

General Shelton Addresses 5th Annual Customer Conference

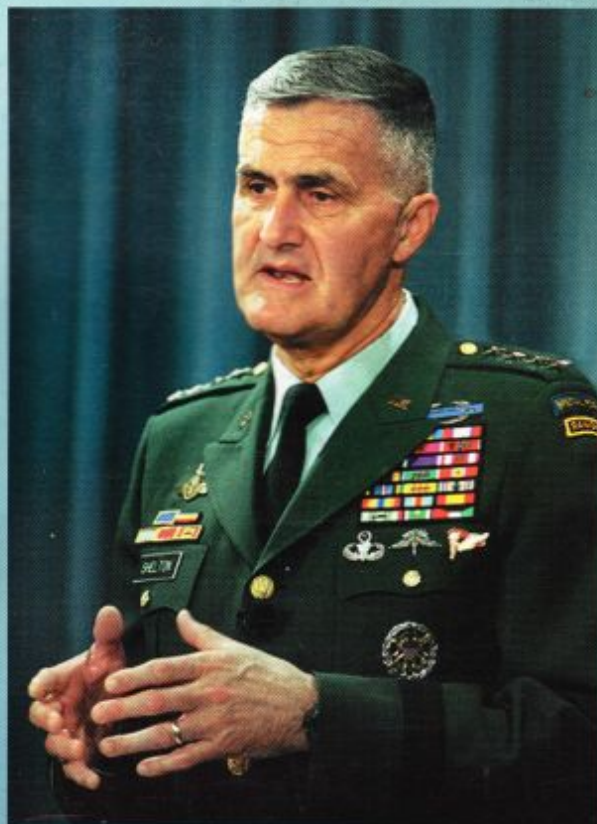
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National Imagery and Mapping Agency

EDGE

Guaranteeing the Information Edge

January 2001



Supporting the 21st Century Customer

NIMA Introduces



by Joan Mears

“One NIMA product that the public has eagerly awaited—10-meter resolution Digital Orthorectified Imagery (DOI-10)—is included on the new Earth-info web site,” said Kathy Buono (ATTN), the site’s former project manager.

DOI-10 is a mosaic of unclassified, gray-scale, satellite images of Earth’s land surface. Through computer processing, distortions from the original images have been removed. The result is an image with the characteristics of a photograph with the geometric qualities of a map.

The website Buono referred to is <http://www.earth-info.org>, a new Internet resource recently introduced by NIMA. She anticipates many benefits for the average person. “By providing imagery and geospatial information to the public, a citizen can use this data every day in a variety of ways,” she said. “For example, students, researchers and news reporters will be able to access a wide array of imagery and geospatial information to create term papers, reports and news stories.”

Exploring the World Through the Power of Computers

Earth-info enables its users to explore the world through their computers and provides access to imagery, maps and geospatial information produced by the U.S. government and commercial providers. Buono called it a “one-stop” public source for many products formerly available only to the government.

The new site is the result of a project known as “Imagery for Citizens,” initiated in 1996 by Sen. Robert Kerrey (D-Neb.), who turned to NIMA to implement his initiative. The goal of the project was to provide greater public access to government-produced imagery holdings, especially declassified satellite imagery.

The National Technology Alliance (NTA), for which NIMA serves as executive agent, developed the web site. NTA worked with the Virginia-based National Center for Applied Technology (NCAT) and the National Information Display Lab (NIDL)



Left to right, Heather Hawa, Kathy Buono, John Eller, and Colby Harmon are NIMA’s Earth-info team members.

in Princeton, N.J., to create the Earth-info web site and to establish partnerships with government, academic, and commercial providers of geospatial information and imagery.

Buono was assigned to the project six months ago. “Being the Earth-info project manager was a big challenge,” she said. At the same time, she added, it was exciting because it gave her an opportunity to work on something that would have a direct impact on the public. Other Earth-info team members are Colby Harmon (ATTN), John Eller (IICE) and Heather Hawa (NCAT).

Several sources of imagery and map data may be accessed from the pull-down menu on the web site. LandSat 4, 5 and 7, Corona KH-4, RADARSAT, SPOT, and Russian DK-1 are included. In addition to DOI-10, NIMA is providing compressed ARC Digitized Raster Graphics, Digital Terrain Elevation Data Level 0, and Vector Map Levels 0 and 1. Other NIMA data will be added to the site as they become available.

A Million Images Available

Thumbprint size previews and other information for over 1.25 million images are available—with more being regularly added to the site. The types of imagery include over 800,000 declassified Corona images, 300,000 LandSat 4 and 5 images, 50,000 LandSat images and a total of approximately 50,000 images from RADARSAT and SPOT.

National Geographic has developed feature stories specifically for Earth-info that include information about locations around the globe and feature some type of satellite data or imagery.

Users also can download or order many types of NIMA data directly from Earth-info through NIMA's Geospatial Engine, which is managed by John Eller. "Our goal is for Geoengine to be the single portal for access to NIMA's publicly releasable digital geospatial data," he said. Geoengine was developed for Earth-info by Lara Bordick of Logican/INRI with support from Environmental ESRI.

Team Members Enthusiastic

The team members were enthusiastic about their work. "Earth-info will complement other geospatial data clearing-house efforts, such as Digital Earth led

by NASA and ESRI's Geography Network," said Harmon. "All of these activities seek to make it easier for people to find and access imagery and geospatial data over the Internet."

Harmon recently replaced Bueno, who was reassigned as program manager for NIMA's Cooperative Research and Development Agreement (CRADA). "Managing Earth-Info will no doubt present several challenges and opportunities," said Harmon. One is viewing the general public as a customer. "This isn't something new for NIMA, but Earth-Info may be one of the few NIMA efforts geared toward people who may never have used digital geospatial data or imagery before," Harmon said. "Our goal is to keep the site simple enough for novices to use and still provide capabilities sophisticated enough for users to efficiently sort through the wealth of data that Earth-info makes available." #

CITO Improves the Tasking Process

"This new process will make a profound difference in our ability to meet our customers' imagery needs now and in the future," NIMA Director LTG James C. King told a standing-room-only crowd at the Central Imagery Tasking Office (CITO) ribbon-cutting ceremony Nov. 14.

The ceremony culminated an 18-month, employee-led organizational reengineering process, which resulted in significant changes, including regionalization of the imagery tasking processes. King delivered keynote remarks and Terry Vernier, Director of CITO, was host for the ceremony. Participants included the Assistant Director of Central Intelligence for Collection Charles Allen, the Director of NRO's Imagery Systems Acquisition and Operations Directorate Air Force Brig. Gen. Joseph Sovey, and NIMA's Deputy Director for Operations Bobbi Lenczowski.

CITO's new imagery requirements management process was driven by a need to "put a premium on the whole landscape of end-to-end requirements

performance management rather than target-by-target adjudication," Vernier said.

The new requirements performance management process focuses on optimizing the management of requirements performance, which is critical to NIMA's mission of providing timely, relevant and accurate imagery. The new process is important to NIMA's customers since it provides an increased focus on their imagery needs, performance and

satisfaction. CITO's vision throughout this new process is "Guaranteeing customers the right imagery at the right place and time."

"It goes without saying that you cannot begin to accomplish an effort of this magnitude without the full support of your bosses," said Vernier, who then presented King and Lenczowski CITO's "Commitment to Excellence" award for their trust and support. CITO's new senior management team then unrolled the ribbon, which was cut by the distinguished guests. #

"The new process focuses on customers."

—Central Imagery Tasking Office

NIMA Supports Presidential Inauguration With CD Photo Maps, Simulated Fly-Over

by Paul Hurlburt

The delay in learning the outcome of the 2000 presidential election had little effect on NIMA's production of special products for the inauguration.

Most of the products – plotted imagery and maps on compact disk and paper – were provided to the Armed Forces Inaugural Committee (AFIC) during November, said Barry Barwatt, production manager in the Customer Operations Office's National and Civil Branch.

The AFIC, which began operations a year ago, is responsible for coordinating military support for presidential inaugurations. Additional customers include the Secret Service, FBI, Capitol Police, National Park Service, Joint Staff, Joint Forces Command, Special Operations Command and Army Forces Command.

The delay did affect products for the inaugural balls, which depended on the identity of the new president, said Martin Tierney, Americas NIMA Production Cell team chief in Bethesda. "Production for the parade route and the Mall was the same, regardless of who was elected," he said, but work was required in December of Embassy Row and other areas hosting galas and balls.

While NIMA and its predecessor organizations have supported past presidential inaugurations, this year's softcopy products are new, according to Barwatt.

Seven image plots and a common reference map were created on a single compact disk.



Photo by Tom Hall

For the inauguration, NIMA produced the image map of the Capitol Mall, which is shown behind, from left, Tom Burns, Martin Tierney and Barry Barwatt. The image map was one of seven available on compact disk.

Geospatial Analysts Tom Burns and Mitch Paul used ERDAS Imagine software to annotate 1999 aerial photos gathered and orthorectified especially for NIMA by Surdex Corp. of St. Louis. Text and graphics for the annotations were provided by AFIC. Navy Capt. Janice Lai and Kim Bevard of the Customer Operations Office worked with the diverse customer base to define the product requirements.

CD Photo Maps Give New Capability

"The CD photo maps give a lot of capability for planning, which hardcopy maps can't provide," Barwatt said. Customers will be able to annotate the softcopy products with the latest information. They can "zoom in" on areas of interest, determine distances, measure city blocks,

derive coordinates and make their own color-coded custom maps, using the image base. ERDAS Imagizer viewing and editing tools are provided on the CD with the photomaps.

Some 60 CDs were replicated by NIMA's Information Services Directorate. Hardcopy versions of the softcopy products were printed on plotters in the Americas NPC and produced by the hundreds on NIMA's Remote Replication Systems in Bethesda and St. Louis. Most of the hardcopy products were large-scale maps ranging in size from 34-by-40 to 34-by-90 inches.

Besides the CD photo maps, Stacy Mayse of the Transnational Center in the Geospatial Information and Services Office (GI) used the Surdex imagery to create a simulated fly-over of the parade route.

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NIMA Commission Report Released

NIMA personnel received a memorandum from Director LTG James C. King Jan. 8 on the report of the NIMA Commission. The Secretary of Defense and Director of Central Intelligence appointed the commission in response to a request in the fiscal year 2000 DoD Appropriations conference bill.

The Commission was charged to conduct a comprehensive review of NIMA's present organizational and management structures, current technology development and acquisition plans, business practices, and operational support services provided to the Defense Department and the Intelligence Community. RAND's National Defense Research Institute—a federally funded research and development center—provided the executive secretary and commission staff for the study.

The basic report can be accessed on the NIMA Home Page using the "What's Hot" button.

"Since our formation, numerous studies, investigations, audits and fact-finding reports have looked at our mission, current operations and future direction," King said in his memorandum to employees. "Few issues appearing in this latest report were unexpected; most have been identified by us or in earlier reports."

Continuing, he said, "Those who read the entire Commission Report will draw their own conclusions. For the NIMA team, we understand and will continue to build on our strengths. We also know we have areas for improvement and we want to improve. External reviews are one way for us to constantly learn and adapt to ensure we continue to accomplish our mission in support of our Nation.

"I view the NIMA Commission Report as a blueprint for success when combined with other evaluations, our Strategic Plan, the U.S. Imagery and Geospatial Information Service (USIGS) Modernization Plan, and other NIMA initiatives. If appropriate and when we are able, we will implement Report recommendations that continue to reinforce our status as a world-class organization. In the coming weeks, the Deputy Director, other NIMA managers, and I will be discussing the report with you. We look forward to hearing your ideas on appropriate follow-up."

The Commission Report details 25 findings and 23 recommendations. The entire report is online at www.nimacommission.com. Additional supporting studies, some of which are classified, address NIMA's response to multiple customer demands (national and military), competitive sourcing,

commercial imagery, and organizational proposals for NIMA to consider.

Some examples of key findings and recommendations of the report are summarized below. TPED refers to tasking, processing, exploitation and dissemination.

Findings

- NIMA is an essential component of U.S. national security and a key to information dominance.
- Despite its acknowledged criticality to information dominance, NIMA is under-resourced overall, not only for TPED acquisition (USIGS modernization), but also for commercial imagery procurement, R&D, and training for its officers and for the larger imagery and geospatial community.
- NIMA works hard at understanding its customers and, by and large, is quite successful at it.
- NIMA appreciates the need to bolster long-term imagery analysis and is taking steps to do so.
- "TPED" is critical for sustaining U.S. information dominance, but there are doubts that the design for TPED is adequately articulated or understood.
- Legacy products and processes put NIMA at risk in the Future Imagery Architecture.
- NIMA could benefit from an advisory panel to help with TPED acquisition.
- The likely cost of TPED (or USIGS modernization) is not accurately reflected—*i.e.*, is significantly underestimated—in the current POM/IPOM.
- NIMA has too little R&D and should consider creating a position of Chief Technology Officer.

Recommendations

- Chairman, Joint Chiefs of Staff should commission a study of the demands and constraints that military doctrine places on imagery intelligence and geospatial information. The study should be available for Congressional review within 18 months.
- ASD(C3I) and DDCI/CM should work with NIMA Leadership to aggressively seek the sources and means—dollars, competent management and skilled personnel—needed to make NIMA's mission whole and its infrastructure functional.

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NIMA Moves to Consolidate Eastern Workforce

by John Iler

A plan to consolidate NIMA's East Coast workforce into the agency's Bethesda, Md., and Reston, Va., facilities is being finalized and for the most part will merge production elements into what is now NIMA headquarters and move mission critical support elements to Reston.

Tom Burton, Director of the Facilities Consolidation Program Office, says the plan, scheduled for completion by 2005, will strengthen mission performance and maximize the agency's resources. "To be specific, consolidation is part of the NIMA Strategic Plan to make the best use of our resources to provide timely, high quality, relevant imagery, imagery intelligence and geospatial information to policymakers and warfighters. Our goal is to give NIMA employees a work environment that enables them to accomplish their mission."

Under consolidation, the agency will completely move out of its Washington Navy Yard facility and



Bob Webster

close Building 213, which presently houses many of NIMA's imagery analysts. The plan to close Building 213 is driven, Burton said, by the need to "get into government-owned space, to deploy expensive exploitation and production systems into facilities that we own and to avoid the high cost of Washington Navy Yard recapitalization."



Tom Burton

NIMA is scheduled to finish the required environmental assessments by June. In the meantime, plans are being drawn to relocate most of the East Coast's Imagery Analysis (IA) and Geospatial Information (GI) components to Bethesda and close Building 213 by September 2005. To accommodate the relocation, the majority of mission-critical support components will be moved from Bethesda to Reston by Summer 2004.

The first group to consolidate," said Burton, will be IA's Eurasia and Strategic Issues Division and GI's Eurasia Center. Plans currently call for them to begin moving into newly renovated space in late 2002. "A Facilities Consolidation Team (FCT) has been formed in the East composed of component liaisons to work the literally thousands of details required by this operation," he explained. In the West, a smaller FCT has been appointed to work the integration of imagery analysts into St. Louis operations and production.

Bob Webster, the FCT's communications and marketing coordinator, said he believes the move makes perfect sense.

"The Bethesda complex has the space to allow nearly all of NIMA East production forces to operate from one location," he said. "Roberdeau Hall and other Bethesda spaces will be transformed into modern, open, flexible office space. But," he added, "it will be a complex undertaking—one that will require the cooperation and patience of the entire workforce and its leaders."

In a September message announcing the moves to all employees, NIMA Director LTG James C. King said the consolidation would involve minimal disruption. "NIMA will emerge as a stronger, more efficient and more productive organization better suited to do business in the 21st century," he said.

As the relocation plans unfold, watch the Edge for further details. Also, for those of you with SCEN access, check out the new Facilities Consolidation Intranet site at <http://webbet01.se.nima.smil.mil/fcpo/index.html>. *

QUESTIONS & ANSWERS

1. Moving IA to Bethesda will probably complicate and extend the commutes of many IA employees. Was this taken into consideration? If not, why not?

Commutes were taken into consideration during recent discussions on establishment of integrated production areas. Mission requirements outweighed impact on commuters. Large expenditures would be needed to maintain WNY facilities and keep them safe and technologically up-to-date for our workforce. We need to move to permanent NIMA sites.

WNY is a GSA-owned facility and could be reclaimed. NIMA also needs to collocate DO to meet the NIMA vision and Bethesda is sufficiently large enough to accommodate this.

2. If there is limited parking at Bethesda now, where will the WNY masses park when they are moved there?

The number of personnel we move into Bethesda is similar to that we will be moving out of Bethesda. There are 1,800 parking spaces at our Bethesda site and the Summer Complex comfortably accommodates 2,450 personnel per shift. Robust carpool and vanpool programs are in place.

Bethesda provides a safe, well lighted parking environment.

3. How will people use mass transit to get to such an isolated facility?

The Bethesda facility is on the outskirts of the District of Columbia and is close to downtown Bethesda; it is far from isolated. Several major thoroughfares exist to both the District and points around the Beltway. There is easy access to our IC and DoD customers. The Montgomery County "Ride On" Bus #23 stops in front of the Bethesda complex and runs every 30 minutes. Bethesda is approximately a 15-minute ride to the Friendship Heights Metro-Station. NIMA will petition for additional services if demand warrants.

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NIMA Supports Presidential Inauguration

A "common operational picture" was also created in ArcView for large-screen projection. Mayse led a 14-person team of experts from the Integrated Program Office and GI who volunteered to provide on-the-scene support at two joint operational centers.

NIMA also assisted by printing a 12-by-18-foot conference-room plot and a paneled 32-by-50 foot laminated floor map used to walk people through inaugural events. Drawn by an Air Force illustrator, the floor map was printed in eleven 3-by-42-foot strips on HP1055 Design Jet plotters by cartographer Denise Filkins. Table-top versions and place mat-sized maps for limousine drivers were also printed by Filkins.

In a new position as technical representative to the Secret Service, Todd Cummings has also supported the inauguration, providing the Secret Service custom products directly.

"There was a lot of good interaction with the customer" on these inauguration products, Tierney noted. "The calls and e-mails came in on a daily basis." The interaction included a visit to NIMA by Army Brig. Gen. Nick Perkins, the AFIC commander, who presented Burns and Paul his coin and indicated he was pleased with the products. "So far the feedback has been very, very positive," Barwatt said. *

NIMA's First Service Acquisition Day Focuses on USIGS Requirements for C4I

by Maj. Shawn Stith

How can programs such as Joint Strike Fighter, a multi-billion dollar Major Defense Acquisition Program, define their future imagery and geospatial requirements to ensure NIMA's "end-to-end" support?

Answering this question and similar questions was the focus of the first NIMA/Service Acquisition Day held on Nov. 2 at the Jimmie D. Hill Conference Center in Westfields, Va. The forum was sponsored by the NIMA Analysis and Plans Office.

NIMA Deputy Director John Helgerson addressed the audience and stressed the common theme of improved command, control, communications, computers, intelligence, surveillance and reconnaissance (C4ISR) as a fundamental element in achieving Joint Vision 2010 and 2020 objectives. To Service acquisition representatives, he stated that "NIMA must tailor its transformation and modernization strategy to effectively support your programs—a key part of our customer base."

Air Force Brig. Gen. Andrew Smoak, Deputy Director for Plans and Customer Operations (PCO), emphasized the agency's commitment to future enhancements that are "fundamental if U.S. forces are to retain their dominance in an uncertain world."

The forum brought together NIMA and Service acquisition, intelligence, requirements and program management professionals from throughout the U.S. Imagery and Geospatial Information Service (USIGS) community. The conference sought to improve existing coordination and to establish new definitions of imagery and geospatial information requirements within the Command, Control, Communications, Computers and Intelligence Support Plan (C4ISP) structure.

The objective is to ensure validation of USIGS systems, standards and interfaces to meet those requirements. Community approved C4ISPs are required by OSD C3I for all new systems at each acquisition milestone, and NIMA PCO/AP is the primary inject point for this coordination.

Distinguished guests included Dr. Dale Uhler, Deputy Assistant Secretary of the Navy for Command, Control, Communications, Computers, Intelligence, Electronic Warfare, and Space (C4I/

EW/SPACE), Air Force Brig. Gen. "Jack" Hudson, Deputy Director for the Joint Strike Fighter Program, and Air Force Brig. Gen. "Trey" Obering III, Mission Area Director for Information Dominance, Office of the Assistant Secretary of the Air Force for Acquisition.

Following NIMA-focused presentations on USIGS systems services and requirements processes, the Army, Navy, Air Force and Marine Corps briefed their various Service-specific USIGS requirements validation processes and how they impact on system acquisition programs.

The NIMA/Service Acquisition Day has already netted positive results. Better understanding of the requirements processes has improved communication within the respective Services and NIMA, and requirements managers more clearly relate their internal requirements to the larger USIGS effort. Further, many acquisition program managers have requested continued and increased NIMA participation in their C4ISR Integrated Process Team meetings and improved liaison during each acquisition phase. NIMA AP, in conjunction with NIMA Service representatives, will work to meet these requests and continue to assist future DOD acquisition systems in meeting the challenges for effective C4ISR and NIMA USIGS support—thereby "guaranteeing the information edge." *

About the Author

Major Shawn Stith is a Marine intelligence officer assigned to the Analysis and Plans Office at Westfields since May. Throughout his career, he has served in a wide variety of assignments in the Combat Engineer, Motor Transport, Infantry and Intelligence fields. Maj. Stith came to the Washington, D.C., area from his previous assignment with the Marine Corps' Third Intelligence Battalion in Okinawa, Japan.



NIMA Takes Leadership in Providing Targeting Support to Customers

by Russ Smeds

NIMA's evolution as the newest member of the intelligence community continues to show signs of progress. One area in particular that has seen rapid strides is that of targeting support. As personnel resources for this critical function continue to diminish at military commands there is increasing reliance on NIMA to step up with imagery and geospatial solutions that integrate emerging technology with improved capabilities to provide more efficient support to the customer.

A primary way that support has improved is through more direct engagement with the customer. NIMA customers from around the world gathered in St. Louis in May to attend a meeting of the Military Target Intelligence Committee (MTIC). More than 60 targeting members from the military commands and other Department of Defense organizations attended the conference.

The committee serves as a senior-level leadership, advisory, coordination, and decision-making forum to resolve substantive target intelligence issues. The MTIC is chaired by the Deputy Director of Targets (J2T) of the Joint Chiefs of Staff and meets semi-annually. The most recent meeting was at NRO in Westfields Oct. 31-Nov. 2.

At the May meeting, NIMA Director LTG James C. King noted that NIMA would work towards mission-specific data sets and the capability to tailor information via collaborative networking and data basing tools. He encouraged the committee to place greater reliance on the entire family of imagery sensors, from tactical to national, that are able to contribute useful information to the targeting process.

Topics addressed included the need for better communications in the targeting community and the limited distribution of targeting assets during crises, which places a heavy reliance on NIMA and other agencies to fulfill these requirements. The Air Force, NRO and DIA also provided targeting updates. The MTIC members also received, according to the group, "excellent tours of the Targeting

Support Center (TSC) and other NIMA production areas in St. Louis."

Not only did this group achieve its objectives, but NIMA was also able to tout its emerging capability to provide integrated targeting support and showcase related production capabilities. Activity to improve targeting support continues with implementation of the GI21 reorganization. As part of GI's new Transna-

tional Center, the TSC is poised to not only continue its close working relationship with the customer, but to develop partnerships with the newly established imagery community in St. Louis. The TSC also looks forward to applying operational recommendations of the Targeting Integrated Product Team, chaired by the Acquisition and Technology Directorate, which meets in St. Louis. Exciting times indeed lie ahead! *



NIMA Director LTG James C. King updates customers on the Agency's emerging targeting support capabilities during meeting hosted by NIMA in St. Louis.

About the Author

Russ Smeds is a NIMA Staff Officer in the Geospatial Information Business Integration Group in St. Louis. He was previously the NIMA Liaison to U.S. Strategic Command. A former Army lieutenant colonel, he has extensive targeting-related experience including service as the U.S. European Command's MC&G officer during Desert Storm. He has also served on NIMA's Targeting Integrated Product Team.



Notice to Mariners Special Paragraphs... What Makes Them "Special"?

By Howard Cohen
Maritime Safety Information Center

The U.S. *Notice to Mariners*, a weekly NIMA publication first published in 1869, informs mariners of important matters affecting navigational safety and is used to update and maintain our nation's portfolio of nautical products. Last year the "Notice," as it is referred to, provided over 9,000 chart corrections, 7,000 light and radio aid corrections, and 2,500 publication corrections.

So what makes Notice to Mariners Number 1 of each year unique?

"It's the Special Paragraphs contained within," said Bruce Berry, a marine analyst in the Maritime Safety Information Center (GIH), which compiles and publishes the *Notice*. These paragraphs contain amplifying information on a variety of subjects not usually found on charts or in navigation publications, he said.

The year's first *Notice* "is a mini-reference book by itself," Berry said. "The Special Paragraphs are considered to be of special interest to our customers at sea and to land lubbers ashore."

Each October GIH performs and coordinates an annual review to update the Special Paragraphs. NIMA's primary nautical customers, the U.S. Navy and Coast Guard, are responsible for providing 75 percent of the information pertaining to navigation safety and regulations.

Also contributing are other federal agencies including the National Oceanographic and Atmospheric Administration (NOAA), U.S. Department of State, U.S. Treasury, U.S. Maritime Administration, and U.S. Army Corps of Engineers.

The 63 Special Paragraphs contained in *U.S. Notice to Mariners 1* of 2001 cover 75 pages. Just a few of the diverse subjects are the International Ice Patrol, Vessel Bridge-to-Bridge Radio Telephone Communications, International Distress Signals, Mined and Firing Danger Areas, Global Positioning System (GPS), Seismic Surveys, Oil Pollution, and National Ocean Claims.

In today's world of navigation, ships must use caution when transiting areas where endangered and severely depleted animal species occur. For example, many whale and turtle species are vulnerable to being hit by ships; the endangered northern right whale appears particularly vulnerable. Alerting mariners to critical habitat areas and providing precautionary measures to reduce the risk of colliding with whales is extremely valuable.

Special Paragraph 33, "*Endangered Species (Whales and Sea Turtles) Eastern Seaboard*," addresses that concern. Dr. Gregory Silber of the NOAA National Marine Fisheries Service Office of Protected Resources said NIMA's Special Paragraphs enable his office to provide

important information on endangered marine species. "This is a great service to NOAA," he said.

Mariners also need to be aware of the implications of official U.S. sanctions and embargoes as they travel around the world. Hefty fines can be imposed for non-compliance and put both vessels and cargo at jeopardy. The Office of Foreign Assets Control (OFAC) of the U.S. Treasury Department contributes Special Paragraph 63,

"U.S. Economic Sanctions: Concerns for Mariners."

OFAC has indicated that "*Notice to Mariners No. 1* has provided an invaluable tool in getting the message out to shipping companies, government agencies with a maritime scope, and navigation coordinators worldwide who represent major overseas trading countries."

Users with Internet access may view all *U.S. Notice to Mariners 01/2001* Special Paragraphs via the NIMA home page at www.nima.mil by clicking on the "Maps & Geodata" button, then the "Maritime Safety Information Center Home Page" hotlink, "Notice to Mariners," and then the "NTM 01 Special Paragraphs." *



NIMA Partners with Warfighters to Increase Availability of Secret Imagery

by Clyde Housel

In December 1999, Joint Forces Command, working closely with the Joint Warfare Analysis Center (JWAC), proposed to NIMA Director LTG James C. King establishment of a secret-level imagery library. The proposal was based on a near-term and growing need for secret national technical-means (NTM) imagery. In response, King established a joint study team to explore options for evolution of the JWAC library to the architecture of the U.S. Imagery and Geospatial Information Service (USIGS).

Led by NIMA's USIGS System Engineering Division (ATSE), the team devised a two-phased implementation plan to first enhance the JWAC imagery architecture and then evolve this library into the USIGS library architecture. Team members were Joint Forces Command, JWAC, Autometric Inc. and NIMA system engineering, communications and acquisition personnel, as well as USIGS segment development contractors.

JWAC currently maintains a secret, all-digital imagery library to support all theater commanders-in-chief. The secret library of unexploited NTM imagery, accessible via SIPRNET, provides five years' worth of online total or partial coverage of 181 countries. The million-plus images in the library are accessed with Datamaster, a product of Autometric.

USIGS Imagery Library Coming

Under Phase 1 of the plan, a ribbon cutting was held to mark expanded 24 x 7 operating hours, and the JWAC Imagery Architecture was renamed the Warfighter Imagery Library (WIL). Army LTG Thomas N. Burnette and NIMA Deputy Director for Acquisitions and Technology William Allder officiated at the Aug. 14 ceremony.

In Phase 2, initial operational capability of the USIGS Warfighter Imagery Library (UWIL) is scheduled for August 2001, with full operational capability in January 2002. The UWIL is being designed as a component of the NIMA USIGS



Army LTG Thomas Burnette and NIMA Deputy Director for Acquisitions and Technology William Allder cut the ribbon for the Warfighter Imagery Library. At right is Air Force Col. Paul Schaefer, Commander of the Joint Warfare Analysis Center.

Library and, as such, will have all the performance and functional capabilities of a USIGS Command Information Library (CIL).

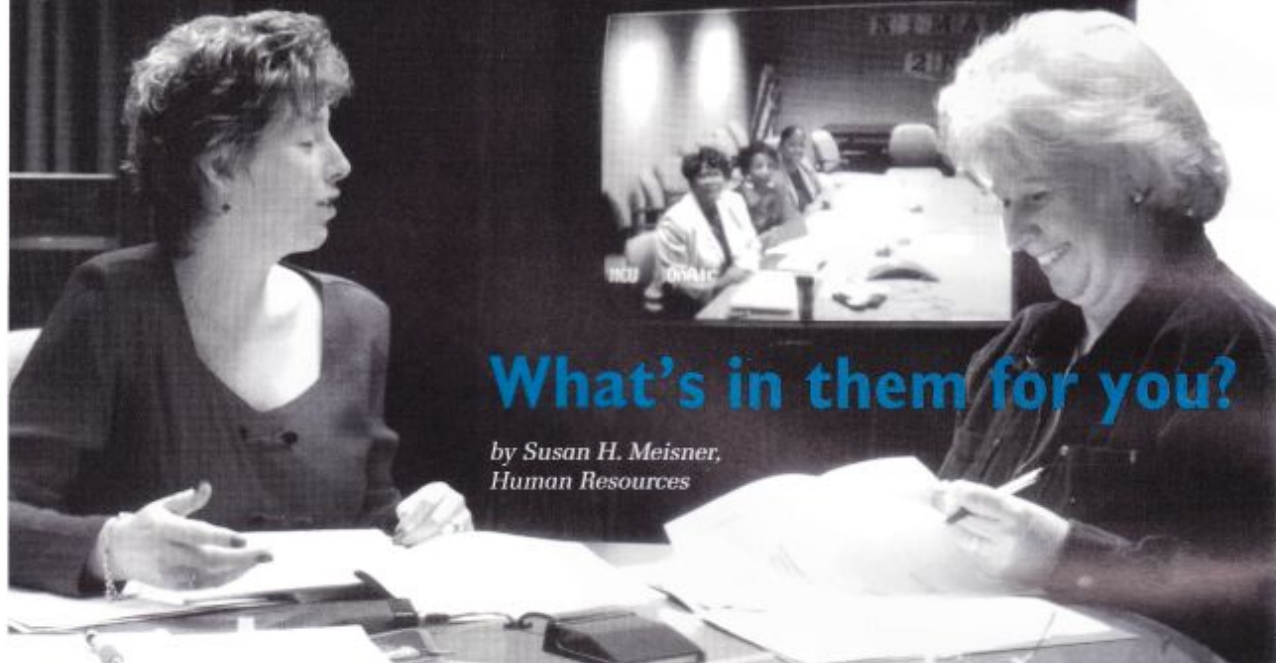
The plan to field the UWIL reaffirms NIMA's commitment to be responsive to our customers' growing needs. The Warfighter Imagery Library and its upgrade to the USIGS Warfighter Imagery Library will satisfy a critical near-term need and go a long way toward meeting NIMA's vision to provide customers with ready access to imagery at the lowest possible security level. ✱

About the Author

Clyde Housel is a senior systems engineer in the USIGS System Engineering Division. He began his federal career with the Army Map Service in 1965 and has held numerous positions in geospatial production, production management, and acquisition and technology.



Occupation Councils



What's in them for you?

by Susan H. Meisner,
Human Resources

Photo by Rob Cox

Management Support Occupation Council members hold a video teleconference. In the foreground are Beth Schwab (left) and Carmen Gaddy. At Washington Navy Yard are, from left, Tonna Norman, Sandra Kenner and Angela Parker.

You are responsible for your own career! How many times have you heard that over the last year or two? Although you are responsible, help is available. In addition to the many resources NIMA's Career Development Centers can provide, your occupation council is also standing by. Council members are available to provide guidance and assistance to the occupation's members as they progress through their careers.

What else do the councils do? Good question! The most visible tasks the councils complete are annual overhauls of each occupation's Guide, as well as the annual Occupation Analysis Review, or "OAR." The Occupation Guide is the occupation's road map, identifying the specific skills, tools, and knowledges of the occupation at each band level. The OAR is a "state of the occupation" review, determining where the occupation is going, where it is now, and what future requirements are.

Those who worked on establishing the first Guides for their occupation felt a great sense of accomplishment at its completion. "We clarified for ourselves that our occupation needed people with diverse skills, such as production and system engineering, that they could apply to our technical field," said Vonna Heaton, former chair of the Imagery and Geospatial Sciences Occupation Council. "The imagery and geospatial sciences area is unique to NIMA, and sets us apart in the intelligence community."

"Our occupation helps NIMA achieve technological superiority and requires both advanced scientific and imagery expertise," Heaton said. "We need people who want to be part of the continual learning process, enhancing how we maintain the edge and deter threats."

Council membership is open to highly motivated people who represent the diverse needs of the occupation. While the majority of members must be supervisors and managers, council membership is open to non-supervisory employees at all pay band levels. Members serve two-year tours; however, council vacancies sometimes occur during the year as members change both occupations and jobs. Current council members review applications, while NIMA's Executive Resource Board makes the final council member selections.

"It's important to be in-tune with where NIMA's going, express opinions openly, know what's going on with your co-workers, and care about your occupation's future," said Darma Redenbo, a member of the Geospatial Analysis Occupation Council.

Hilary Hageman, a member of the Legal and Regulatory Occupation Council, said her Council made the Guides more user-friendly and worked with the *WORKFORCE21* Implementation Team in achieving consistency in the Guides across the Agency. "Occupation members now know where they have to grow and improve to progress through the band levels," she said.

Continued on page 21

NIMA Begins Second Year of Performance Pay

by Susan H. Meisner,
Human Resources

NIMA is beginning its second year of using performance pay concepts to compensate employees for their hard work. This year, two groups of employees have been added to the process: CIA employees assigned to NIMA and Federal Wage System employees.

"The purpose of performance pay is to recognize and reward employees based on their performance – how well they have performed – and contribution – what they have accomplished within the context of their band," said Mike McManus, NIMA's performance pay team lead.

"The focus is on the resulting salary level."

This is a departure from the legacy General Schedule (GS) system that rewarded employees with pay increases based on longevity.

Performance pay can include both salary increases and lump-sum bonuses.

Pay pool panels will consider CIA employees assigned to NIMA for bonuses only this year. Next year, these employees also will be considered for salary increases, after they have converted to the NIMA pay band structure and spent a year under NIMA's performance pay system. FWS employees were considered for bonuses out of cycle last summer. This year, pay pools will consider them for performance bonuses, in the same time frame as other employees, but not for salary increases because they are still under FWS pay plans with scheduled step increases.

Increases, Bonuses Due April 13

Pay pools, made up of supervisors and managers, received training late last year to prepare them for their jobs of determining pay increases based on performance pay principles. The pools deliberate in January and February, and NIMA's senior leaders review and approve the results in March. Employees will see any salary changes or bonuses in their April 13, 2001 pay checks.

Three elements make up the performance pay process at NIMA – your performance rating, your contribution level and total pay compensation.

Your first- and second-level supervisors determine your performance rating, which includes both overall and total weighted ratings. Your performance rating is a measure of *how well* you did your job as compared to your critical elements. This differs from the contribution factor, which assesses *what* you accomplished based on the responsibility, complexity and impact of your job within your band. While your supervisor determines your performance rating, the pay pool panel, with your supervisor's input, determines your contribution factor. "The contribution factor recognizes and rewards employees who take on and accomplish the more challenging tasks within their pay band," said McManus.

Performance, Contribution are Key

Total pay compensation aims to provide equitable pay for similar levels of work. "In other words," said McManus, "If two employees have the same level of performance and contribution over a period of time, then their pay should also be similar." With this in mind, if one of these employees were at a lower salary level than the other, the pay pool panel would consider the one with the lower salary for a higher pay increase. Although the employees may never have the same salary, the resulting pay increase could bring them closer.

The same concept is applied in the General Schedule (GS) system, McManus said. "Under the GS pay plan, step increases occurred with less frequency over time, which in effect meant that employees got their increases at a slower rate as their salary levels increased within each grade."

Although the basic elements of performance pay at NIMA have not changed, there are some changes: The rating period has been extended for non-bargaining unit employees who do not have the minimum 120 days on the job to get an official performance rating. "This will help assess newer employees," McManus said, "and those employees on extended long-term full-time training and senior service school assignments. They would otherwise receive a presumptive rating of 300 on their performance evaluations."

The budget for salary increases has also been increased, McManus said. ✱

NIMA Customer Conference Focuses on “Supporting the 21st Century Customer”

by Penny Thornton

The fifth annual NIMA Customer Conference was held Nov. 28-Dec. 1 at the NRO Westfields Conference Center. The conference, hosted by the Plans and Customer Operations Directorate (PCO), brings government executives, managers and technical specialists together to share ideas, exchange information and discuss issues relative to imagery, imagery intelligence and geospatial information products and services.

More than 335 customers attended along with more than 150 NIMA attendees and an extended NIMA audience viewing via video teleconference.

This year's conference theme was “Supporting the 21st Century Customer with Timely, Relevant, Accurate and Fused Imagery and Geospatial Information.”

The conference began with a keynote address by Army General Henry H. Shelton, Chairman of the Joint Chiefs of Staff, who said, “NIMA's customer focus is the big reason that you've been such a success story in the four short years of your existence.” [See excerpts of his remarks on page 17.]

NIMA Director LTG James C. King briefed customers on this year's conference theme, noting that NIMA's workforce has shrunk 23 percent, but its productivity has increased 20 percent. A spatially referenced background for overlaying information is the “foundation of decision superiority,” he said.

The first day continued with briefings from Navy Capt. Robert B. Murrett, Director of Intelligence, Joint Forces Command, and Dr. William Wood, Geographer and Chief of the Global Issues Bureau of Intelligence and Research, U.S. Department of State. The day ended with briefings by PCO members introduced by PCO Director Air Force Brig. Gen. Andrew Smoak.

Day two brought with it another host of distinguished guest speakers. NASA Administrator Daniel S. Goldin was followed by the former DIA Director, now retired Army LTG Patrick Hughes, and Air Force Brig. Gen. Neal T. Robinson, Director of Intelligence, U.S. European Command. Afternoon briefings included Navy Captain Timothy McGee, Naval Oceanographic Office, Stennis Space Center, and Wayne Hallada, Chief of the Imagery Archive Division, DIA.

The third day began with a briefing from BG-Select Michael E. Ennis, the new Director of Intelligence at Marine Corps Headquarters, and ended with an appearance from the “Father of NIMA,” Dr. John Hamre, President and Chief Executive Officer of the Center for Strategic and International Studies. The former Deputy Secretary of Defense said he hopes that NIMA people share his pride in NIMA and the “wonderful, special things you do for your country.”

The fourth day of the conference was dedicated to NIMA/NRO Future Imagery Architecture briefings and meetings.

All three days included briefings from NIMA business units that covered NIMA's operational, systems, and technology plans. Technical demonstrations highlighting examples of new technology or creative uses of existing technology ran continuously. There were 19 exhibits in all and the customers were very pleased with what was available for them to see. ✦

About the Author

Penny Thornton, shown addressing the NIMA Customer Conference, was responsible for overall conference planning and execution as the conference coordinator, working closely with the Director. She

began her federal career as a cartographer at the Defense Mapping Agency in Bethesda and worked as an imagery analyst at the National Ground Intelligence Center in Charlottesville, Va., before returning to DMA as a physical scientist in terrain analysis. As DMA moved into its modernization program, she worked at the Reston Center as a system manager and supervisor. At the Systems Center she worked on the team that set up Gateway and “Tech Rep” Operations. She then worked in Research and Development at the Central Imagery Office. Citing a strong desire to work closely with the customers, she joined the Customer Support Office in NIMA, where she is now “celebrating” her third year as NIMA's first InReach Program Manager as a member of PCO's Requirements and Integration Office (RI). Raised in the Shenandoah Valley town of Waynesboro, Va., Ms. Thornton is the mother of two children.



At Customer Conference

NIMA Is Now 'a Key Component in Arming Decision-Makers and Operators,' Says CJCS

Excerpts from keynote address of Army General Henry H. Shelton, Chairman of the Joint Chiefs of Staff, to the 5th Annual NIMA Customer Conference follow:

"I appreciate, first hand, the fact that NIMA has harnessed technology to better serve our decision-makers and our troops in battle. NIMA's customer focus is the big reason that you've been such a success story in the four short years of your existence as a separate agency....

"I believe NIMA's motto of 'Accurate, Relevant, Timely' perfectly captures the essence of what you must do to succeed. NIMA has established itself as a key component in arming decision-makers and operators with superior information and knowledge. This capability has proven to be a real force multiplier. I'm here representing those who benefit from that force multiplication, and I know how much we depend on NIMA products and services.

"There's been a lot of discussion about whether NIMA and other similar organizations maintain the appropriate balance between supporting tactical military users such as the CINCs and Joint Task Force Commanders, and supporting strategic national users such as the Interagency, Congress, and the National Command Authority.

User Distinctions Too Artificial

"In my view, this distinction between strategic and tactical users is too rigid and often too artificial. The CINCs, for example, are planners and executors of national missions who also play a large role in policymaking, in some cases. They

have many of the same broad intelligence interests as national users. In fact, when our Armed Forces are committed, you may be sure that everyone becomes intensely interested in the very same information that the military commander needs to accomplish the mission.

"This leads me to the important topic of military transformation. It's clear that NIMA's core activities must evolve so that this great organization can keep pace and fulfill its responsibilities as a Combat Support Agency....



"As we look ahead, our Armed Forces will need NIMA's innovative workforce and its technologically advanced capabilities more than ever before...." – General Shelton

Shift to Stare Sensors

"An intelligence system that was engineered for reconnaissance will have to shift to one dominated by surveillance. With this shift to long dwell and stare sensors, how will NIMA cope with increased volumes and new types of spatial data? What are the processing and exploitation dimen-

sions of streaming video or of multi-spectral and hyper-spectral data? Have we developed the tactics, techniques and procedures that will allow NIMA to adapt to and leverage these impressive new capabilities?

"In answering these questions, NIMA must do so in the context of full joint interoperability and with the realization that it's a critical part of an overall system, a 'system of systems' that constitutes the intelligence capability of the Nation.

Let me be clear. Joint interoperability is the linchpin of our efforts to achieve information superiority.... However, when it comes to intelligence, interoperability is probably not good enough. Full integration is required. NIMA's data must be fully integrated with information from other intelli-

Continued on page 18

General Shelton's Remarks

Continued from page 17

gence and non-intelligence sources in order to enable real battlefield visualization and a Common Operating Picture....

"I'm pleased to learn about NIMA's ongoing efforts to accelerate its move into the new digital information environment. You're on the right path, and I encourage you to continue on it. Take full advantage of the information revolution. Just make sure that you're channeling that effort toward the ultimate goal of helping the user accomplish the mission in support of national security objectives.

Broader Set of Threats

"As we look ahead, our Armed Forces will need NIMA's innovative workforce and its technologically advanced capabilities more than ever because we are looking at a broader set of challenges to our security. The focus is now worldwide. Threats come not only from potentially hostile nations, but we are also confronted with fanatic terrorist groups. I only need to mention the USS Cole to make this point....

"NIMA must turn the vision of an unparalleled view of the battlespace into reality. Your skill and commitment are critical to acquiring and creating the knowledge and decisions that will give the critical edge to our men and women who go into harm's way. I commend you for your hard work and wish you much success in the months and years ahead." ✱



Retired Army LTG Patrick Hughes joins NIMA Director LTG James C. King in conversation with visitors to NIMA Customer Conference 2000.



Photos
courtesy
of NRO

NIMA Director LTG James C. King welcomes NASA Administrator Daniel S. Goldin to the NIMA Customer Conference.

Encouraging Words from Hamre



Former Deputy Secretary of Defense, Dr. John Hamre, said he hopes NIMA people share his pride in the agency. In the future, governments will place a higher premium on intelligence than ever before, he told NIMA employees and customers attending the 5th annual Customer Conference.

Role of Contractors to NIMA's Future Success Is Stressed at This Year's Omnibus Conference

More than 100 representatives from 14 NIMA Omnibus Prime Contractors, and nearly 100 government personnel, attended this year's Omnibus Contractors conference at the Hilton Hotel in Gaithersburg, Md., Nov. 13-14.

Now in its third year, the Omnibus Contract is an Indefinite Delivery Indefinite Quantity (IDIQ) contract vehicle that uses "Qualifications Based Selection" criteria. Omnibus contracts cover production services that fall into three broad areas: Surveying, Mapping and Charting, and Imagery Intelligence and Photogrammetric Services.

The theme of the conference was "Progress through Partnership." The purpose of the conference was to update industry on production plans, new initiatives, and strategies for improved efficiency. The conference also provided a forum for technical exchanges and issue resolution.

In a "State of the Omnibus" address, Paul Weise, Chief of GIC, the Commercial Partnerships Group of the Geospatial Information and Services Office, provided an overview of the Omnibus five-year program, the Geospatial Contract Production Program, fiscal year 2000 focus areas, and the fiscal year 2000 Industry Report Card.

NIMA Director LTG James C. King, in his keynote address, said NIMA's greatest challenge is to "lead change in the Digital Age." Spatial referencing is one of the keys to advancing geospatial readiness, he said. NIMA's customers require and demand a clear look into the Common Operational Picture (COP) to effectively and efficiently support readiness and responsiveness strategies.

GI Director Lloyd Rowland presented the new GI21 Business Model and organizational structure, which have been established to accomplish GI's mission in support of NIMA's strategic goals. He illustrated how GI21 is built around Information-

Age Centers that are flexible in supporting the customer. In closing, Rowland emphasized that NIMA's future success depends on successful contract production and associated strategic partnerships.

Associate Deputy Director for Operations Bobbi Lenczowski provided highlights of Omnibus successes from the recently concluded fiscal year. These included support to the mission readiness and strategic foundation and safety of navigation initiatives.

"To achieve mission objectives we must demand the highest quality and on-time delivery of products and services," Lenczowski said. "Anything less than on time and right the first time is unacceptable."

NIMA will continue to provide clear and consistent technical support to our contract partners, she said.

Other presentations included Fiscal Year 2001 partnership

opportunities, the production prototyping contract, the source packaging initiative, contracting status in the Procurement and Contracts Office (PC), the commercial imagery program, collaborative computing, the Shuttle Radar Topography Mission, the NIMA Airfield Initiative, Fiscal Year 2000 accomplishments, the NIMA Road Show, What's Next, Omnibus past performance and database, and quality review expenditures.

Copies of the briefing slides for all presentations are available on the GIC home page at <http://164.214.2.59/ogic/> from inside NIMA or <http://www.nima.mil/ogic>.

Each day concluded with a question-and-answer session. Performance review sessions with the Omnibus Prime Contractors were conducted by Weise and GIC Associate Deputy Director James Sippel following the conference. *



Richard Genet of Omnibus Prime Contractor BAE Systems meets NIMA Director LTG James C. King during Omnibus Contractors Conference.

Photo by Barb Cox

Many Factors Led to Work/Life Award

by Susan H. Meisner,
Human Resources

"If NIMA is going to be the employer of choice, it's important we continue to enhance programs dealing with work/life issues," said Karen Northart, Director, Office of Human Resources. "We've had a good program, and it is very satisfying [to have] external recognition."

The Office of Personnel Management recently awarded NIMA its Director's Award for Outstanding Work/Life Programs. NIMA's Deputy Director for Human Development, Marcus J. Boyle, received the award during a ceremony in November.

Many factors combined to create one of the leading work/life programs in the federal government. For one, NIMA now has a quality of work/life branch in the office of Human Resources. Part of the Employee Services Division, this office tied together the Employee Assistance Program, child and elder care services, wellness program, workers' compensation, and sign language interpreter services. Core services were combined with a common goal of addressing issues that hinder or prevent employees from being productive and help them balance their professional and personal lives.

In addition to core services, John Turner, Work/Life Team Leader (East), credits the program's success to many other offices that provide a variety of services. "Our strength is in pulling together all of our resources to help one another," said Turner. "The award belongs to all the programs at NIMA that contribute to the quality of work/life."

Centralization aided sharing of resources and provided team focus to issues that affect all of the programs. It also provided emphasis to work/life as an Agency issue.



Photo by Larry Franklin

Marcus J. Boyle (left) accepts the OPM Director's Award for Outstanding Work/Life Programs from Emzell Blanton Jr. of OPM. Others, from left, are Rubbie Manson, Karen Northart and John Turner.

"This award is the culmination of years of work," said Rubbie Manson, Work/Life Team Leader (West). "Now that our programs are centralized, we can continue to be one of the award-winners."

NIMA filled a rotational assignment with a quality of work/life specialist. Cartographer Sharon Johnson provides an employee's perspective on the status of work/life programs.

"Work/life programs and services just weren't readily available when I had my first baby and needed them," said Johnson. "I've always wanted to make things better for others in the same circumstances, and this position is my opportunity."

"We have a lot of good programs," said Turner. "We hope that winning the award will draw attention to our programs and help us assess in what areas we need to grow."

Information on quality of work/life programs is in

the Benefits section of the HR web page on the SBU, at <http://hr.nima.mil>.

OPM recognized NIMA's Quality of Work/Life Program as one of the federal government's five best for 2000. Specifically, the award:

- Recognizes those federal organizations that are providing innovative and effective work/life programs,



Penny Thornton completes a self-assessment at a Wellness and Work/Life Fair in Reston.

Photo by Larry Franklin

- Encourages the establishment and improvement of highly effective work/life programs throughout the government, and
- Publicizes exemplary work/life programs so they may serve as models for other federal agencies.

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

Some of the work/life events and programs at NIMA:

- Alternative work schedules, part-time employment and a variety of leave options, including leave transfer programs that allow employees to donate annual leave to those in need.
- The Work and Family Employee Assistance Program (EAP), which in addition to providing counseling services for personal, workplace and child and elder care issues, provides seminars on a variety of topics, including stress management and dealing with life transition.
- The Wellness Program's Work/Life and Wellness Fairs at NIMA's main sites, as well as health risk assessments, seminars, fitness centers and exercise classes.

Other organizations that support the Quality of Work/Life of NIMA employees include, but are not limited to the:

- Environmental safety office, with its online ergonomics clinic providing employees the opportunity to do self-evaluations of their work areas.
- Health clinics that offer cholesterol testing and influenza immunizations, as well as other services and activities.
- School partnership program, providing employees an opportunity to volunteer at area schools.
- NIMA College, which offers both mission-essential and self-development courses, including those on leadership and organizational change.
- Facilitation and Mediation Center, which offers assistance with workplace issues.
- Career Development Centers, which provide career counseling and research, among other services.
- Civilian Welfare Council, which provides discounted tickets, NIMA souvenirs, family picnics and support of holiday and other celebrations.
- Equal Employment Opportunity and Diversity Offices, which provide informational seminars and counseling.
- Credit Unions, which provide financial management and other on-site financial services.
- American Federation of Government Employees Local 3407, which provides monetary and other support to work/life program activities.

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Occupation Councils – What's in them for you?

Susan Bailey, another member of the Legal and Regulatory Council, said her service gave her a greater appreciation of how *WF21* offers employees the opportunity to build and manage their own careers. "By focusing on how our office mission is tied in with NIMA's mission, I gained insight into mapping out my own career and targeting the professional skills I want to develop," she said.

Occupation councils ensure their occupation supports the Agency's strategic objectives and core values throughout the strategic workforce planning process.

Chung Hye Read, a member of the Geospatial Analysis Occupation Council, said, "Our council developed a long-term plan for GA that supports NIMA's strategy. As a relatively new occupation to NIMA, it was important that we understand NIMA's future and how our occupation fits in."

Additional occupation council tasks include maintaining standard performance elements and weighting for performance management; identifying relevant skills for promotion; assisting in applicant screening and assignment; and identifying the need for developmental assignments and programs.

If this all sounds like a lot of work, it is! Although NIMA considers occupation council membership a collateral duty requiring 25 percent of one's time, actual time can vary. Seasonal processes, such as updating the Occupation Guide and Analysis Review, can be quite time-consuming. At other times, the occupation council may meet on an as-needed basis requiring only a few hours each month. Occupation council members receive credit for their hard work through their annual performance evaluation, which includes mandatory elements recognizing their council work and accomplishments.

"*WORKFORCE21* belongs to the NIMA employee," said Board of Occupation Council Chairs Ed Obloy. "No one imposes *WF21* on us externally—your colleagues and friends run it, and how it meets your needs is in your control. If you think things are wrong, get involved and fix them." ✚

NIMA Execs Share ‘Secrets of Success’

by Donald Patterson
NIMA Bethesda Career Development Center

This is the Edge’s first “Career Column,” brought to you by NIMA’s Career Development Centers (CDCs). The purpose of this column – and the Agency’s four CDCs – is to help you develop both personally and professionally.

For this first column we asked three NIMA senior executives what I’ll call “the secret”—what they think is required to succeed in one’s career.

Was it extraordinary talent that propelled them to the top, or specific opportunities or events occurring in their careers? I found an answer . . . or, really, two answers.

The first “secret” – senior executives emphasized interacting with co-workers and superiors. This focus seemed to represent more than a pleasant personality or what some term “people skills.”



“When I found a better way to do something, I shared.”

– Paula Roberts



Photo by Gerald Goodin

“I was always open to others’ perspectives. I took from the best.”

– Joe Goines

Paula Roberts, a member of the Defense Intelligence Senior Executive Service (DISES) and NIMA’s Chief of Staff, explained that “relationships with colleagues have always been important to me. Important throughout my career has been the ability to team with colleagues and network. As a cartographer in the former Defense Mapping Agency (DMA), when I found a better way to do something, I shared. Those types of things pay off for you, as people don’t forget.”

Although DISES member Joe Goines, Acting Associate Director of the Geospatial Information Management Division, never had anyone who “sat me down and acted as a formal mentor,” he, too, noted the contributions of others. Some, he said, offered positive advice, while others “gave constructive criticism that wasn’t necessarily good to hear at the time. But I was always open to others’ perspectives; I took from the best.”

Senior Intelligence Service (SIS) member Scott White, Director, Imagery Analysis, emphasized that he found great help from mentors. They repre-

Photo by Ted Koff

sented "someone you could trust, an honest view. It's amazing how people are willing and able to help you and your career."

The second "secret" is easy both to grasp and appreciate. White puts it in a nutshell: "If you really want to succeed, take risks and venture out. Seek the challenge of something new. When I find myself comfortable in a job, I look for something else."

White accepted his present position, after 20 years at CIA, "even though I didn't have the expected background; I'm not an imagery analyst by training. But as a manager, I'm confident."

Goines and Roberts both experienced turning points in their careers that entailed major risks.

While a cartographer, Goines applied for and was accepted into the agency's Long-Term Full-Time Training program at the University of Illinois. He received a master's degree in photogrammetric and geodetic engineering, a unique qualification for a cartographer.

Many "Secrets" Add Up to Success

Roberts pinpointed two of her risks. First, she moved from the Washington area to St. Louis to accept a GS 12/13 team-leader job. She then applied for and was accepted into the Industrial College of the Armed Forces and earned her master's degree.

Taking well-considered risks and placing an emphasis on interpersonal relationships seem to be



Photo by Larry Franklin

**"When I find myself comfortable in a job, I look for something else."
– Scott White**

the primary components of the secret to career success at NIMA. But "the secret" can't be complete without including the goal-centered drive of Scott White; the wisdom of Joe Goines, who learned from every job; or the persistence of Paula Roberts, who continued applying for a Senior Service School until she was accepted, on the fourth try.

Each of these three senior success stories offers valuable clues. According to Joe Goines, "opportunity abounds in the Agency - but one has to be very aggressive in seeking it out!" ✦

HR Offers Career Help in Leaflet

A concise leaflet with a long title – "Some Fresh and Practical Tips to Help Those Over 50 Land Good Jobs in the Private Sector" – has just been published by the NIMA HR Career Development Centers.

Author Donald Patterson explains that most of the "Tips" can be applied to any NIMA employee.

Free copies of the leaflet are available at all four Career Centers, located at the Washington Navy Yard, St. Louis, Reston and Bethesda.

For further information, please call (301) 227-7715. ✦

Director Presents Quarterly Awards

by John Iler

NIMA Director LTG James C. King presented several individual awards to civilian and military personnel during his Quarterly Awards Ceremony in Bethesda Dec. 7. For the Presidential Rank Awards he also presented, see the December Edge.

Among the top individual awards were the following:

Meritorious Civilian Service Award

Robert Lewis, NIMA staff officer in the Competitive Sourcing Group (OC), received the Meritorious Civilian Service Award for his "exemplary performance and dedicated service" to both the Competitive Sourcing Group and to NIMA.

His leadership of the Competitive Sourcing Program and his concern and care for the potentially affected employees has "demonstrated the very essence of NIMA core values," the citation says.

Lewis was instrumental in the development of NIMA Instruction 8605.2 on Competitive Sourcing of Commercial Activities. The instruction consolidates like functions into potential multifunction or multi-award competitions and develops appropriate options and recommendations for Senior Leadership Group decisions.

Military Awards

Military awards given include Meritorious Service Medals for **Senior Master Sgt. Carl A. Albritton** and **Chief Master Sgt. Steven D. Seeley** (both USAF). NIMA Junior Officer of the Year (2000) was **Capt. Christopher S. LeGrand** (USA); NIMA Senior Enlisted of the Year was **Master Sgt. Cheryl L. Cavett** (USAF); NIMA Junior Enlisted of the Year was **Technical Sgt. Richard F. Pierson Jr.** (USAF); NIMA Junior Officer of the Quarter was **Capt. Bryan Dyer** (USAF) (July-September 2000); NIMA Senior Enlisted of the Quarter was **Master Sgt. Angelo Bell** (USAF); and NIMA Junior Enlisted of the Quarter was **Staff Sgt. Martin Sorensen** (USAF).

Y2K Medals

Receiving Presidential Y2K medals for successfully preparing NIMA for the Year 2000 rollover were **Michael Carr** (AT), **Jessica Dobberstein** (DO), **Russell Gustin** (IS), **Dr. Edwin Henson** (AT), **Terry Housel** (AT), **Dr. Robert Laurine** (AT), **Ruth Mazzella** (DO), **Ernie Peters** (MS), **John Rees** (DO) and **Daniel Turgeon** (DF).

NIMA Medallion for Excellence

Pamela Brunger (HR) was awarded the NIMA Medallion for Excellence for outstanding leadership and significant contributions to the NIMA *WORKFORCE21* program. #

Helgerson Presents Awards in St. Louis

by James Mohan

NIMA Deputy Director John H. Helgerson visited NIMA St. Louis Nov. 17 to present awards to agency personnel.

Receiving Meritorious Civilian Service awards were **Jane Hackett** (IIB), **James Shaughnessy** (GICC) and **Sandra J. Standeford** (CFO).

Hackett received her award for outstanding achievements in support of the Financial Management Directorate in NIMA. Her citation notes her "expertise in financial management" and her "tireless efforts in executing military construction funds for the Arnold facility, which supported the successful completion of this project."

Shaughnessy was recognized for his support in "designing, developing and implementing the USIGS [U.S. Imagery and Geospatial Information Service] Geospatial Production Management (UGPM) Contingency, which provided GI the capability to manage production until there was a replacement for the Production Management Segment."

Standeford was cited for her "exemplary performance in supervision of NIMA's Pay and Travel teams." Her team leadership and ability to coordinate pay and travel issues with outside organizations also was noted in demonstrating NIMA's core values. #



(Photos by Lara Hui)

Awardees (l-r) (top): Pamela Brunger, Capt. Christopher LeGrand, Chief Master Sgt. Steven Seeley, Senior Master Sgt. Carl A. Albritton and Capt. Bryan Dyer; (bottom): Staff Sgt. Martin Sorensen, Master Sgt. Angelo Bell, Jane Hackett, James Shaughnessy and Sandra J. Standeford.

Long Receives Intelligence Community Award

Deputy Director of Central Intelligence for Community Management Joan Dempsey joined with hundreds of colleagues, family members and friends Dec. 8 in congratulating the recipients of the Intelligence Community Awards.

"Our honorees serve as role models for new generations of intelligence officers, just as they themselves have drawn inspiration from the heroes and heroines of American intelligence who preceded them," she said.

Among those recognized were two NIMA teams: the **Intelligence Enhancement Team** and the **Shuttle Integration Team**, both of which received National Intelligence Meritorious Unit Citations.

Among individuals recognized, **Matthew Long**, a CIA employee assigned to NIMA, received the National Intelligence Medal of Achievement for intelligence support to senior policymakers of the White House, DoD and civilian agencies. Two other NIMA employees, also received awards. ✱

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NIMA Commission Report

- The Director of NIMA should commission an independent 180-day study to determine the maximum extent to which outsourcing could be extended, to include operation of all infrastructure, production of all legacy MC&G products, and much science-based imagery analysis. Results of the study should be provided to the DCI and the SECDEF within 30 days of completion, together with D/NIMA implementations.
- DCI and SECDEF, with the full support of Congress, should form an "Extraordinary Program Office" (EPO) within 120 days in order to assure the prompt and efficient acquisition of required TPED functionality and equipment.
- The Director of NIMA, in concert with the Director of NRO, should develop, within 120 days, a new commercial imagery strategy...consistent with current market conditions.
- The Director of NIMA and the Director of NRO shall prepare a plan that clearly indicates the role and integration of airborne and commercial imagery into TPED and that integrates geospatial and imagery analysis. ✱

Ceremony Commemorates Senior Appointments

by *Tim Hostert*

NIMA Director LTG James C. King and Deputy Director John L. Helgeson welcomed new appointees to the Defense Intelligence Senior Executive Service (DISES) and Defense Intelligence Senior Level (DISL) in a special ceremony at headquarters on Dec. 5. New appointees include:



Michael D. Carr for the DISES position of Deputy Director, Systems Engineering Office, Acquisition and Technology Directorate. He previously was Chief of the Program Control Office in the Acquisition and Technology Directorate.



Vonna Weir Heaton for the DISES position of Technical Advisor for Technology Insertion in the Systems Engineering Office, Acquisition and Technology Directorate. She previously served as an imagery and geospatial scientist in the U.S. Imagery and Geospatial Information Service Pre-Acquisition Office, Acquisition and Technology Directorate.



Dr. Thomas H. Holzer for the DISL position of Deputy Chief Systems Engineer, Systems Engineering Office, Acquisition and Technology Directorate. He previously was acting Deputy Chief, Systems Engineer Systems Engineering Office, Acquisition and Technology Directorate.



William D. McCarty for the DISES position of Deputy Director, Procurement and Contracts Office. He previously served on the Procurement Executive Staff, Office of the Chief Financial Officer, CIA.



Kim A. Robson for the DISES position as Chief of the Exploitation Systems Division in NIMA's Acquisition and Technology Directorate. She previously was Deputy Chief of the Middle East and Africa Division, Imagery Analysis Office, Operations Directorate.



Michael A. Rodrigue for the DISES position of Associate Director, Corporate Integration Group, Geospatial Information and Services Office, Operations Directorate. He previously was Chief, Imagery Requirements Analysis Division, Central Imagery Tasking Office, Operations Directorate.



David E. Rogers for the DISES position of Senior Advisor for Digital Photogrammetry, Acquisition and Technology Directorate. He currently is advising NIMA's efforts in visualization of intelligence and geospatial data to support decision-makers at all levels.



Karyn Hayes Ryan was appointed to the DISL position of Future Imagery Architecture Program Manager, Activities Support Division, Systems Engineering Office, Acquisition and Technology Directorate. She previously was the Information Management Program Manager, Acquisition Office, Acquisition and Technology Directorate.

Congratulations!

NIMA College Prepares IAs for Tomorrow's Challenges

by Liz Sherman

The National Imagery and Mapping Agency (NIMA) is growing fast. And as the number of new imagery analysts continues to expand, some NIMA employees are working overtime to meet the extra demands.

"A couple of years ago," said James Green Jr., Chief of Imagery Training for the National Imagery and Analysis School (NIAS) of NIMA College, "NIMA began an aggressive hiring campaign in response to the loss of analytical expertise through attrition from retirements and departures. As a result, a long list of new hires awaiting training quickly developed."

New NIMA imagery analysts receive their initial training in the National Imagery Analysis Course (NIAC), a comprehensive 18-week program at NIMA Washington Navy Yard. Normally, the school runs only four 20-student NIAC classes a year. But when the hundreds of analysts were hired, the classes had to be increased.

"To reduce the backlog quickly and efficiently," Green said, "the school added evening classes. At our high point, we had six classes running concurrently with almost 120 students." He added that the NIAS instructional staff, which includes 25 instructors (18 government and seven contractors) trained 200 imagery analysts over the past 12 months. The instructors got a brief reprieve when the school went back to day-only classes for the summer. However, the school has resumed day and evening classes for the winter.

The NIAC began at the former National Photographic Interpretation Center (NPIC) in 1978 and was taught by a couple of instructors with limited resources. The course was modernized in 1996 and has evolved into the foundation of our imagery training programs, NIAS' Dean Will Hopkins said. More than 1,700 students have graduated from the NIAC since its inception. This course includes an introduction to imagery fundamentals, equipment identification for all the military orders-of-battle, and an assortment of field trips and team building activities, Hopkins said.

Earl Chidester, Chief of Staff for the Office of Imagery Analysis, says this curriculum has proved beneficial for NIMA. "The NIAS has done an

excellent job of both updating the NIAC instruction and increasing the number of new analysts," he said. "As a result, we have a large number of new analysts who are very well prepared for today's challenging intelligence environment."

The Imagery Training Program also includes 10 follow-on courses, offered each quarter, that are designed to enhance the analytical skills of imagery analysts at various stages of their careers. Dave Sullivan, with the Middle East Africa Division, has almost 30 years experience as an imagery analyst. Even so, he says training is beneficial. "Even seasoned analysts must continue to take advantage of training opportunities throughout the course of their careers," he said. "To be effective, we need to be familiar with newly deployed weapons systems throughout the world. We also must stay abreast of new collection sensors and methodologies, as well as a myriad of new exploitation tools and capabilities for the dissemination of our products."

In addition to the imagery school, NIMA College includes three additional training elements: the Defense Mapping School; School for Leadership and Professional Studies; and the Technology and Training Development Center (all located at Fort Belvoir, Va.). NIMA College also offers courses in Bethesda and St. Louis. The National Imagery Orientation Course also is available for NDJA and non-NIMA personnel with a TS/SI/TK clearance who want to familiarize themselves with the job elements of the imagery analysts.

Those interested in volunteering to be instructors or in attending a NIMA course should contact Green or Hopkins at (202) 264-4000. *

About the Author

Liz Sherman is an imagery analyst in the Africa Branch. She's a Texas A&M graduate (1991) with a degree in journalism. After college, she worked as a newspaper reporter covering military issues at Fort Bliss in El Paso, Tex.; Fort Stewart, Ga.; and Houston. She is married to John Sherman, who also is a NIMA employee.



Retirement Offers Many Social And Professional Experiences

Are you considering a career after NIMA? If you are within the retirement window and planning to retire, you may want to keep in touch with your former co-workers and professional colleagues. Several retiree groups have sprung from NIMA's predecessor organizations. All are very active and offer something for everyone, regardless of the job you held at NIMA or a predecessor organization. Retired members of the Intelligence Community also have several opportunities for social and professional interaction. See the points of contact listed at the end of this article.

The following information was provided to the Edge by retiree organizations that welcome retired NIMA employees.



Photo courtesy of DMCA

Larry Ayers (left), president-elect of the Defense Mapping and Charting Alumni Association, confers with Ange Meoli, the president, during a group outing to historic Williamsburg, Va. In the background are members of the governing board.

Defense Mapping and Charting Alumni Association

The Defense Mapping and Charting Alumni Association (DMCA) was founded in 1980 when Defense Mapping Agency personnel, then employed or retired, foresaw a need to maintain

career associations into their retirement years. The purpose of the Association is to provide members a means of sharing interests and experiences for their mutual benefit and to serve as a clearinghouse for such exchange via a newsletter. The Association is available to serve as a technical and administrative support resource for the Agency, when past knowledge could be useful.

The DMCA Executive Board has extended membership eligibility to interested employees of DMA's successor organizations, including NIMA.

The Association meets in the Washington area for an annual business luncheon in the fall and another luncheon in the spring. The affairs provide opportunities to visit with old friends and hear a guest speaker. There are occasional out-of-town reunions lasting a few days. Members and guests have visited Myrtle Beach, S. C., Daytona Beach, Fla., Pensacola Fla., and Williamsburg Va., to name a few sites.

Three or four issues of the DMCA Newsletter are published each year. The Newsletter notifies the membership of future Association activities and other business, and provides accounts of events and milestones in the lives of their friends, as well as recollections and anecdotes.

Association Dues are \$3 per year, or \$30 for a lifetime membership.

There are currently 218 members.

Officers are elected each year. In 2001 they are:

- President - Ange Meoli (301-423-2633 /e-mail:meoliaa@aol.com)
- Vice President - Howard Smith (703-729-1604)
- Treasurer - Charlie Leslie (703-560-0152)
- Secretary - Dorothy Jennings-Smith (703-729-1604)
- President-elect (for 2002) - Larry Ayers (703-522-8248)

Further information regarding DMCA, including membership criteria and application forms, can be obtained by contacting the NIMA Human Resources Office, one of the DMCA officers, or by sending an e-mail request to DMCAA2001@aol.com.

All NIMA employees are invited to join us!

Association of Aerospace Charting Seniors

Former Defense Mapping Agency Aerospace Center employees initiated in 1980 the Aerospace Charting Seniors (ACS) for retired employees of DMAAC and its predecessor organizations: the Aeronautical Chart and Information Center (ACIC), Aeronautical Chart and Information Service (ACIS) and Aeronautical Chart Plant (ACP).

New retirees of NIMA in St. Louis receive packets of information and an invitation to join ACS. Membership is also offered to retirees with at least three years of service with NIMA or its predecessor organizations. Also eligible are retired military personnel having served at least one full tour of duty at NIMA or its predecessor organizations. Surviving spouses of deceased retirees are also eligible for membership.

ACS meets in a luncheon format six times a year. A theme is developed for each luncheon and members respond in new and interesting ways. Lectures are given to update members on new technologies and activities at NIMA. In addition to a short business meeting, entertainment is usually offered to bring a happy ending to the luncheons.

ACS also sponsors a golfing group, which has many outings during the year. Plans are under way to bring a women's group that met regularly during the DMAAC days into ACS.

ACS publishes a newsletter six times a year and members are invited to contribute articles about their retirement activities. An ACS Member Directory is published every two years with an addendum published in the intervening year.

Dues are \$80 for a lifetime membership and \$8 per year for regular membership.

Currently there are 326 members of ACS. A review of the directory shows the wide diversity of residency for ACS members, particularly those who spend half their year in a "winter" residence.

Executive officers serve one year; the executive vice president automatically becomes president. They are: Gene Knight - President, Al Poertner - Executive Vice President, Bob Eddy - Treasurer.



Photo by Wells Huff

Carol and Larry Knopfel enjoy the social hour before the bimonthly luncheon of the Aerospace Charting Seniors.

The executive officers are assisted by appointed vice presidents of communications and membership and a hospitality director.

Association of Mapping Seniors

The Association of Mapping Seniors (AMS) is a growing organization of more than 790 current and former employees of the National Imagery and Mapping Agency and its predecessor organizations, the Defense Mapping Agency and Army Map Service. Eight employees of the Army Map Service formed AMS in June of 1972 and Clyde Dufflemeyer was named the first president. Last December, 235 members and guests helped AMS celebrate its 25th Anniversary.

The prime purpose of the organization is *keeping in touch and having fun*. AMS publishes and distributes to its membership a newsletter, *AMS Life*, four or five times a year, along with a copy of the AMS directory once a year. It sponsors six to eight social events per year such as a Valentine Luncheon, Spring Luncheon, Crab Feast on the Eastern Shore and an Octoberfest, ending the year with a Holiday Luncheon. The standing-events schedule is supplemented from time to time with bus tours, golf outings and mystery trips.

AMS also sponsors informal groups in Arizona and Florida and for retirees of the Inter American Geodetic Survey (IAGS).

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Gatherings of the Association of Mapping South-Westerners in Arizona are truly non-partisan, as all with an MC&G background are welcome. An article on the group's "roundups" is sent for publication in the AMS and DMCA newsletters. For more information contact Colonel John R. Lund: j.r.lund@worldnet.att.net.

The group in Florida meets for lunch on an annual basis; there are normally 30-50 attendees. The 9th Annual AMS Florida Luncheon will be held on Tuesday, Feb. 6, at the Heritage Palms Golf & Country Club in Fort Myers. For more information please contact Howard Smith, HPSDMCA@aol.com.

The IAGS group keeps in touch primarily through e-mail. The IAGS web site is <http://members.home.net/iags/iags.html>. The site lists e-mail addresses and has more than 600 photographs, a news section, eulogies, tall tales, some history and links to U.S. and Latin American mapping agencies. There is an ongoing effort to collect all copies of *Que Pasa*, the IAGS newsletter, which ran during 1947-1989. It was the vehicle that kept all the personnel in the know on the who, what, when and where of IAGS activities in Mexico, the Antilles and Central and South America. For more information contact Manuel Quintero at mannieq@erols.com.

AMS lifetime membership dues are \$20. Please contact the NIMA Human Resources Office, membership chairman Jack Garrett or any of our officers. The e-mail address is AMS2001@earthlink.net.

AMS Officers are elected each year. In 2001 they are:

- Paul Hayduk - President (301-869-0697 e-mail: phayduk@mc.cc.md.us)
- Mike Rose - Vice President
- Mary Ann Kouri - Secretary
- Bill Stickel - Treasurer



Photo courtesy of AMS

Members of the Association of Mapping Seniors enjoy a boat ride from the home of Don and Louise Morris in St. Michaels, Md., during their 12th annual Crabfeast on Chesapeake Bay. From left are the Morrises, John Vail, Pat and Doug Brimmer, Ellyn Vail, and Patty and Ralph Mayer.

Intelligence-Related Organizations

Several organizations welcome retired members of the Intelligence Community.

The Central Intelligence Retirees Association (CIRA) maintains a web site for members at <http://www.cira.org>. Non-members who would like more information about the Association are asked to e-mail cira@cira.org.

The Association of Former Intelligence Officers (AFIO) welcomes membership inquiries from former U.S. intelligence personnel and U.S. citizens and personnel, in or out of government, wishing to participate in furthering the AFIO's educational mission. That mission is to foster public understanding of the role and importance of intelligence and the need for a strong and healthy U.S. intelligence/counter-intelligence capability. AFIO maintains a web site at <http://www.afio.com>. Prospective members can e-mail afio@his.com or call (703) 790-0264. Dues are \$40 per year.

The National Military Intelligence Association (NMIA) extends full membership to military and civil service personnel, as well as to reserve, national guard, retired and former service personnel, and to U.S. civilians in the industrial sector supporting the U.S. intelligence system. The NMIA provides a professional in which to exchange ideas among members and for the good of the Intelligence Community. Membership applications are on line at www.nmia.org/MemberApp.html. Dues are \$35 per year. ✚

Russell Gustin, Deputy Director for Information Services (IS), retired Jan. 3. A native of Mandan, N.D., Gustin began his federal career as a GS-5 cartographer at the U.S. Air Force Aeronautical Chart and Information Center in St. Louis, later the Defense Mapping Agency Aerospace Center, and now NIMA in St. Louis. He earned his master's in computer science from Washington University in St. Louis on long-term, full-time training and worked to establish the center's first digital terrain software programs. While working on DMA's modernization program in 1986, he moved to the Washington, D.C., area, where he was responsible for three modernization segments.

Gustin became chief of the Reston Center's Digital Products Department in 1989 and later held key positions in DMA's Systems Center and the successor Acquisitions and Technology Group. At NIMA standup, he was named Chief of the Program, Planning and Integration Division in the Systems and Technology Directorate. He was acting Deputy Director and Associate Deputy



Director in ST before moving to IS, and he served as co-chair of the NIMA21 steering group.

In a farewell ceremony Dec. 27, NIMA Director LTG James C. King praised Gustin for the knowledge and commitment he brought to the agency, as well as his leader-

ship. "We will miss his tireless efforts to get people behind a project, to obtain all of the resources necessary to accomplish the mission, and to follow through to successful completion," the Director said.

Gustin said he plans to stay in Northern Virginia and spend more time with his family and hobbies — golf and jogging. "NIMA (and ACIC and DMA earlier) have always been family to me," he said. Thank you for all you've done for me. Thirty-two years went by too fast!" ✦

Ode to Rev. Dr. King

by Charles E. Cooke

Rev. Dr. Martin Luther King Jr. graduated with honors from college and was a very gifted man in using his strength with knowledge.

Rev. Dr. King sacrificed his life for every race to be treated equal and fought in the United States court system for the unfortunate people.

Rev. Dr. King had a vision of seeing desegregated public schools and all races in America living under the same rules.

Rev. Dr. King was totally against violence leading towards bloodshed and kept his promise on every word that he said.

Rev. Dr. King arranged peaceful protests that extended over a mile long and would lead the protests singing his favorite spiritual song: "I'm free at last, free at last! Thank God almighty, I am free at last!"

Rev. Dr. King refused to express his fear of threats from anyone and knew that one day down the road his death would come.

Dr. King was shot to death in broad daylight and caused this country to panic over that awful sight.

Dr. King's birthday was passed by Congress as a national holiday and the civil rights he fought for still exist today. ✦

About the Author

Charles E. Cooke works in Bethesda as a contract guard. He is also a police officer for the Defense Protective Service at the Pentagon. From 1988 to 1994 he worked for the Defense Mapping Agency in Bethesda.



The logo for the National Imagery and Mapping Agency (NIMA) features the letters 'NIMA' in a large, bold, sans-serif font. The letter 'I' is replaced by a realistic image of the Earth as seen from space, showing continents and oceans. The letter 'A' has a stylized, sharp-pointed tail that extends to the right. The entire logo is set against a dark blue background with a subtle pattern of white stars, suggesting a space or satellite theme.

NIMA

NATIONAL IMAGERY AND MAPPING AGENCY

OUR MISSION

NIMA provides timely, relevant, and accurate imagery, imagery intelligence, and geospatial information in support of national security objectives.

OUR VISION

NIMA: Guaranteeing the Information Edge

- Our information provides the common reference framework for planning, decisions, and actions.
- Our customers will have ready access to the databases of imagery, imagery intelligence, and geospatial information that we acquire or produce.
- Our information is used to create tailored, customer-specific solutions.
- Our information enables our customers to visualize key aspects of national security problems.
- Our people's expertise is critical to acquiring or creating the information that gives the advantage to our customers.

CORE VALUES

We are committed to:

Our customers!

People who demonstrate pride, initiative, commitment to our vision and mission, personal integrity, and professionalism.

A Culture that promotes trust, diversity, personal and professional growth, mutual respect, and open communications.

An Environment that rewards teamwork, partnerships, risk-taking, creativity, leadership, expertise, and adaptability.

A Tradition of excellence and personal accountability in all we do.