Make your first drink a large glass of water, juice or soda to quench your thirst.
- Always drink slowly. Never drink alcohol because you're thirsty. You'll drink too much, too fast.
- Alternate between alcoholic and non-alcoholic beverages.
- Limit your consumption to one ounce of alcohol per hour. That equates to about one 12-ounce beer, one four-ounce glass of wine or one mixed drink.

- Stop drinking alcohol one hour or more before the party is over. There is no other way to sober up. Black coffee won't do it.

Neither will the mythical "cold shower" treatment, or other so-called quick-fix remedies. Only time will make you sober enough to walk, drive or ride a bike safely.

- Don't drink punch or eggnog without asking first if they are spiked with liquor.
- Avoid alcohol even in moderation when your energy level is low.
- If friends tell you that you shouldn't drive, listen to them. ♦

*This drink is mixed with careless abandon. It's called*

**THE DISASTER**



## Plans Under Way to Celebrate King Holiday Throughout NIMA

'REMEMBER! CELEBRATE! ACT! A DAY ON, NOT A DAY OFF'—that's the theme for the 15<sup>th</sup> Anniversary Holiday Celebration in honor of the Rev. Dr. Martin Luther King Jr. The annual observance is scheduled for Jan. 11-15, according to a release from the Human Development Directorate.

NIMA personnel are encouraged to observe the King Holiday Celebration through participation in appropriate activities. Dale Robinson, manager of the NIMA/East Black Employment Program Council is in charge of NIMA's observance of the holiday in the East. The council plans the activities for the King observance and Black History Month activities. The NIMA West point of contact is Helen Alexander. ♦



# NIMA Families Share and Celebrate

As recounted by Robin Dahlgren in the November Edge, NIMA families gathered to celebrate the agency's fourth anniversary this fall on a Saturday morning of birthday cake, fun and sharing in NIMA's exciting mission. Photographers were there to capture this moment at sites throughout the agency. The Edge hopes you will enjoy these glimpses of the people and the event, which tell a story of enthusiasm, commitment, expertise and promise. Much credit goes to our sharp-eyed photographers Larry Franklin at the Washington Navy Yard, Andre Piller at Fort Belvoir, Lara Hull at Bethesda, Kerry Gilbert at Reston and Gerald Goodin at St. Louis. ♦



Photo by Gerald Goodin

Aeronautical analyst Richard Conrad introduces his sons Michael and Andrew (shaking hands) to NIMA Director LTG James C. King on the parade ground in St. Louis. In the background is family friend Ed Cathers. At left is Patricia Nowicki, GI Operations Officer for the West.

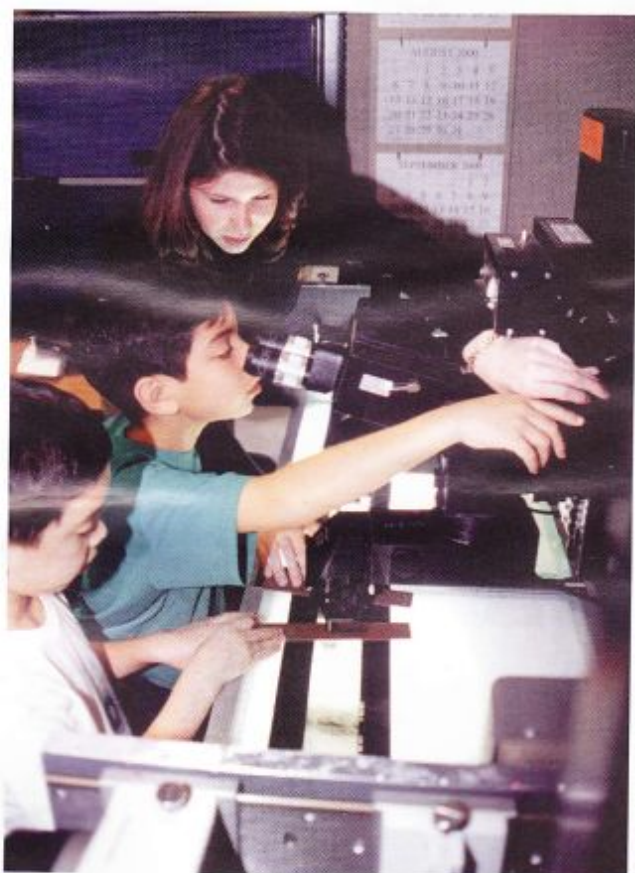


Photo by Larry Franklin

Imagery analyst Heidi Smith shows how to use a light table in the Environmental Branch at the Washington Navy Yard.



Photo by Larry Franklin

An image gets a look with 3D glasses at the Navy Yard.



Photo by Gerald Goodin

Ken Whitlow (left) and Jeff Miller demonstrate equipment that makes sheets from paper rolls in Arnold.



*Lindsey Roivas, daughter of systems engineer Mike Roivas and program analyst Kim Roivas, enjoys interactive displays in Reston. She has her mind set on being a scientist, says Mom.*

Photo by Kerry Gilbert

## NIMA Families Share and Celebrate

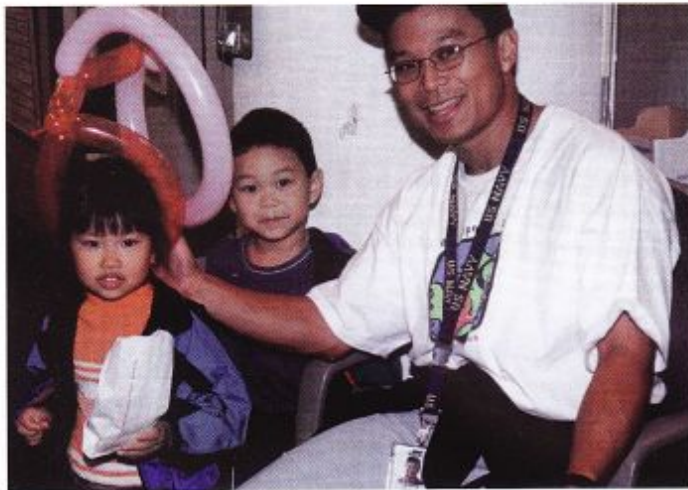


Photo by Lara Hall

*Geospatial analyst George Tabora shows his daughter Brittany, 4, and son Joshua, 6, his Bethesda workplace.*

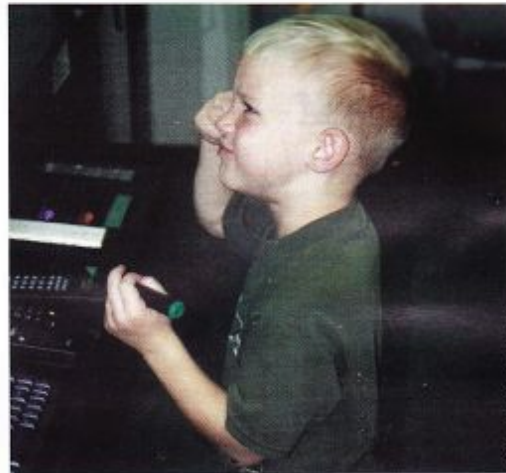


Photo by Andre Piller

*A young visitor annotates a smart board used for instruction at the NIMA College in Fort Belvoir, Va.*

*Systems engineer Kim Singleton-Slater and her son Frederick Slater view a demonstration on map elevations at the Reston Center with security guard Cal Turner.*

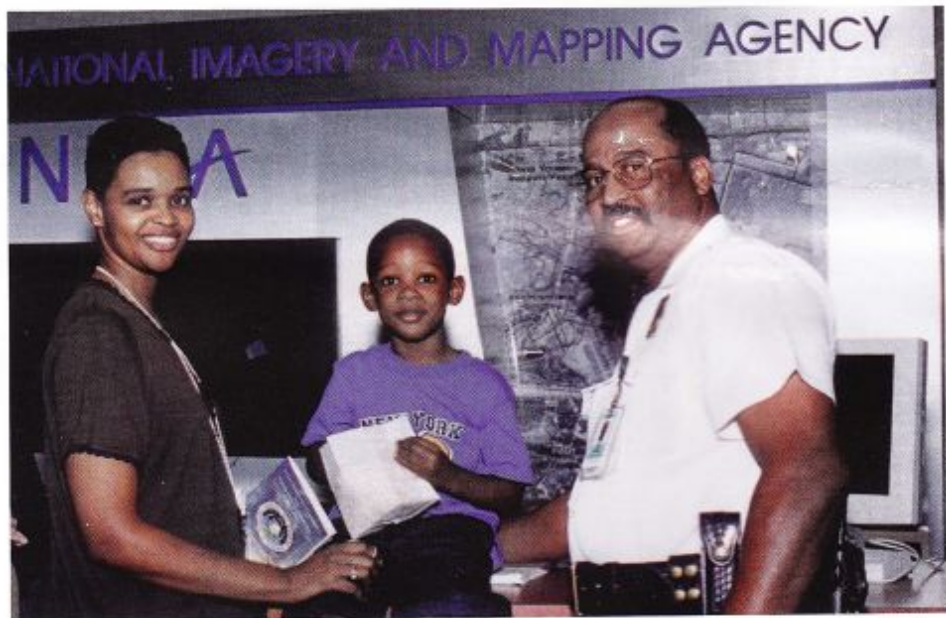


Photo by Kerry Gilbert



Photo by Gerald Crostin

A girl tries out the pilot's seat of a Black Hawk UH-60 parked on the parade ground in St. Louis. The helicopter was one of two flown in from the 21st Cavalry Brigade, Fort Hood, Texas, for an InReach program arranged by John Rado.



Photo by Lara Hall

Richard Akers, Chief of GI's Americas Center, and daughter Sarah, 3, enjoy Family Day in Bethesda.



Photo by Lara Hall

An officer from the Montgomery County Police Department shows how a search dog is used in police work during a program on the ellipse in Bethesda.

Two-year-old Isaiah Richmond, grandson of information support specialist Toni Mack, enjoys meeting the Environmental Bunny, a.k.a. imagery analyst Al Guarnieri of the Environmental Branch, at the Washington Navy Yard.

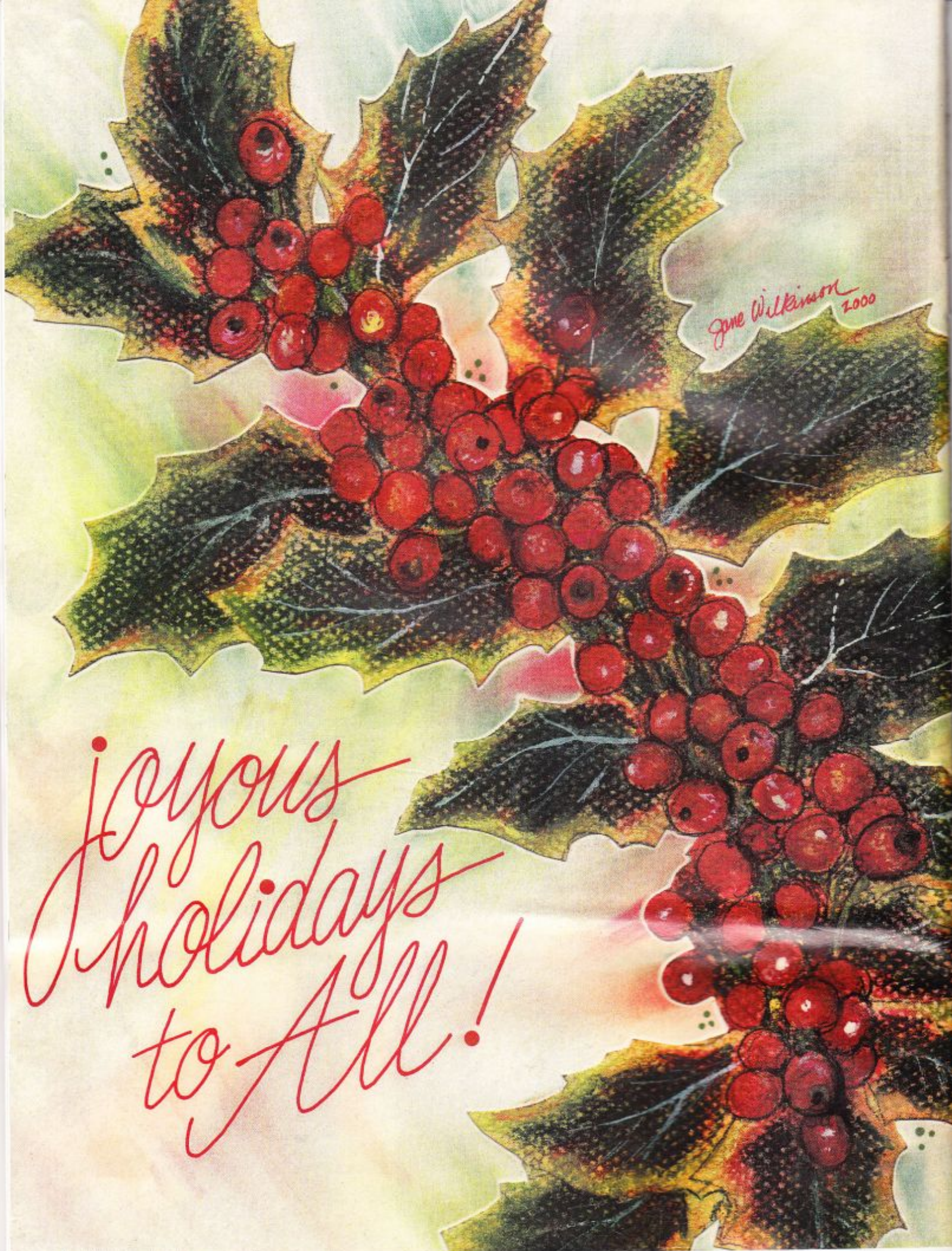


Photo by Andre Filler

Debra Blanck doesn't need a magic wand to demonstrate the wonders of a NIMA College smart board to a visitor at Fort Belvoir. All she has to do is touch the smart board, she explains.



Photo by Larry Franklin



Gene Wilkinson  
2000

joyous  
holidays  
to All!