

NATIONAL IMAGERY AND MAPPING AGENCY

EDGE

GUARANTEEING THE INFORMATION EDGE
June 2000

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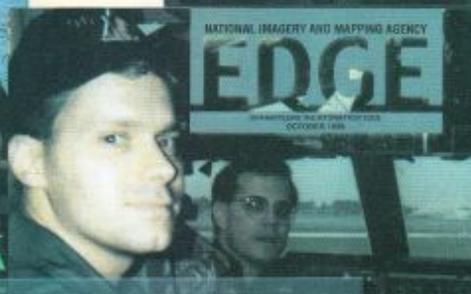
Your Ethics Obligation

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NIMA Receives
Joint Meritoric
Unit Award

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NIMA

NIMA21

*A Milestone in the
Agency's Evolution*

Shuttle Radar
Topography Mission

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MISSION
ACCOMPLISHED

JUNE 2000

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On The Cover

This month's cover features a look back at some of NIMA's greatest achievements through the covers of previous issues of The EDGE. As the Agency continues into the 21st century, it will continue evolving through NIMA21, all the while guaranteeing the information edge. See story, page 14.

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COMMAND POST

The month's cover story highlights what I see as a milestone in the Agency's evolution—NIMA21. I invite your interest and participation in this dynamic new initiative.

NIMA21 exceeds the standard corporate reorganization because it grants unprecedented flexibility and empowerment to Agency managers and reduces the number of layers for obtaining information and resolving problems. Under NIMA21, leadership will become more involved in strategic planning. At the same time, they will be subject to greater accountability for actions and decisions.

NIMA21 reflects a fundamental change to our structural core and creates an alternative rule set that will enable Agency leaders to take a fresh approach to managing their stewardships, solving their problems and increasing productivity and efficiency. The goal, quite simply, is to discard the cumbersome and inefficient methods of the past. NIMA21 challenges our managers to balance resources, eliminate redundancy and enhance communication to devise a better way of doing business. These changes will enhance the Agency's mission, vision, core values or strategic plan.

In this issue you'll also read about NIMA's critical role in global Command and Control (C2), which is crucial to the Nation's ability to move a U.S. fighting force anywhere and at any time, all the while providing it with the data to fulfill its mission. This system is deployed at 10,000 locations worldwide and relies heavily on NIMA support. Because of our participation in daily collaborative briefings and our ability to provide state-of-the-art support, we can actually anticipate customer requirements beforehand. It's another example of how NIMA guarantees the information edge.

Another example cited herein is NIMA's leadership role in the Department of Defense Collateralization Initiative, which centralizes what used to be compartmentalized secret collateral satellite imagery. Thanks to the Agency's phased approach, we are able to provide policymakers with timely, accurate and reliable imagery, imagery intelligence and geospatial information.



A handwritten signature in black ink that reads "James C. King". The signature is fluid and cursive.

James C. King
Lieutenant General, USA

NIMA, PinPoint Systems International

by Becky Aiken
CRADA Program Manager

Sign CRADA

Cooperative Research and Development Agreements (CRADA) were signed recently between NIMA and two commercial companies.

One was signed with PinPoint Systems International (PPSI); the other with Raytheon.

LANT is a three-dimensional visualization tool designed to fuse and display various data sets for planning, rehearsal and operational use by U.S. forces."

The application will use NIMA's Digital Nautical Chart (DNC) as a foundation and then integrate geospatial, bathymetric, atmospheric, oceanographic

Forces, this CRADA will significantly enhance and facilitate the use of NIMA products within the U.S. Coast Guard and Navy," he explained. Many Coast Guard and Naval vessels use PPSI software with non-NIMA data as a navigation backup and would greatly benefit from an

R/LANT-type DNC-based system. Additionally, the U.S. Naval Academy has purchased 4,800 copies of PPSI NavWare since 1996, and this year the academy incorporated DNC into the core navigation curriculum.

The agreement calls for a five-phase, two-year research and development program that will culminate in a final product demonstration at the PPSI



Photo by Bob Cox

LTG James C. King and Michael McCutchen, Director, Military Development for PinPoint.

PPSI CRADA

The PPSI CRADA was signed between NIMA Director LTG James C. King and Michael McCutchen, Director, Military Development for PinPoint. "The focus of this CRADA is a software application called R/LANT," said Navy Cmdr. John Patten, Special Operations Customer Support Team. "R/

and commercial imagery into a multi-layered product viewable on a single personal computer-based plotter, Patten said. R/LANT also will interface with the Integrated Bridge System and further fuse onboard sensor data (radar, Global Positioning System and sonar) into a common operating "picture."

"Aside from an immediate benefit to Special Operations

Westhampton Beach, Long Island, N.Y., facility.

Raytheon CRADA

For further information, contact: Patten at (703) 264-3082.

The other agreement was signed between King and Mike D. Keebaugh, Vice President and general manager, imagery and geospatial systems, Raytheon.

The CRADA—Raytheon Commercial Direct View Hardcopy Evaluation and Demonstration—is designed to demonstrate the utility of commercial image printers, commercial dry-

process film and Raytheon's Hardcopy Printing Software (HPS) as a commercial off-the-shelf (COTS) solution for hardcopy photographic interpretation of collected high-resolution imaging sensor data. The demonstration supports the concept of the movement to a distributed hardcopy architecture to provide user hardcopy on demand.

"The project," said Kevin Sethaler (NIMA/ATTM), "consists of evaluating an integrated hardcopy system and tailoring the hardcopy image products for sensor characteristics, scene content and printer/film MTF characteristics. The demonstration system will be used to produce image products on commercially available transparent dry-process film media for scene visualization including



Raytheon CRADA signing (l-r): Joe Diehl, Raytheon; Mike D. Deebaugh, Vice President, Raytheon Imagery and Geospatial Systems; and William R. Allder, Deputy Director, AIMA Acquisition and Technology.

point-target exploitation and broad area search."

Through this CRADA, Raytheon will demonstrate and optimize an integrated printing system that includes a commercial image printer, commercial imaging film, Raytheon's HPS that includes algorithms, printer drivers, Reduced Resolution Dataset filters and database coefficients for Modulation Transfer Function Correction and Tonal Transfer Control.

"The CRADA will benefit both NIMA and Raytheon," Sethaler said. "NIMA's assessment will provide valuable feedback for processes, configurations and products that will help Raytheon align the Commercial Hardcopy Printing System with NIMA's requirements. Raytheon will use the government's image quality

expertise and analysis in conjunction with identified printing system shortfalls and desired features, to tailor the proposed product and printing system to end-user needs."

NIMA will gain an understanding of the current state-of-the-art performance, quality and features of a COTS hardcopy product and printing system. This is an opportunity, Sethaler said, for NIMA to drive development of a commercial product to ensure its requirements are met in a COTS solution. ♦

For further information, contact: Sethaler at (202) 264-5507.

NIMA Plays 'Critical Role' in Global Command and Control

by David Buto
NIMA Acquisition and Technology



To many in NIMA, the words “Command and Control (C2)” conjure up images of ground stations directing satellites. To the warfighter, however, C2 is the capability to move a U.S. fighting force on the globe at any-time and to provide it with the information and direction to complete its mission.

“The DoD’s Global Command and Control System (GCCS) makes that happen” said Navy Cmdr. John Mengel (ATSR), NIMA’s GCCS Focus Manager.

Deployed at more than 10,000 locations worldwide, GCCS has operated since 1995 primarily from the national command level down to the joint task force. GCCS workstations

are used in the Pentagon’s National Military Command Center, in agencies like NIMA, and in the services’ command centers.

GCCS supports a wide range of C2-related missions like planning the strategic movement of U.S. forces, viewing imagery, or assessing the friendly and enemy situation.

“To the warfighter, one key aspect of C2 is seeing all the important battle-field information in a single display called the Common Operational Picture (COP),” Mengel

said. “Because the COP is so critical to the warfighter, GCCS is arguably his most important automated tool. Moreover, because NIMA’s maps and imagery are the background for the

“NIMA was an integral part of the commander’s planning staff, enabling NIMA to support operations in ways that would not have been possible without GCCS.”

COP, the success of GCCS relies heavily on NIMA."

Last summer, NIMA personnel used GCCS while participating in the Joint Warrior Interoperability Demonstration (JWID), an annual demonstration of leading edge technologies.

"NIMA was an integral part of the commander's planning staff, enabling NIMA to support operations in ways that would not have been possible without GCCS," said Bob Derrenberger, a geospatial analyst (NIMA/OGII) supporting JWID 99. "Our participation in daily collaborative briefings using GCCS allowed NIMA to provide imagery and geospatial information more rapidly. GCCS also allowed us to anticipate force movements and to have NIMA's information pre-positioned before it was needed."

Many of NIMA's offices support GCCS. NIMA's Joint Mapping Toolkit (JMTK) program office provides the essential mapping tools used by GCCS to build the COP backdrop. Commercial imagery and classified imagery products are used as a base overlay to NIMA's geospatial data. Imagery stored in NIMA libraries are accessible by GCCS because NIMA's program offices work closely with the GCCS program.

NIMA also supports GCCS by participating in and leading numerous forums. In the standards area, for example, NIMA leads the Geospatial Standards Management Committee (GSMC) and the Imagery Standards Management Committee (ISMC), both critical to interoperability of GCCS and the COP. Cheryl Blake, NIMA's JMTK project manager, underscores that as chair of the Mapping, Charting, Geodesy, and Imagery (MCG&I) Technical Working Group.

"I lead a forum that identifies and satisfies the requirements for common mapping services used by many DoD systems, including GCCS," Blake said. NIMA is also an active member of the Intelligence Functional Working Group (IFWG), which oversees intelligence requirements for GCCS.

How is the agency able to provide a coordinated, concerted effort when so many parts of NIMA are involved with GCCS?

According to Mengel, the Director approved NIMA's new GCCS Support Plan in August 1999. The plan establishes procedures, fosters teamwork, and promotes awareness of GCCS. NIMA was the first agency to develop a support plan, and other agencies are using NIMA's plan as a model for their own.

Senior executives in the Plans and Customer Operations (PCO) and Acquisition and Technology (AT) Directorates oversee the effort. A single point of contact, NIMA's GCCS focus manager manages the day-to-day coordination activities.

"As NIMA's GCCS Focus Manager, I am responsible for implementing the support plan," Mengel said. "I am really just a coordinator and catalyst, who interacts with NIMA and community elements involved with GCCS."

NIMA has four GCCS workstations. One is located at Reston in PCO. The rest are at Bethesda in the NIMA Operations Center, the Geospatial Information Management Division, and the Emory Building technology lab. Two servers to store geospatial and imagery data were recently installed – one at Bethesda in the Emory Building and one at Reston II.

In the near future, the GCCS presence in NIMA will likely grow. GCCS will be used in specific areas of NIMA to support developing and on-going operations. The goal is to use the system to improve NIMA's ability to anticipate and satisfy warfighters' imagery and geospatial requirements, quickly and accurately.

"In order to ensure that a well-thought out strategy is in place to guide NIMA's use of GCCS, we are developing a GCCS Master Implementation Plan that will address the end-to-end Life Cycle support that is essential," Mengel said. "The plan will include proposed workstation locations, a concept of operations, and how GCCS workstations will be maintained."

For more information, go to the NIMA homepage on the Sensitive But Unclassified network, SIPRNET, or JWICS and search on "GCCS," or contact Mengel, 703 755-5243, mengeljo@nima.mil. ♦

Permitted and Prohibited Political Activities for NIMA Employees



As part of the Hatch Act and other regulations, NIMA employees are prohibited from engaging in partisan political management or partisan political campaigns. Specifically, they may not work on campaigns where any of the candidates are running as representatives of a political party, e.g. the Democratic or Republican parties.

So what can NIMA employees do? They:

- ◆ May register and vote as they choose;
- ◆ May assist in voter registration drives;
- ◆ May express opinions about candidates and issues, may participate in campaigns where none of the candidates represent a political party;
- ◆ May contribute money to political organizations or attend political fund raising functions;
- ◆ May attend political rallies and meetings;
- ◆ May join political clubs or parties;
- ◆ May sign nominating petitions; and
- ◆ May campaign for or against referendum questions, constitutional amendments, municipal ordinances.

NIMA employees:

- ◆ May *not* be candidates for public office in partisan elections;
- ◆ May *not* campaign for or against a candidate or slate of candidates in partisan elections;



- ◆ May *not* make campaign speeches
- ◆ May *not* collect contributions or sell tickets to political fundraising functions
- ◆ May *not* distribute campaign material in partisan elections;
- ◆ May *not* organize or manage political rallies or meetings;
- ◆ May *not* hold office in political clubs or parties;
- ◆ May *not* circulate nominating petitions;
- ◆ May *not* work to register voters for one party only; and
- ◆ May *not* wear political buttons at work.

Permitted Activities:

Q. To what extent are employees permitted to express opinions on political subjects and candidates?

A. *Employees may express their views publicly or privately about a candidate or about political issues. However, they may not engage in active campaigning for partisan candidates. With regard to political questions and public issues, employees are entitled to express their views as citizens. In addition, employees are free to*

express their views and take action as individual citizens on such questions as referendum matters, changes in municipal ordinances and constitutional amendments. Issues involving highways, schools, housing and taxes are other examples of questions on which employees are usually free to take action. They can participate in meetings where these issues are discussed and they may join other citizens in presenting their views on such questions.

Q. Are employees entitled to make financial contributions?

A. *Employees may make contributions to political organizations. However, em-*

employees are prohibited from either soliciting or collecting contributions for political organizations.

Q. May employees attend political rallies and join political clubs?

A. Employees may attend political rallies as spectators. They may not participate in the rallies by carrying banners or placards. They may join partisan political clubs but cannot take an active part in the management of the clubs or be officers or members of any of its committees.

Q. May employees attend political conventions?

A. Yes, covered employees may attend political conventions, but only as spectators. Employees are not allowed to take part in the deliberations or proceedings of the conventions or any of its committees. Covered employees may not be candidates for, or serve as delegates, alternates or proxies at such conventions.

Q. May an employee write a letter to the editor of a local newspaper expressing an opinion on a partisan issue?

A. Yes, but an employee may not write letters in connection with political parties, or partisan groups or candidates.

Q. May a federal employee place a sign on his or her

automobile, or in his or her yard, which supports or opposes a political candidate?

A. So long as this activity is an expression of personal



opinion, it is permissible under the Hatch Act. The size of any such sign is irrelevant.

Q. May a federal employee who is the spouse of a political candidate appear in campaign photographs with the candidate?

A. Yes, the employee can be included in "family of the candidate" photographs which might appear in newspapers or in campaign literature.

Q. May a covered employee's spouse, if he or she is not covered by the law, engage in political activity?

A. The law does not restrict the activities of an employee's spouse or of other family members in any way.

Q. Are employees allowed to actively assist in voter registration drives?

A. Yes, employees may participate in nonpartisan voter registration drives but they may not attempt to influence voters to register for a particular party.

Q. What is the basis for granting partial exceptions from Hatch Act restrictions to the residents of certain communities?

A. Upon request, the partial exemption is granted by the Office of Personnel Management, under certain conditions, to communities in which large numbers of voters are employed by the federal government. The exemption recognizes that in such communities the interest of the community and the federal employee may allow such direct participation in local government.

Q. How does this special right differ from the general restriction that applies to all federal employees?

A. Under the general restriction, federal employees cannot be candidates for a public office in partisan elections. In an excepted community employees may run as independent candidates against partisan political candidates.

Continued on page 11

Intelink Automation Benefits 'Enormous' Compared to 'Bad '01 Days'

Ah, those were the days—when intelligence reports arrived by truck on a pallet and people used empty boxes to add to their filing cabinet space. It was tough linking intelligence reports with operations, then cutting and pasting them into presentations.

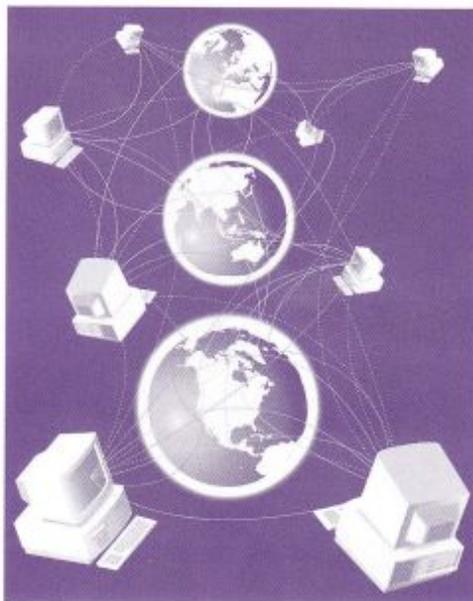
Fortunately, those days are rapidly fading. And according to Dave Sedlek, of the Intelink Project Office, the Intelligence Community is closer than ever to operating in a real-time system integration environment across organizational boundaries, thanks to leading-edge technologies and tools.

"The benefits from the automation of information management, in general, are enormous," Sedlek said. "Intelink is another step in the progression of intelligence-related automation where service to the Intelligence Community is the primary focus."

Some of the services offered by Intelink include: multiple services at different classification levels; multi-platform compatibility; access to data sources and capabilities—anywhere, anytime; a variety of sophisticated search and retrieval tools; collaborative capabilities that facilitate user interaction; and centralized means of accessing policies, standards, and plans.

"Intelink represents the transposition of public domain Internet and World Wide Web technology to secure telecommunications and a processing environment that accommodates the handling of classified information," Sedlek noted.

Intelink became operational in December 1994 and debuted at the Sensitive Compartmented



Information (SCI) security level on the Joint World Wide Intelligence Communications System (JWICS) network. At the same time, a parallel service at the secret security level (Intelink-S) on the Secret Internet Protocol Routed Network (SIPRNet) was utilized to focus on support to military operating forces. Intelink-S is the principal medium of intelligence support to the Department of Defense Global Command and Control System (GCCS).

Although the "look and feel" of Intelink is virtually identical to the Internet, the two are not physically connected, Sedlek said. Intelink operations are managed by the Intelink Management Office (IMO), which has three sub-organizations: the Intelink Service Management Center (ISMC), Information Management Directorate (IMD), and Security Policy and Plans Directorate (SPPD).

ISMC monitors the network 24-hours a day, seven-days-a-week, provides a help facility and provides the search engines. It also maintains the Intelink central home page and develops, tests, evaluates and integrates new tools to improve Web functionality. The IMD deals with the information management of Intelink. "It assists the consumer with requirements, helps organize the information on Intelink, provides production support and manages all Intelink associated training needs," said Sedlek. The SPPD develops Intelink security mechanisms and policy.

Intelink supports a full-range of information dissemination and related services available to both producers and customers of intelligence. Intelligence product dissemination, analytical research support, collaboration facilities, train-

ing administration, security and privacy are all services supported by Intelink. Intelink-S with connectivity to military operations and embassies provides an important and viable way for those charged with implementing foreign and defense operations to access intelligence, policy and operational information from a single workstation.

New capabilities for Intelink are constantly being made available through the concerted efforts of the IMO, W3C (World Wide Web Consortium), Defense Advanced Research Projects Agency (DARPA), service production centers, unified service commands and others members of the Intelligence Community.

"The range of services Intelink provides and the many ways they can be operationally employed help meet the specific needs and circumstances of an increasingly diverse customer base," Sedlek explained. "No longer is it just a means for intelligence professionals to talk to each other. Instead, it's the common meeting place for intelligence professionals and those charged with carrying out U.S. foreign and defense policies."

To better assist our customers, the IMD has established the Site Assisted Visit (SAV) program and the Train-the-Trainer (T³) program. The IMD would be happy to conduct an onsite visit to look at your organization's specific needs, provide a training session on the basic functions of Intelink, or both.

For further information on security and policy issues, contact the Security Policy and Plans Directorate (SPPD) at (301) 688-1800. For technical needs and day-to-day operational concerns, contact the Information Service Management Center (ISMC) at (301) 688-1800, ismc@ismc.ic.gov

(JWICS), ismc@ismc.sgov.gov (SIPRNet). Information management and data organizational requirements should be directed to the Information Management Directorate at imd@imd.ic.gov (JWICS), imd@ismc.sgov.gov (SIPRNet), (202) 231-3861. ♦

continued from page 9

Permitted and Prohibited Political Activities

Designated Communities

Q. Are there any instances when a federal employee may be a candidate in a partisan election?

A. *Yes. A special rule applies to local elections in certain communities of Maryland and Virginia near Washington, D.C., and in a few designated municipalities in other parts of the country. In communities designated by the U.S. Office of Personnel Management, federal employee residents (including employees subject to additional restrictions) may run as independent candidates in local elections in the communities where they reside. The communities to which the partial exemption applies are listed below:*

Maryland: Annapolis, Anne Arundel County, Berwyn Heights, Bethesda, Bladensburg, Bowie, Brentwood, Calvert County, Capitol Heights, Cheverly, Chevy Chase, Martin Additions 1, 2, 3 and 4, Chevy Chase sections 1, 2, 3, and 4, Chevy Chase View, College Park, Cottage City, District Heights, Edmonston, Fairmont

Heights, Forest Heights, Frederick County, Garrett Park, Glenarden, Glen Echo, Greenbelt, Howard County, Hyattsville, Kensington, Landover Hills, Montgomery County, Morningside, Mount Rainier, New Carrollton, North Beach, North Brentwood, North Chevy Chase, Northwest Park, Prince Georges County, Riverdale, Rockville, Seat Pleasant, Somerset, Takoma Park, University Park, Washington Grove, Saint Mary's County.

Virginia: Alexandria, Arlington County, Clifton, Fairfax County, Town of Fairfax, Falls Church, Herndon, Loudon County, Manassas, Manassas Park, Portsmouth, Prince William County, Vienna, Spotsylvania County, Stafford County.

Others: Anchorage, Alaska.; Benecia, Calif.; Bremerton, Wash.; Centerville, Ga.; Crane, Ind.; Elmer City, Wash.; Huachuca City, Ariz.; New Johnsonville and Norris, Tenn.; Port Orchard, Wash.; Sierra Vista, Ariz.; and Warner Robins, Ga.

Getting Over the Big Y2K Letdown

by Dave Leshner



After the new year, the Y2K team celebrates success. L-R: Linda Miller, Ginny Dyer, Bob White, Tom Earley (seated), Dave Leshner, George Ketchum and Dan Turgeon.

The office phones have stopped ringing. Two dozen cartons of archived files and reports stacked along a wall just a few weeks ago are now in storage. More than 100 burn bags of working papers, draft reports and reams of notes have been carted away from this Bethesda office to disposal. And 24 people who worked feverishly over the past 18 months have all scattered to new assignments throughout NIMA.

The dreaded millennium rollover was a bust. Business has returned to how it was more than three years ago when the Agency first engaged in a project that came to be known as Y2K.

"Y2K was no small matter for NIMA," said Tom Earley, former Special Assistant to the Director for Y2K. "In fact, it may be the first time ever that a single project was able to wrap its arms around every system the Agency owns and operates and determine whether it had sufficient utility to remain an Agency asset in the new millennium."

A Bust?

Earley and his team bristle when they hear the media refer to Y2K as a "bust." It implies, he said, that there was never anything to worry about—that it was an oversold bill of goods. "It was quite the opposite," he explained. "What

most Americans never saw was the incredible amount of work and system overhauls or replacements that went on nationwide, often at great expense and around the clock. They never saw programmers pouring over millions of lines of computer code searching for potentially devastating problems."

NIMA's Work

The 22-member team led by Earley, who retired from the Agency in March, took an inventory of all NIMA systems—they numbered 213. A broad program of Y2K testing revealed that 52 of them were already Y2K compliant. That narrowed the field to 161 systems. Of those, 21 were still in development for delivery before Dec. 31, 1999. The contracts for these systems already called for them to be delivered Y2K-complaint.

Of the remaining 140 systems, 65 were earmarked for retirement before the end of the year. That left 75 systems that had some type of problem processing, interfacing with, or calculating dates after Jan. 1, 2000.

"All 75 were already earmarked for use well into the next century," Earley said. "Making those systems Y2K compliant was a major part

"Y2K was no small matter for NIMA. In fact, it may be the first time ever that a single project was able to wrap its arms around every system the Agency owns and operates and determine whether it had sufficient utility to remain an Agency asset in the new millennium."

of NIMA's effort. The fixes were made to code, then testing done, then a test report written and audited, and some cases, testing was done a second time before being certified by NIMA as Y2K-ready." The work was completed on time and the world held its collective breath New Year's Eve, 1999.

Own Brand of Party

For the Y2K Millennium Rollover, NIMA had its own brand of New Year's Eve party, Earley said. It ran non-stop from 6 a.m. Friday, Dec. 31 to 6 p.m., Monday, Jan. 3. During that time, he added, it was anything but a party.

"Every one of 148 NIMA systems were tested following the rollover of midnight and the results passed to the Y2K team as it stood watch in the NIMA Operations Center at Bethesda," he recounted. "As the hours ticked off and the reports rolled in, it became clear that the job had been done correctly. Not a single Y2K problem occurred."

NIMA had prepared itself and had had spent millions of dollars to avoid potential disaster. It had tested systems and their interfaces, conducted end-to-end tests and demonstrations and focused on its customers—helping them test their critical systems for which NIMA was responsible. Continuity of operations plans were written that

laid out a roadmap for how we would continue to support our customers' needs for critical products even in the event of a major Y2K problem.

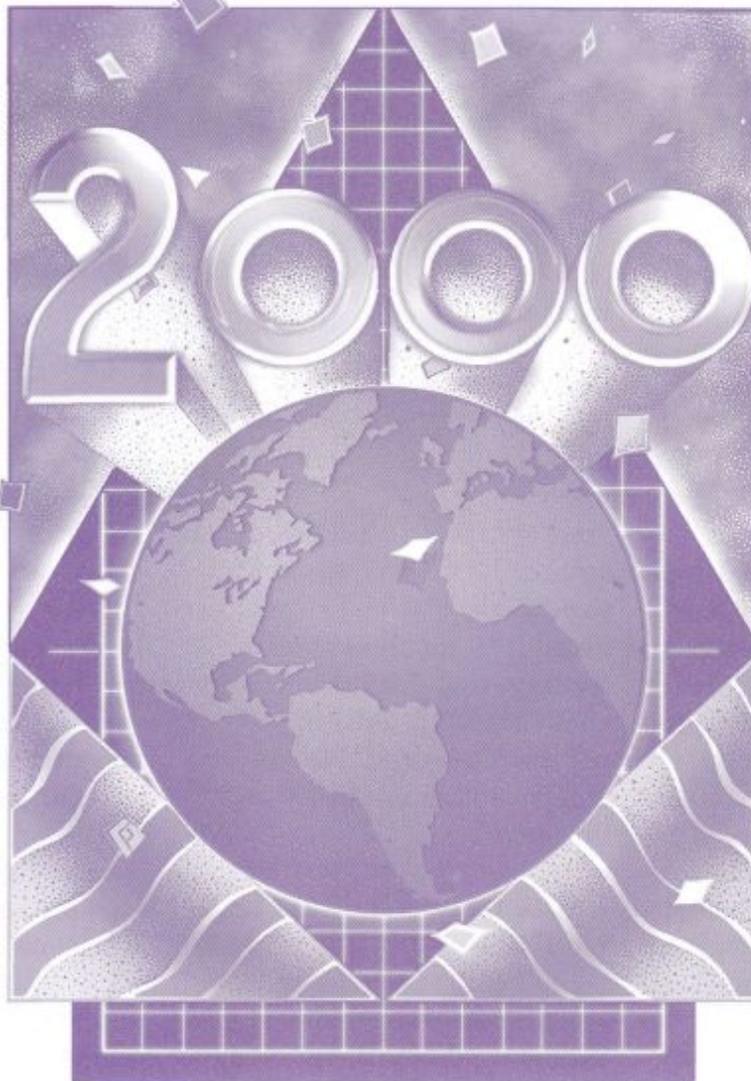
Glowing Commendation

In the midst of its work, NIMA's Y2K program was scrutinized by the DoD Inspector General and received a glowing commendation for the rigor of its program. Web sites were created at multiple security levels to facilitate in-reach by customers. The Y2K Rollover Operations Center tested readiness in September and again in December. "The tremendous success of NIMA's Y2K program is a tribute to the more than 1,500 dedicated NIMA people who helped achieve the necessary readiness and participated in this event," Earley said. But he was quick to add that

the rollover bust was what everyone had worked for.

"I believe the bust was a direct result of the work we did," he said.

"People gave a collective sigh of relief all over this nation after the rollover and wondered what all the excitement was about. They probably didn't contemplate what would have happened had there been no preparation. We could have seen the wide-scale failures that some people had predicted. We could have, and probably would have, seen disastrous failures at NIMA as well." ♦



NIMA21:

Positioning for the 21st Century

by John Iler

Since NIMA's standup in 1996, the Agency has achieved an enviable string of successes spanning the gamut from its support to the U.S. Armed Forces in Operations *Desert Fox* and *Allied Force* to the recent Shuttle Radar Topography Mission.

At the rate the Agency's legacy was expanding, LTG James C. King, NIMA Director, determined that NIMA had moved well past its role of a young agency. He indicated that it was time for the Agency to move into high gear with a goal to align the organization with NIMA's mission, vision, core values, and strategic plan.

To accomplish this goal, he said, "NIMA must focus on: customer requirements, our people, integration of imagery, imagery intelligence and geospatial information, and ensure that our modernization plan is rapidly implemented." The senior leaders agreed that one approach was a reorganization aimed squarely at taking NIMA into the 21st Century. The efforts to restructure were appropriately termed NIMA21.

Under NIMA21, leadership is more involved in strategic planning rather than managing operations. Accountability, King said, "will cut across all resources." Fewer layers will

exist in obtaining information and resolving problems with a new structure that improves the line of reporting to the Director.

Although King sees NIMA21 as a decisive step forward, he is quick to say it's not the "end state"—rather, an evolutionary milestone.

Jeff Boyle, head of the new Human Development Directorate (HD), who led the transition

efforts, agrees. "Positioning NIMA for the 21st Century involves much more than structure,"

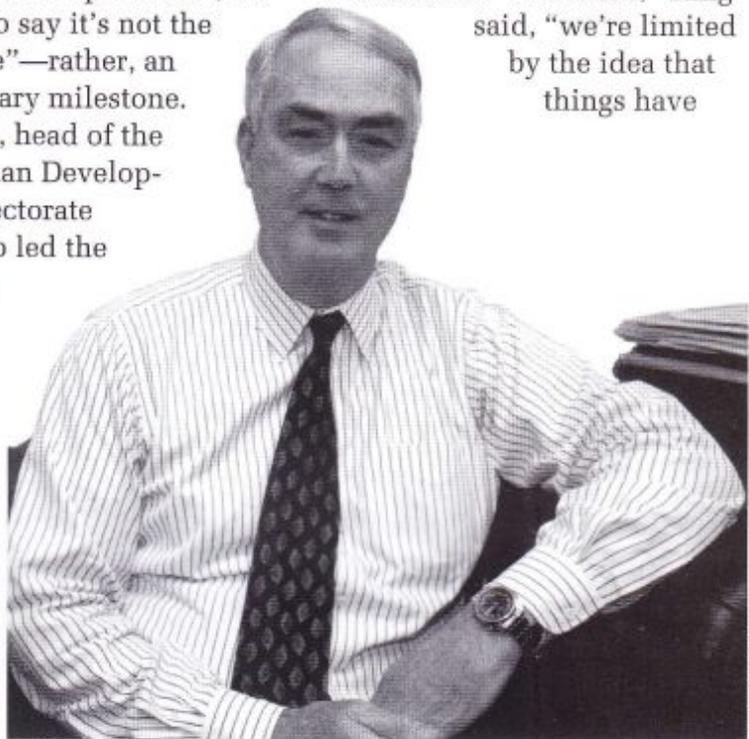
he said. "It involves people, strategy, significant leadership challenges and adjusting policies and practices. The reorganization is a necessary first step."

Landscape for the 21st Century

"This reorganization is vital to how we do business," King said. "It isn't simply rearrang-

ing the deck chairs—it reflects a fundamental change to our structural core and should be viewed as part of the landscape for the 21st Century."

NIMA21 creates an alternative rule set. "Too often," King said, "we're limited by the idea that things have



Jeff Boyle

Photo by John Iler

always been done a certain way. With NIMA21, leaders must look at processes and ways of doing business with a fresh perspective. They start with a fresh sheet of paper."

Leading change will challenge management at all levels. Boyle noted that organizations follow powerful leaders, especially those who demonstrate commitment and work with people to achieve results.

Empowering employees is an important aspect of NIMA21. "If you motivate employees to act as owners, you'll see an enormous jump in productivity," King predicted. "NIMA must foster trust and ownership in the Agency at all levels." Another key part of the NIMA21 architecture combines like-functions—reducing the number of entities performing similar work. The combined functions "reduce unhealthy competition" for scarce resources, streamline the organization, and focus accountability, Boyle noted.

Under NIMA21, the Agency's mission, vision, core values and strategic plan do not change. "The idea," Boyle said, "is to create an organization that can rapidly execute change and take full advantage of new business practices. It must promote initiative and risk taking that allow decisions to be made and executed rapidly."

Key Elements

NIMA21 incorporates what the Agency has learned during its four-year existence and will result in a more mission-focused organization. Key elements and benefits of the new organization include:

- An **Operations Directorate** that combines Imagery Tasking, Imagery Analysis and Geospatial Information and Services into a single organization. The transition will strengthen the acquisition of information and synergy

between imagery intelligence and geospatial services.

- Organizes along regional and functional lines that are as complementary as possible to internal and external customer needs.

- Collocates certain regional and functional elements with similar information services and customer support activities to foster synergy.

- Modernizes business practices to increase digital products; faster, cheaper, better and examine end-to-end process lines that are required to finish data for a customer.

- An **Information Services Directorate** that consolidates the information infrastructure once scattered across the Agency.

- Creates an enterprise view of NIMA's information technology (hardware and software; administrative and production).

- Improves infrastructure services and allows NIMA to apply a single coherent view to our information networks.

- Builds support measures for the Agency's mission critical operations.

- A smaller **Acquisition and Technology Directorate** will focus exclusively on modernization.

- Elevates systems engineering and acquisition to improve core competencies.

- Manages USIGS acquisitions with an emphasis toward commercial technology and on integration vice development.

- Manages a growing, aggressive advanced research and development program.

- A **Plans and Customer Operations Directorate** that applies NIMA's support to customer requests, captures systems requirements, develops future concepts of operations, and leads key studies of interest to NIMA's leadership.

- Integrates NIMA activities with exercises, experiments, and demonstrations.

- Executes a NIMA-wide studies program, emphasizing updates to the USIGS Modernization Program.

- A **Human Development Directorate** places all of the resources that recruit, assign, counsel, and skill our workforce under a single manager. This realignment includes *WORKFORCE21*, other elements of HR, the NIMA College, strategic work force planning, and the Agency's efforts to build EEO and diversity measures.

- Creates and sustains a human resource system aligned with NIMA business strategy and organizational culture.

- Designs and implements policies and programs to attract, support, develop, and retain a diverse and highly skilled workforce.

- Advises and consults NIMA employees on career development, training and education, change management, organization

Continued on page 19

How NIMA Uses the Skills Database

by Susan Meisner
Human Development

Missions change, people change, skills change—all of those are reasons for updating your skills profile in NIMA's Skill Inventory Library (SKIL) database.

"NIMA designed the skills analysis process to identify which skills Agency occupations require, and which skills our employees have," said Jeri Buchholz, skills analysis lead. "As NIMA's mission evolves, so do the skills our employees need to accomplish that mission."

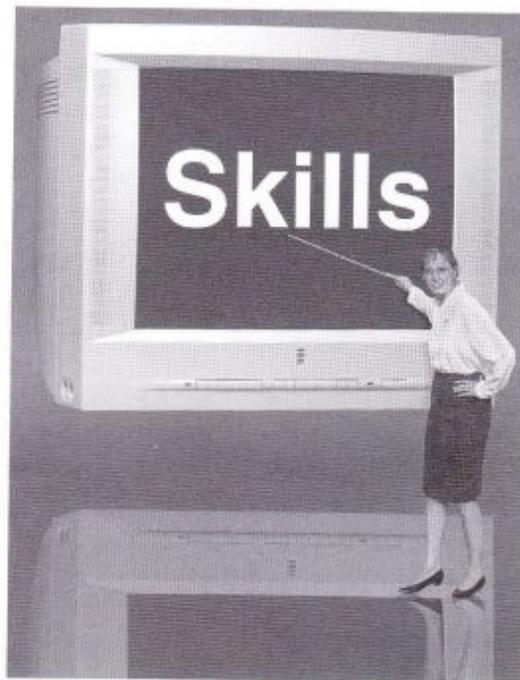
NIMA recently completed a major overhaul of the SKIL database. Subject matter experts from each occupation reviewed the skills on file for each occupation. Then they updated them, as well as the associated tools and knowledges, as necessary. They deleted some skills and added or edited many other occupation-specific ones. "This makes it very important for employees to update their SKIL profile," Buchholz said.

An example of how NIMA uses the Skills database is assisting *ad hoc* occupation panels in preparing for the annual promotion process.

"Jeri came out to St. Louis to help us identify our promotion-relevant skills," said Steve Prokasky, Assistant Aeronauti-

cal and Navigation Department Chief.

"She queried the skills in the database and showed us a spreadsheet representing what percentage of the aeronautical analysis occupation used each skill," added Aeronautical Analysis Team Chief Skip Ellis. "This helped us identify



what skills were important to our occupation at each band level. Our panel then spent a full day discussing each skill and its relative importance to the occupation."

Ellis said the most important skills didn't necessarily have the highest numerical rating—and they considered the core skills as well as the needs of the occupation. The occupa-

tion council made the final promotion-relevant skills selections and provided them to their promotion panels.

The financial management occupation also used the skills database to assist in selecting promotion criteria. Financial Manager Debi Myers, who served on that *ad hoc* occupation panel, found discussing and ranking the relevant importance of the skills especially valuable.

"A few of the skills we might have thought were important," she said, "were those the employees are rarely using," she said. "Occupation members may have interpreted the definition of various skills differently than the way they were described in the occupation guide. It helped us to refer to the occupation guide definitions and then agree on the most important skills to recommend to the occupation council as promotion criteria."

Myers said that the skills database also revealed that their occupation had a good mix of skills and people.

Kelley Dunkelberg, Language and Area Studies Training for Analysts Manager, also had a positive experience with the skills database.

"We received a short-notice requirement for an employee

with proficiency in Hebrew to read and interpret a map," she said. "Although we knew several folks familiar with Hebrew, no one had the sufficient relevant experience. The skills database, however, tracks proficiency in 122 different languages. We found someone, using the database, to accomplish the mission."

Dunkelberg said that in the past, they relied on networking within the Geographic Names and Boundaries Office to find someone with the necessary language skills as missions came up. "Now our scope reaches beyond our office to all of NIMA," she said.

The database also has been useful for meeting contingency requirements originating with other intelligence agencies. "The database helps NIMA be a team player within the intelligence community," Dunkelberg said, "by finding the right people with the right skills who are cleared for crisis support. We do good work at NIMA and don't mind other agencies knowing they can count on us in a crisis." At the same time, she added, no matter where an employee works, the Agency needs to utilize all its assets in a crisis. "And the database helps enable us to do that," she added. ❖

Skills Data profiles may be updated online via the NIMA Intranet at <http://osis.nima.mil/wf21/>.

Your individual skill profile matters. NIMA uses the skills and data from the SKIL database to:

- Document skills gained both within and outside of NIMA
- Establish a baseline for discussion between employees and supervisors or mentors about career development
- Establish requirements for career progression
- Establish a foundation for individual employee development
- Establish training requirements for individual employees
- Describe assignments
- Find the expert for particular operational needs
- Select the skills that are relevant for promotion by occupation and pay band
- Set criteria for entry into an occupation
- Baseline the workforce's current skill levels, identify skill gaps, and develop the NIMA College curriculum
- Define the skill requirements of an increasingly technical NIMA mission, benchmark current skill levels, and establish strategies to close those skill gaps

Defense Intelligence Senior Executive Service Appointments

Michele Williams has been appointed as Director, Congressional Affairs Office. Williams was previously the Acting Director, Congressional Affairs Office.

Robert Cardillo has been appointed as Deputy Director, Analysis and Plans Office, Plans and Customer Operations Directorate. He was previously the Chief, Studies and Analysis Division, Plans, Programs and Analysis Office, Corporate Affairs Directorate.

John Sorvik has been appointed as Acting Associate Deputy Director of the Source Management Division, Office of Geospatial Information, Operations Directorate. He previously was assigned to International Division, Geospatial Information Office, Operations Directorate.

NIMA Leads DoD Imagery Collateralization Initiative

by Jim Nix

NIMA is leading the Imagery Collateralization initiative within the Department of Defense, providing operational sites with electronic dissemination of secret collateral satellite imagery.

Once classified top secret and handled within compartmented channels, the Director, Central Intelligence, in 1996 approved a policy downgrading most satellite imagery and imagery products to the secret level. This meant that almost all of the satellite-collected imagery could be released to the military commanders at the secret collateral level. The challenge was fixing communications delivery means that were still compartmented. "That meant," said Army Lt. Col. Jake Jakielski, NIMA's Acquisition and Technology Directorate, (ATSI), "that any product coming out of these delivery systems had to be treated as compartmented until a time-intensive classification determination was made."

In October 1997, NIMA accepted the challenge to fix the imagery system from the point of origin to the end user. Jakielski was tasked with the responsibility of coordinating all the systems involved with the dissemination of satellite imagery.

"Our phased approach was primarily coordinating hardware and software changes, managing data flow through a security guard and working with the operational sites to reconfigure their architectures for secret collateral operations," he said.

Ruth Hamric, ATSI, coordinated the security with the National Security Agency, National Reconnaissance Office, CIA, NIMA and security representatives from the operational sites.

Five sites are now receiving secret collateral imagery: Digital Exploitation Factory (DEF), Joint Warfare Analysis Center (JWAC), Marine Corps Imagery Support Unit (MCISU), the Joint Service Imagery Processing System-Navy (JSIPS-N) at the

Office of Naval Intelligence (ONI), and the U.S. Air Forces Europe (USAFE).

"Receiving Secret collateral imagery has allowed the DEF to reconfigure and test the new systems with more efficiency than ever before," Jakielski said. "And JWAC is now providing secret collateral imagery to a host of customers who previously could not access their imagery databases."

That's not all. MCISU was able to expand support to exercises and real world deployments and ONI is able to support all their ships at sea with the secret data. "It means," Jakielski said, "that our customers will no longer be encumbered with the security restrictions associated with compartmented information." One of the most successful installations, he added, occurred at USAFE. Before collateralization, USAFE required 45 minutes to process an image, send it through a security guard and on to a collateral workstation. After collateralization, the image arrived at the workstation in less than a minute. "This was a very significant saving in time, manpower and production considering USAFE was processing 500 images per day in support of Bosnia," Jakielski said.

Collateralization is part of NIMA's continuing effort to provide timely, accurate and reliable imagery, imagery intelligence and geospatial information to national policy makers, Intelligence Community, military commanders and allies. ♦

For more information on the NIMA Imagery Collateralization initiative, call Jakielski at 703 541-4268 or Hamric at 703-541-4232.

NIMA21: Positioning for the 21st Century

development and diversity issues.

- A **Financial Management Directorate** that focuses all efforts to develop, defend, and execute the Agency's programs.
 - Defends program to Executive branch—DoD (Comptroller and C3I), CMS, and OMB—and assists Congressional Affairs in defense to Congress.
 - Interfaces functional management with C3I, CMS, and Imagery and Geospatial Community (IGC).
 - Maintains and enhances NIMA's system of internal and external metrics.
 - Champions new business practices in NIMA.
- An **International and Policy Office** that consolidates the overall execution of NIMA international activities.
- A **Mission Support Office** that combines different aspects of support spread throughout NIMA under a single senior manager.
- Separates **Congressional Affairs** and **Public Affairs Offices** that were previously combined. Separation of the different functions improves communications with Congress, NIMA's workforce and the external publics.

- A **Procurement and Contracts Office** that incorporates the NIMA Acquisition Center (from the former Systems & Technology Directorate), to place emphasis on business practices, Acquisition Program Career Board, and the NIMA Acquisition Review Board's support to the Component Acquisition Executive.
 - Improves training and performance of NIMA Acquisition Officers.
 - Emphasizes commercial alternatives to government-only activities.

Customer Service

King calls customer service a "crown jewel" of the Agency's mission, vision, core values and strategic plan. He said the reorganization will help foster an "agile organization" that will make it easier doing business with NIMA. "The messages are simple and well defined," he said. "We are going to change, we're going to implement relevant business practices and remain an elite provider of information."

"We're going to focus on readiness," said Boyle. "Customer satisfaction is the basis of everything we do and everything we are. NIMA21 restructuring helps to root out non-productive processes and

enhance productivity. It helps us leverage scarce resources against our priorities, and it helps with alignment. We say we value teamwork, personal accountability, partnerships, diversity, and open communications—NIMA21 demands it." ♦

"Too often, we're limited by the idea that things have always been done a certain way. With NIMA21, leaders must look at processes and ways of doing business with a fresh perspective. They start with a fresh sheet of paper."

LTG James C. King

SLPS Catalogue Available

Employees found it difficult to “slip” by the Dean of NIMA’s School of Leadership and Professional Studies (SLPS) Dr. P.J. Rooney in April, as she and staff members of the NIMA College distributed copies of the SLPS Catalogue at entrances agency-wide.

“We thought it was important that everyone knew this information was available,” Rooney said. And the catalogue, distinctive with its lighthouse cover, is available online, too.

People wishing to strengthen their performance and promotion potential by sharpening or learning new leadership skills can find more than 60 courses to help them in the SLPS catalogue.

“All employees lead NIMA, some through a position of authority, most through informal authority by being ethical and accountable in everyday work,” said Rooney.

The courses in the catalogue can help employees in all Pay Bands acquire and develop *WORKFORCE21* core competencies in Leading Change, Leading People and Driving for Results. The opening pages lay out band-specific curricula, but although the courses are targeted for specific Pay Bands, employees in other Bands are encouraged to apply if interested.

To find the online catalogue, click on the “Training” button on the NIMA OSIS home page or on the Digital Daily Edge. Either will take you to the catalogue by following the links to “SLPS Courses” or “SLPS Catalogue.”

Specific schedules of SLPS classes to be offered at each NIMA College campus are posted monthly with the catalogue and are provided to office training coordinators via e-mail. There, employees can see short course descriptions, dates, times and locations.

To apply, ask your training coordinator to forward the necessary information to the identified registrar. You’ll get confirmation of enrollment or waiting list status within days.

Is it worth it? Student feedback is used to improve future iterations of each course, and one NIMA employee wrote on a recent critique,

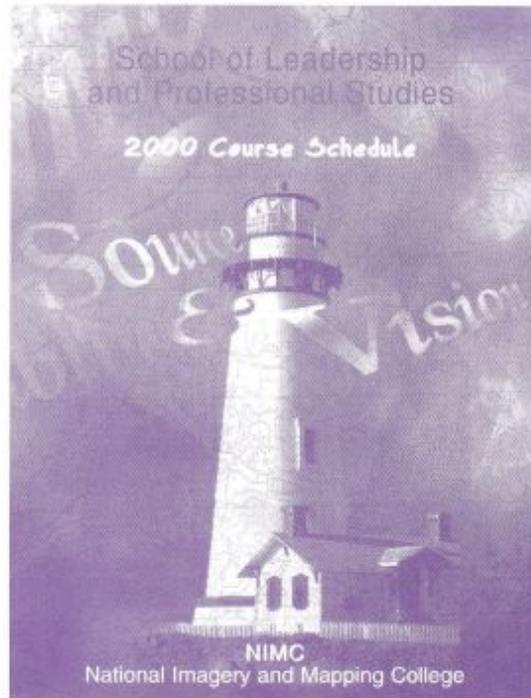
“[The instructor] did a great job of energizing the group and stimulating interest.”

Why not try out the School of Leadership and Professional Studies to meet some of your career development needs? It’s only a click away.

To Register for NIMC Classes, training coordinators should provide the following information to the appropriate NIMC Registrar:

- Class name and date
- The employee’s name, last four Social Security

digits, pay band, *WORKFORCE21* occupation, office code and telephone number. ❖



NIMC Registrars

St. Louis
Mary Dierker 314 263-4021
Gail Bowers 314 263-4021

Bethesda
Amber Beall 301 227-2115

WNY
Camille Woody 202 264-4032

Ft. Belvoir
Lynn Keleher 703 805-3213
Associate Registrar
Janet Brooks 703 805-2557

New Student Employment Program

The Student Employment Program, slated to begin next January, is one of several strategies NIMA is using to meet potential long-term staffing requirements.

"It provides the policy guidance and procedures for a variety of college student employment opportunities, including the Student Partnership Intern Program, the Student Career Experience Program—formerly the Co-Op Program—and the Summer Hire Program," said Peggy Etheridge, the program's manager. "The Student Employment Program addresses issues that encourage successful recruitment of qualified students, including minorities, women and people with disabilities. In short, it provides a formal mechanism for students to learn while they earn."

NIMA is a partner with the intern programs of the Hispanic Association of Colleges and Universities (HACU) and the National Association for Equal Opportunity in Higher Education (NAFE). These organizations, Etheridge said, will provide qualified students who are studying in disciplines related to NIMA's core skills. "The students will work in Geospatial Information and Services Office (GI) and Imagery Analysis (IA) during the spring semester," she added. Simultaneously, the recruitment center will recruit stu-

dents from a wide range of college campuses for the summer and fall semesters.

All students hired in the Student Employment Program must be enrolled in a college curriculum related to the NIMA core skill disciplines, Etheridge said. These include geographic information systems; geography and earth sciences; satellite image analysis; and environmental science. Students must maintain a 3.0 grade-point-average on a 4.0 scale.

"NIMA's Student Occupation Steering Committee will provide oversight and overall program guidance for student employment issues," Etheridge noted. The Committee consists of Agency Occupational Council representatives and the Student Employment Program Manager. The committee will use the strategic plan and occupation analysis reports to determine the number of student requirements by occupation and oversee implementation of the program; determine training requirements; conduct program evaluation; designate student sponsors; and serve as interview/selection panel for the Student Employment Program. It also will determine when NIMA will pay for travel and transportation between duty station and school, provide technical orientation, determine appropriate rotational assignments

and develop requirements for agreements between the institution and the Agency.

"The program's objectives are to strengthen NIMA's career workforce," Etheridge said. "This will be done by providing study-related work experience to potential entry-level employees during their college years and encouraging early adaptation to the work environment. It also will broaden contact with innovative people, interesting work sites and challenging situations while providing opportunities for the introduction of innovative educational methods and concepts into the workforce."

But at the same time, she said, it will provide training to highly motivated people meeting NIMA skill requirements and establish a pipeline of entry-level workers with security clearances, job experience and knowledge of NIMA. "We will enhance relationships with academia, develop a continuous recruitment resource, foster partnerships and groom student participants for future opportunities as career employees," she said. "It also will increase access to students from underrepresented groups through expanded recruitment."

For additional information, contact Etheridge via e-mail or call (301) 227-5800. ♦

NIMA Employee Paints Snapshots of Life

by Joan Mears

As a child, Walter Moskwa enjoyed building plastic models of cars, boats and airplanes, but he was too impatient when it came to painting them. "It took awhile for the paint to dry, so the parts had to be set aside for a long time," said the Pawtucket, R.I., native. "I wanted more immediate results."

Fortunately, he added, patience comes with maturity.

After high school, Moskwa attended an aircraft maintenance technical school. He liked working with the geometric aspects of aircraft maintenance study—the schematics and diagrams. He did a

"I really liked art, but you reach a point in life where you have to think long about what you want to do and what you need to do to earn a living."

painting to decorate an aircraft engine, which was overhauled by he and his crew. It resembled aircraft art, the type painted on bombers during World War II by American servicemen. He went on to Rhode Island Junior College where he took a few art classes.

"I really liked art, but you reach a point in life where you have to think long about what you want to do and what you need to do to earn a living," he said. "I'd always been interested in



"Canal Lock at Georgetown" Awarded 2nd place (Oils and Acrylics category) at the York Art Association's Juried Show at York, Pa. 1997. The painting is 48" x 48" and took approximately 338 hours to complete.

Photo by John Iler

the environmental/conservation sciences and had planned to work for Parks and Recreation with the state of Rhode Island. Cartography was within the Natural Resources curriculum so that's where I put my efforts." In 1978, Moskwa graduated from the University of Rhode Island with a Bachelor of Science degree in Natural Resources.

He began his federal career at the Defense Mapping Agency Providence Field Office in 1980—moving to Bethesda in 1987 when the West Warwick facility closed. But the GIDBH cartographer never lost interest in art. "It took me six and a half years, and in 1994 I earned a Bachelor of Arts degree in Studio Art at the University of Maryland."

Moskwa is an admirer of Richard Estes (b. 1932)—an American exponent of Photorealism. "Estes is known for the street scenes he painted from actual photographs. I went to an art show in New York to see Estes' work. His paintings were so realistic I felt I could walk right into them."

Like Estes, Moskwa paints from photographs. However, he compares his work to Art Deco, an eclectic design style developed during the 1920s and 1930s.

What characterizes Art Deco? Most designs, Moskwa said, share the hallmarks of geometry and simplicity, often combined with vibrant colors and simple shapes that celebrate the rise of commerce and technology.

"I spend a lot of time outdoors in the spring and summer hiking or biking," Moskwa said. "Sometimes I take my 35mm camera along and if I like the photos I take, I'll paint from them using them as sketches." He does most of his paintings on evenings and weekends during the winter months, preferring to paint realistic landscapes and cityscapes. His works include



"Amtrak Electric" Awarded 1st place in the Oils and Acrylics Division, Montgomery County Art Association Members' Show, at the Arts in the Park Show, Rockville, Md. 1992. The painting is 24" x 36".

the Washington Harbour, near the Kennedy Center, the C&O Canal in Georgetown, the railroad bridge at Harper's Ferry, the roller coaster at Glen Echo and several others.

"I'm going to display the roller coaster piece at the Glen Echo Art Show in September," Moskwa said. "People enjoy seeing nostalgia pieces at these shows." He recently painted a lighthouse scene of Point Betsie, Michigan for a co-worker. "I'd like to paint DuPont Circle next—it's a good example of geometric design and is an interesting panoramic view. There's a lot of activity there, especially during the summer months."

A member of the Poolesville Fine Arts League, his work is on display at a local physical fitness center in Poolesville, Md. ❖



Washington Harbour Painting.

NIMA Hosts Bring Your Child to Work Day

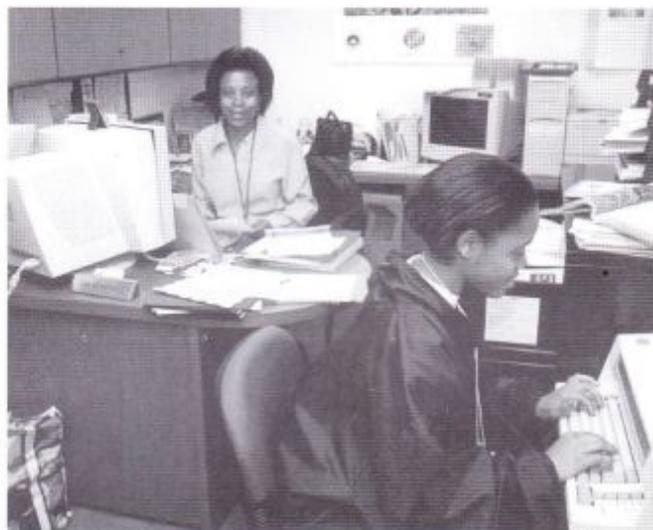
On April 27, NIMA held its first Bring Your Child to Work Day at NIMA's Bethesda, Reston, Washington Navy Yard and St. Louis sites. The event was open to children 9 to 15 whose parent or legal guardian works at NIMA. Nearly 300 children agency-wide participated in the event. ❖



Brian Bailey, 12, son of Bethesda attorney Susan Bailey; Briana Mendenhall, 11, William Jennings, son of Bethesda attorney Laura Jennings, 10; Elizabeth, 11, and Andrea, 13, Hill, daughters of attorney Randall Hill, meet with Andrew Deranger, Deputy General Counsel. Deranger gave his age as 37.



Michael Williams, a Bethesda computer specialist, with children (l-r): Lorenzo, 12; Philip, 8; Elizabeth, 6, and Margaret, 3.



Anna Mendenhall, a Bethesda administrative officer in the Office of General Counsel, works while daughter Briana, 11, uses a typewriter. "I loved the exhibit on maps," she said. "You could click on a place and see it like you were flying," she said.



Howard Cohen, of the Marine Navigation Department in Bethesda, came to work with daughters Gracie, 10, and Erica, 11. "I liked the visuals and charts," Erica said. Gracie, on the other hand, liked the aerial map displays.

Photos by John Iler

Automatic Doors Installed at Bethesda's EH Cafeteria

New automatic doors have been installed at the Erskine Hall cafeteria, thanks to the Disabilities Awareness Council (DAC).

In 1999, members of the council recognized that the manual doors presented an obstacle to some NIMA employees and visitors with disabilities. It wasn't long before the council began actively pursuing a solution.

Kent Mutzig and David L. Jones, the co-chairs of the DAC, view the automatic doors as a major accomplishment for the council.

"Those who find standard doors difficult to use see the automatic doors as a godsend," Mutzig said. "They eliminate the need to ask for help and they're convenient for everyone."

The DAC, also known as the People With Disabilities Employment Program, East, is one of NIMA's special emphasis programs and is managed by the Diversity Management and Equal Employment Opportunity Office. "Its focus," said Jones, "is to raise awareness about accommodating people with disabilities and setting higher standards accordingly."

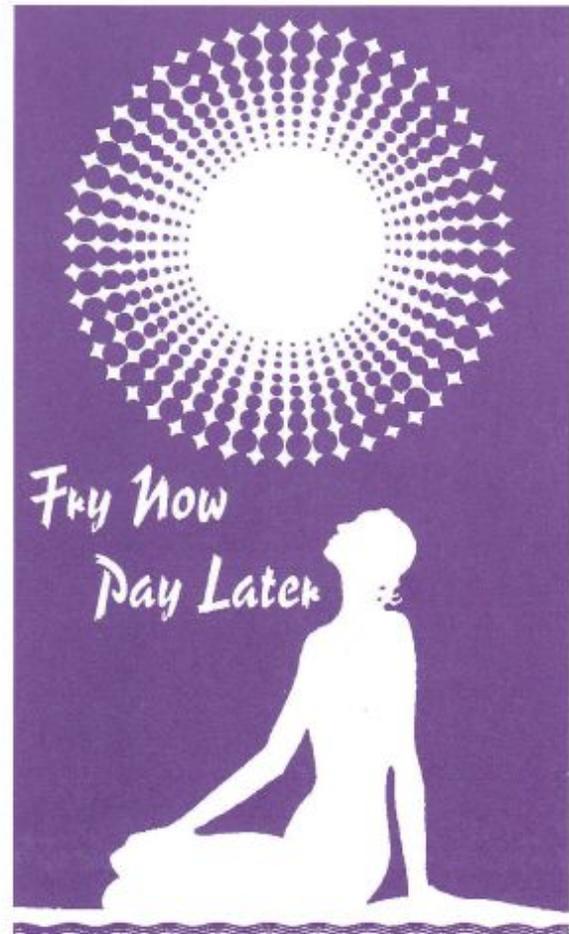
The council has created several subcommittees, including the Disabilities Award Committee, Observance Committee, Silent Community Committee and Strategic Committee. These recruit, mentor and assist employees with career development. "Currently, DAC is working on updating the fire alarms (strobes) in some of the workforce areas," said Mutzig. "Our plan is to install NexTalk, a new software product that emulates a TTY device to accommodate some of the deaf and hard-of-hearing employees." The council also is working with the Employee Assistance Program, the Engineering and Facilities Office and the Safety Office to improve the working conditions and meet the special needs of employees with disabilities.

The Disabilities Awareness Council members are Irene Brodley, Peggy Etheridge, Sharon Johnson, David L. Jones, Martie Jones, Gertha

Wise Kurtz, G. Kent Mutzig, Michael Nash, Shannon O'Bryan, Denise Peele, Karen Saffron, Gregory Springer, Donna Thomas, Annette Viola, and Paul Weise.

"The Council's goal," Mutzig said, "is to ensure that all people have equal access at work and to let people know we are working to remove architectural barriers that impede NIMA employees with disabilities."

If you know of an architectural barrier, or have any suggestions about improving the work environment at the NIMA East sites, contact Mutzig or Jones via e-mail in Bethesda. The point of contact for NIMA West is Helen Alexander. ❖



Marine Analyst Trainees Brave Potomac on Three-Hour Tour

by Howard Cohen and John Iler

Walt Holtgren is a team chief in the Marine Navigation Department's Notice to Mariners Branch. On weekends, though, he's the skipper of the 44-foot charterboat *Irish Mist*, docked at Gangplank Marina in Washington, D.C.

From the many vantage points along the Potomac, the *Mist* is an unimposing vessel and blends in with the other boats sailing up and down the river. But the two-deck charterboat is built for comfort. It sports a sun deck topside with an adjoining canopied area replete with lounge chairs. Below, there's a galley, living quarters, bar and lounge—all air conditioned.

Holtgren has captained the boat for three years and enjoys his outings as much as the extra income the job brings. But last month he was able to secure the *Irish Mist* as a training platform for 22 department employees studying to be marine analysts. "It was a great way to apply classroom academics into first-hand practical experience," he said.

The owner of the *Irish Mist*, Robert Reckmeyer, offered the boat free of charge to NIMA in exchange for some extra duty from Holtgren, which Holtgren said, he was only too happy to provide.

Before leaving Washington Harbour at Georgetown, each trainee was given a simulated radar exercise and pre-exercise questions. Before the three-hour cruise had begun, they were divided into teams of four. Under the supervision of team captains Bob Ford, Peter Wyatt, Tim Craig and Walt Holtgren, each team member was taught challenges a navigator would encounter.

"It looks easy," Holtgren said, "but the Potomac is fraught with high traffic, shallow areas and floating obstacles like logs and branches." Some, he said, become waterlogged and sink to just below the surface. These can cause damage to the structure of the boat as well



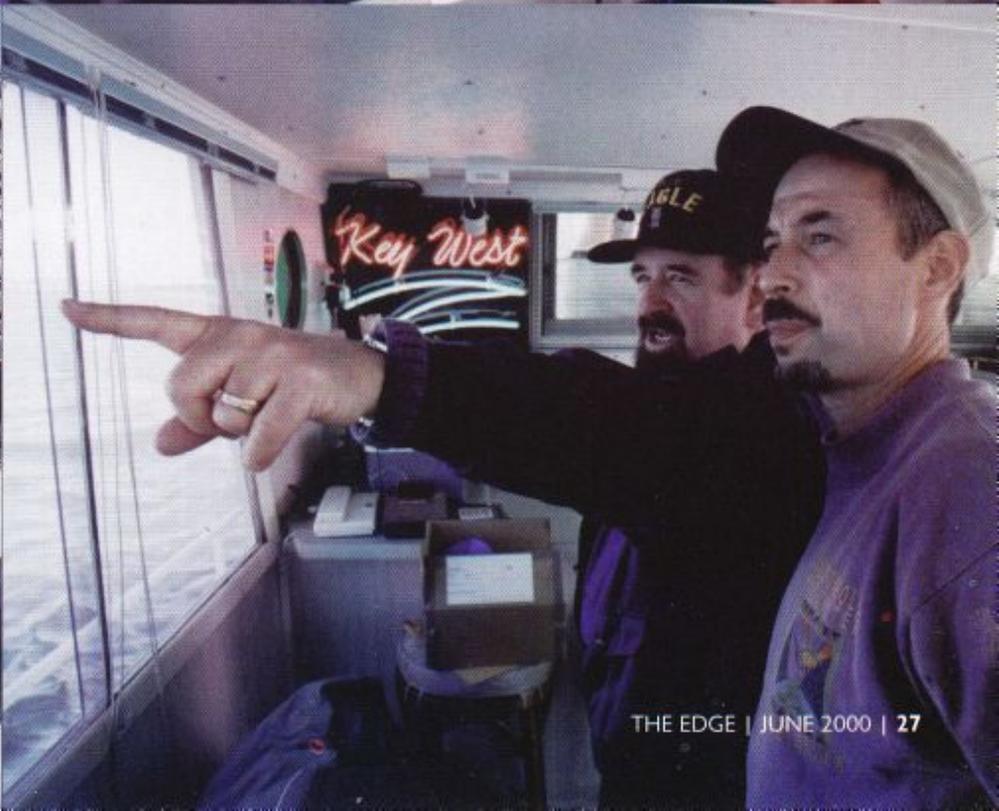
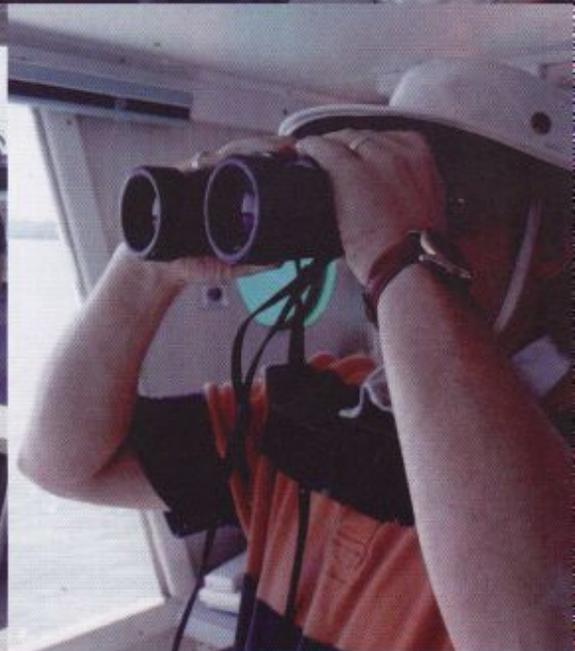
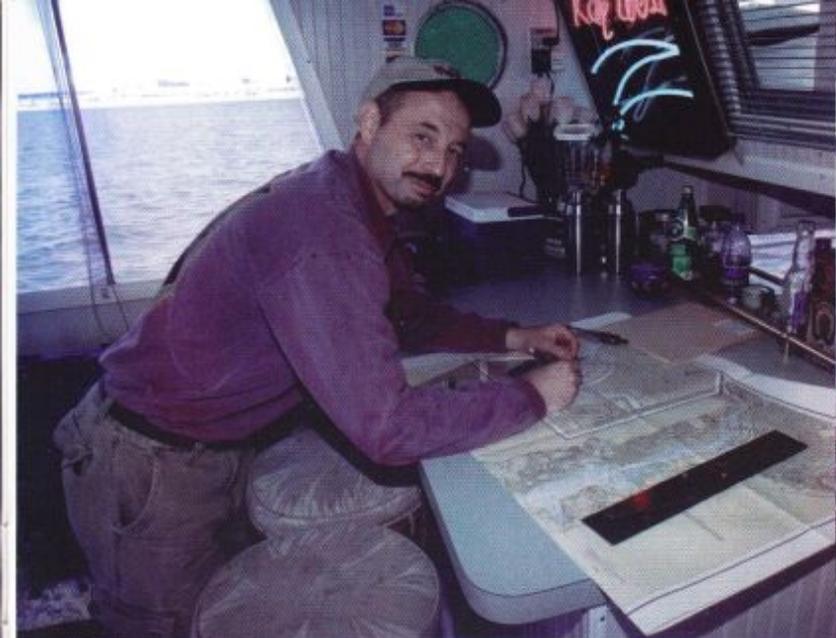
Sea-going veteran Peter Wyatt (L) shows group the approaching charted buoy. Observing: John Szczepanski, JoAnne Gellman, and Katherine Moylan.

Photos by John Iler

as the propellers, he said. "But it was a beautiful day for the exercise and everyone did a great job."

The course lasted 14 weeks and was held each Tuesday from 6 – 8 p.m. at the NIMA College in Bethesda's Erskine Hall. "It was hard work," said Amy Weed, who earned the class top honors, "but also fun and interesting." The course focused on the use of nautical charts, tools, instruments, dead reckoning and piloting, magnetic compass, tides and currents, radionavigation, navigation reference publications and voyage planning.

U.S. Coast Guard-Auxiliary instructors Oliver Lynch and Carl Nielsen presented certificates of completion to participants. ♦





*Have a
Safe and Happy
Fourth of July*