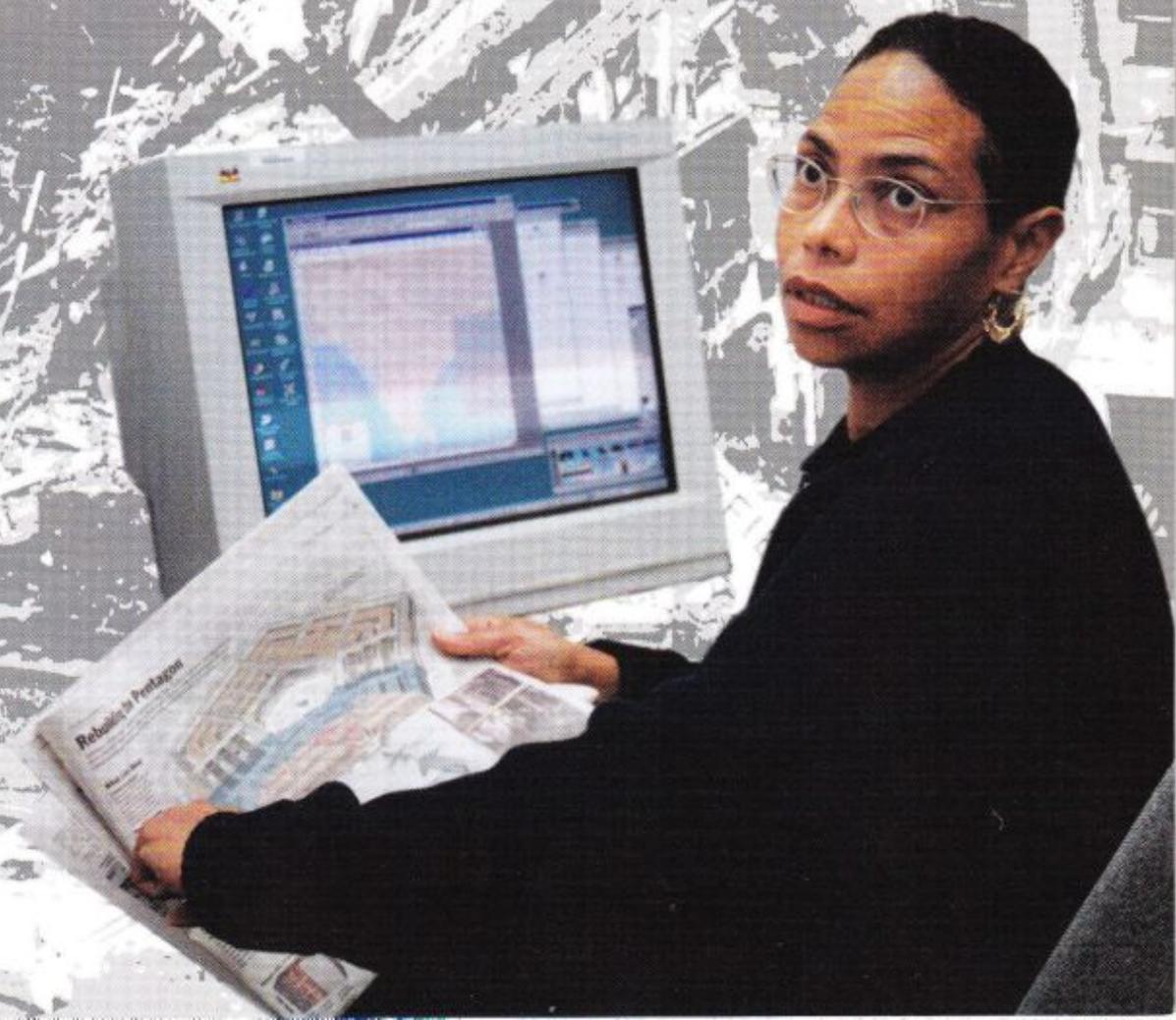


NATIONAL IMAGERY AND MAPPING AGENCY

EDGE

GUARANTEEING THE INFORMATION EDGE
OCTOBER 2001

NIMA GOES TO WAR!



OCTOBER 2001

EDGE

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On The Cover

Leona Jones at NIMA's Pentagon Remote Replication Site points out the location of the terrorists' strike on the Pentagon Sept. 11. NIMA Employees at the Washington Navy Yard and Pentagon had moved to "24/7" operations before day's end as NIMA joined the war against terrorism. Stories begin on page 12. Cover designed by Pamela Martin. Photo of Leona Jones by Dick Gonsalves.

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ON MY MIND...

Lt. Gen. James R. Clapper Jr., USAF (Ret.)

Director, NIMA

Reporting aboard as the new Director is completely overshadowed by the events of Sept. 11. I arrived with no ceremony and with my sleeves rolled up, ready to put my shoulder to the NIMA wheel, with all of you. This is a tragic time for the Nation as we mourn the loss of so many people to acts of terrorism. The exigencies of American history at this moment clearly define our mission: defense of the homeland. NIMA is an integral part of the War Against Terrorism that will preoccupy our interests for the foreseeable future.



This marvelous organization, with great people, accomplishes absolutely crucial missions for our country and the intelligence community. I am tremendously impressed with the people I have met, and with the work NIMA is doing for an amazing volume and variety of customers who have come to expect the very best.

I intend to use this column as one of several means to communicate with you. Our Public Affairs Officer, Dave Burpee, made several suggestions to me about what to title it. I chose "On My Mind," since that will motivate me to write it myself. I shall always have something on my mind to talk with you about. In this regard, I am sure you will have things on your mind as well. So, if you feel the need, please communicate with me. If you have ideas on what you would do if you were Director, I'd like to hear them. (I know I may have opened the floodgates, but that is OK.) I do not think someone in my position should just do monologues. Dialogue always proves better.

And, in that spirit, for this first column, I have several things on my mind that I want to share with you.

First, a little background on me, beyond what is in an official bio. My daughter Jennifer (a former Redskinette) is a newly promoted Assistant Principal at an elementary school in Fairfax. Her mentor business partner is the NRO. She lives in Loudoun County and has two children. My son Andy, an elementary school teacher, lives in Roanoke and has a baby son. My major "hobby" is working out; I lift weights and run.

I grew up in the military. My dad was a career Army intelligence officer. He, my father-in-law, and brother-in-law were all career-long Signal Intelligence Officers; my wife Sue is a former NSA employee; we joke that you have to have an SCI clearance to be in my family. My heritage helps explain, at least in part, why, after having been out of the government for six years, I would want to come back. I assure you I am not doing this to advance my career — I've already had one. I do it — as altruistic as this may sound — because in my heart I am a public servant. When asked by the distinguished likes of the Director of Central Intelligence and the Secretary of Defense to serve, I accepted without hesitation. I am deeply honored to have this opportunity, which I regard as a sacred trust.

As you can see, I feel very passionate about the intelligence profession in general and the absolutely crucial role that NIMA specifically plays in it. Moreover, I believe that NIMA can be the leading edge for reform and transforma-

Continued on page 4.

ON MY MIND...

Continued from page 3.

tion in the intelligence community, and that is the direction I think we can — and must — pursue. As the NIMA Commission recommended, I have committed to being the Director for five years. We will need that much time to continue our transformation. Perhaps even more important, we need five years to institutionalize what I shall call the “new NIMA.”

Second, I believe fervently that what NIMA does is fundamental to our current and future national and military strategies. I am reminded of the mantra of those in the real estate profession; there are three all-important factors: “Location, location, location.” Every *thing* and every *body* must be someplace. NIMA holds the key! The foundation knowledge base — the knowledge “map” — MUST contain the geospatial and imagery information we provide. Other forms of intelligence can be overlaid on our base. NIMA provides the common framework, the foundation on which everyone can build.

Third, at a milestone such as this — a change of Directors — people naturally wonder about what changes will ensue. The terrorist attack has increased the momentum and degree of change, as you will have noticed by now. There is more to come. At this point, I will simply say that there WILL be changes, which should not come as a revelation to anyone. NIMA has been studied and critiqued voluminously and intensively; one figure I have seen is that there have been 10 major studies or examinations of NIMA since it was officially established. The themes of all these studies — in my mind the NIMA Commission’s being the most thorough, comprehensive, and on-target of all of them — are strikingly similar. We do not need any more studies; what we need is to continue what NIMA is already doing to respond and implement the recommendations. To speed our implementation, I have established a transition team to consider past studies and embrace current transformation activities. Together, we will chart our future while considering our past.

Fourth, I need to say a word, as well, about the kind of atmosphere I want to engender among the work force of NIMA. I see us as a professional team, which — like our society at large — is very diverse. We come from different backgrounds, ethnic roots, religions, professional endeavors, genders, and capabilities; we are civil service, military, and contractors. We are a microcosm of our society at large, except that we all have one common denominator: we are committed to the vital missions of NIMA. We are a team, each member makes important contributions, and each is entitled to fair, equal and just treatment. Those of you who know me understand that I worked this issue relentlessly when I was Director of the Defense Intelligence Agency, and I will at NIMA as well. I begin with the proposition that we have problems in this area; to suggest otherwise is absurd. Our society at large has such issues; so will we. The first task in this context is to recognize them straightforwardly, and deal with them forthrightly. We will do so.

Fifth, I am extremely pleased that Ms. Joanne Isham is the new Deputy; Joanne is an accomplished, consummate, experienced senior intelligence executive. I have long admired her professionalism and am confident that we will forge a strong partnership. I recall a great line of Bob Gates, one of the best DCIs ever, in my book, who said of his deputy “He speaks for me, when we haven’t spoken.” That is precisely the case with Joanne and me.

Finally, I could not conclude without saying something about my predecessor, LTG Jim King. I have known him for many years, have worked with him, and now see what he has accomplished at NIMA. I cannot say enough about what he has done to move NIMA toward its originally envisioned potential. He accomplished Herculean work to point NIMA in the right direction, and with the right thrust. I join all of you in a heartfelt salute to him, as he enters a new phase of life. Godspeed to you, Jim.

NIMA Dares to Care... CFC 2001

By SUE MEISNER



WNY employees enjoy chili at their CFC cookoff.

PHOTO BY TED KOTH

The Combined Federal Campaign is our “opportunity to reach out to families of victims of the terrorist acts,” said NIMA Director retired Air Force Lt. Gen. James R. Clapper Jr. The Director was one of several keynote speakers at the recent campaign kickoff in the East.

“NIMA has no particular goal or quota,” said Clapper. “Our intent is for you to do whatever your heart tells you to. Your dollars go exactly where you want them to.”

“More than 3,000 organizations can benefit from your donations,” said loaned executive Belita Pfister. She suggested employees “find a cause that reaches out to you.”

NIMA West Project Officer Cindy Sim said she hoped the CFC would “get people’s minds off what happened Sept. 11 and involved in what needs to be done.” That seems to be working; NIMA West has sold over 2,000 tickets, at \$10 each, in its raffle for one of four cars (winner’s choice of a PT Cruiser, Volkswagen Beetle, Chevy Cavalier, or Ford Ranger truck).

Deciding what worthy organizations to donate to is an annual CFC challenge. Impassioned representatives from three D.C. area local charities spoke to NIMA Bethesda employees.

Merrily Ansell, from Books, Bears & Bonnets, Inc., founded her organization in memory of her sister,

who died from uterine cancer. Books, Bears & Bonnets provides gift boxes to cancer patients, young and old. “I needed to do something to recognize the person in the patient,” said Ansell.

Robert York, of the Whitman-Walker Clinic, spoke of his experiences comforting AIDS victims through their last days. The clinic provides reduced-cost drugs, legal services, education, preventive and other services to the D.C. community.

“Why donate to the CFC?” asked Denise Fredericks, director of development for The Boarder Baby Project’s Little Blue House in Washington, D.C. “You give because you can,” said Fredericks. “Our most important money comes from private donations.”

The Little Blue House serves abandoned and abused babies.

On the homefront, NIMA East Campaign Manager Steve Yarnall welcomed employees and speakers to the Bethesda kickoff. At Reston, additional charities were speaking at their kickoff barbecue lunch, while the Washington Navy Yard held a chili cook-off to get events underway. Recipe books from the cook-off were available for a \$1 donation.

In the West, NIMA St. Louis participated in area-wide events that included a golf tournament, and a kick-off and charitable agency fair that included a run/walk event, musicians, jugglers, and clowns.



War against Terrorism Drives NIMA Restructuring

By PAUL HURLBURT

“We in NIMA have a huge role to play, a crucial role to play” in the campaign against global terrorism, NIMA’s Director, retired Air Force Lt. Gen. James R. Clapper Jr., said in a video address Sept. 25, announcing a reorganization.

The Director acknowledged the “tremendous national trauma” that was caused by hijackers who flew three airliners and their passengers into the World Trade Center and Pentagon. A fourth strike apparently was averted by passengers who grappled for control of the plane, which crashed into a Pennsylvania field. He personally was affected by the tragedy, Clapper said, citing friends among the thousands who died in the assaults.

“But we at NIMA are in the enviable position of being able to do something about the situation,” he said. “For me and for all of us, what we are about at NIMA can be a great therapy for us.”

The new Director said he had planned to implement organizational changes “in a much more deliberate fashion, but I don’t believe, because of the current crisis, that we have that luxury now... We must posture ourselves to be responsive and as agile as we possibly can.”

To clarify NIMA’s interface with customers, Clapper announced a standard nomenclature – NIMA Support Team – as the Agency’s outward identification with customers. Each NIMA Support Team will have a designated chief with whom customers can interface. As an



Commemorative pin issued by the Department of Defense at a ceremony of remembrance Oct. 11, for the victims of the attack on the Pentagon a month before. The event was hosted on the grounds of the Pentagon and attended by President and Mrs. Bush, and Defense and senior U.S. leadership.

example, he said, NIMA has “dispatched three of our colonels to be our on-scene NIMA Support Team Chiefs at the three commands principally involved” in current operations, the U.S. Central Command, U.S. Joint Forces Command, and U.S. European Command.

Clapper also announced the appointment of Air Force Brig. Gen. Michael Lee as Executive Director – “the number-three person in the Agency,” behind Deputy Director Joanne Isham. He will serve as Director of Support to Military Operations, Clapper said, “so that our senior uniformed military officer has the complete overview and can draw on the resources at large throughout NIMA to support military operations.”

Lee will lead a new Task Force NIMA, Clapper said, “to make sure we are as responsive as we can be, across all of NIMA, to

include ‘enablers’ such as human development, training, money, whatever it takes to support the needs of our military customers.”

Underlying the entire reorganization is “an organizing principle around which we can structure ourselves to actually do our jobs,” Clapper said in a second video address Oct. 3. “The three jobs are, in my view, in a temporal context.”

Now. “We absolutely must do our current job. We must also meet our current obligation for our many demanding customers, which we are doing, in my view, with great distinction,” Clapper said.

Next. “We must also manage a series of very complex and costly acquisitions. In some cases, they are not funded as robustly as they should be,” the Director continued.

After-Next. “We have to think about the distant future, the new paradigm for NIMA.”

The “organization manifestation” of these organizing principles is a group of three directorates: Analysis and Production (P) under Scott White and Mark Schultz; Acquisition (A) under William Alder and Jaan Loger; and “Innovisions” (I) under Rob Zitz and Bobby Laurine.

Clapper placed the Central Imagery Tasking Office (CITO) under NIMA Deputy Director Joanne Isham. “The reason for doing this is that this is a national asset,” Clapper said. It must be clear that CITO management is done on behalf of the Director of Central Intelligence, and that “it is in fact a national asset,” he added. It will also be Isham’s job “to be our senior

conscience for our national obligations," Clapper said.

The imagery analysis and geospatial information organizations within P will "mirror each other as much as possible," Clapper said. "From a regional organizational perspective, if they cannot be co-located, they will at least look alike in terms of their operational target."

An important mission that is going to grow in importance in NIMA is the Homeland Security Mission, Clapper said. "That is, applying the tools and expertise that we bring to bear outside the United States into the United States in the context of this new mission that has suddenly become pre-eminent in its importance."

Among the "enabler" organizations, Clapper said Training and Doctrine (TR) was being "split

out as a separate entity because of the importance we attach to the future and to training our upcoming generations."

Speaking of top staff, Clapper said, "The role I want to play is one of the corporate model — acknowledging we do not exactly have stockholders here — but more or less the way a Chief Executive Officer would operate in a corporate endeavor." The Deputy Director will operate as Chief Operating Officer, "basically attending to the day-to-day running of NIMA," he said. The Inspector General and General Counsel will report to Clapper, while other staff offices report to Isham and Lee. Clapper said he was broadening the charter of the Chief Information Officer to an Office of Business Transformation (OBT).

A new fourth member of the top staff is the Technical Director,

Bobbi Lenczowski. Clapper said he wanted to "capitalize more directly" on her "tremendous technical knowledge and background" as well as her "corporate memory." Lenczowski will be NIMA's senior official for commercial outreach, Clapper said, "so that industry will have a senior official in the front office to whom they can go and with whom we can liaise."

Together, the four senior officials will constitute the NIMA Executive Committee, or "EXCOM," Clapper said, "to provide the senior leadership and direction for NIMA."

NIMA can be "the leading edge of reform" for the entire Intelligence Community, Clapper said, because all intelligence is founded on a map. "Everything and everybody have to be someplace. And that is where NIMA comes into play."

New NIMA Deputy Director

Before assuming her new position as NIMA Deputy Director, Joanne O. Isham was the Deputy Director for Science and Technology at the Central Intelligence Agency. The DDS&T is the principal deputy for all scientific and technical programs in the CIA.

"A talented manager of resources and a gifted leader of people, Joanne will bring to NIMA the energy that had defined her service here," said Director of Central Intelligence George J. Tenet in announcing her appointment last August. Tenet credited Isham for bringing a "fresh, tight focus" to CIA's R & D programs.

The outgoing Deputy Director of NIMA, John L. Helgerson, succeeded John C. Gannon as Chairman of the National Intelligence Council.

Before her appointment as DDS&T in January 2000, Isham

was Associate Deputy Director for Science and Technology, where she focused on resource management issues. Her service as Associate DDS&T followed an assignment as Director of Congressional Affairs, CIA. In 1993 and 1994, she served on the Community Management Staff as the Deputy Director of the Resource Management Office and Chief of the Program Analysis Group.

From 1984 to 1993, Isham held a number of leadership and project management positions overseeing national programs. Among the positions she held in the National Reconnaissance Office was Director of Legislative Affairs. She also served in the Department of Defense as the program monitor for national programs and in the Office of Development and Engineering as a reconnaissance project manager.



Joanne O. Isham

Isham joined the CIA in 1977. Her awards include the Distinguished Intelligence Medal and the National Intelligence Medal of Achievement. She was also presented the Director's Award for extraordinary service.

Isham earned her bachelor's in government and international studies from the University of Notre Dame.

New Executive Director

Air Force Brig. Gen. Michael G. Lee has been appointed Executive Director, the third highest position in NIMA. Announcing the appointment, NIMA Director, retired Air Force Lt. Gen. James R. Clapper Jr., said Lee will also serve as Director of Military Support "so that our senior uniformed military officer has the complete overview and can draw on the resources at large throughout NIMA to support military operations."

Lee arrived in July as Deputy Director for Plans and Customer

Operations, succeeding Air Force Brig. Gen. Andrew W. Smoak, who retired. Before coming to NIMA he was Deputy Commander of a NATO Combined Air Operations Center in Turkey. A command pilot, Lee was chief of F-15 inspections at Headquarters Tactical Air Command, Langley Air Force Base, Va. He commanded the 14th Flying Training Wing, Columbus Air Force Base, Miss., and served as Executive Officer to the Deputy Commander in Chief of the U.S. European Command. Before his assignment in Turkey, he served



Brig. Gen. Michael G. Lee, USAF

in Washington, D.C., first as Director of Inspections in the Office of the Secretary of the Air Force, and later on the Joint Staff as Deputy Director for Operations in the National Military Command Center. He is a graduate of Clemson University.

New Technical Director

Roberta E. (Bobbi) Lenczowski, formerly Deputy Director of Operations, has been appointed to a new position as Technical Director. A member of the Executive Committee, she is NIMA's senior official for commercial outreach.

Before NIMA's activation in 1996, Lenczowski was the Director of Acquisition and Technology of the Defense Mapping Agency, a predecessor organization. She entered on duty at the DMA Aerospace Center in St. Louis as a cartogra-

pher in 1977. She was Chief of the Digital Products Department and later the Data Services Department at the Aerospace Center, now NIMA St. Louis.

In 1991 she moved to DMA's Systems Center in the Washington, D.C. area. As Chief of the Warrior Support Division, she managed the development of standards for the exchange of DMA vector products, resulting in the Digital Chart of the World, Vector Smart Map, and Digital Nautical Chart. She was later Technical Advisor for Geographic Information Systems



Roberta E. Lenczowski

and played a leading role in the implementation of NIMA.

Lenczowski was presented the Presidential Rank Award of Distinguished Executive last December and the Secretary of Defense Medal for Meritorious Civilian Service earlier this year.



Robert A. Zebell

ACCOLADES

Cartographer and regional analyst Robert A. Zebell was honored by the Director of Central Intelligence for studies he wrote while assigned to the CIA's Directorate of Intelligence under the Intelligence Community Assignment Program. Zebell studied the NATO nations' progress in military force modernization and the development of Eurocorps, the European Union's new independent, multinational rapid reaction force. Senior government officials, including the President, Secretary of Defense, military commanders, and the National Security Council were recipients of his studies. Zebell received both an Exceptional Achievement Award from the National Intelligence Council and an Exceptional Performance Award from the CIA. Assigned to the Office of International and Policy at NIMA, Zebell is a member of OIP's Middle East and Africa Team.

ACCOLADES

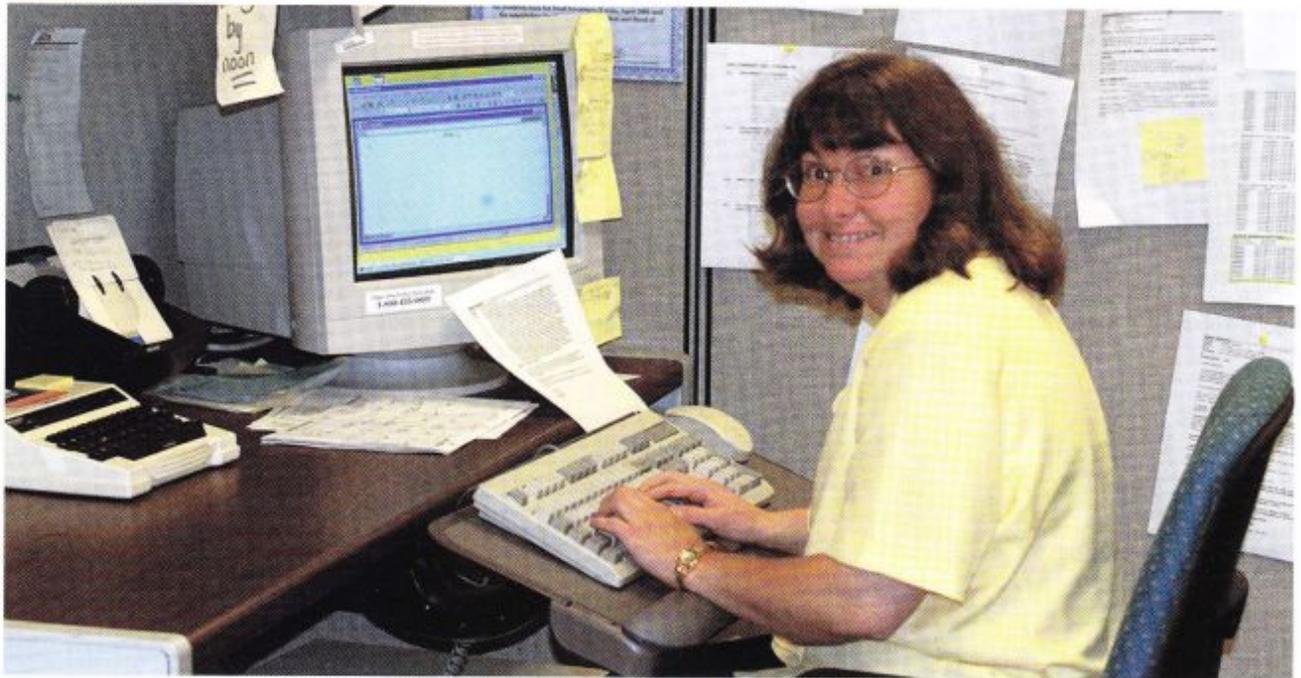


PHOTO BY GERALD GOODIN

Earlier this year, Jolanda Allen was honored in St. Louis as one of nine "Outstanding Women of NIMA."

Allen Selected as NIMA's 2001 Outstanding Employee with a Disability

By SUE MEISNER

Former NIMA Director Lt. Gen. James C. King recently selected Jolanda L. Allen as NIMA's 2001 Outstanding Employee with a Disability. Allen, a procurement technician in the St. Louis Contracting Office, will represent NIMA at a planned Department of Defense awards ceremony. The ceremony will be in conjunction with the DoD Disability Forum scheduled for December.

"Jolanda always comes up with new ideas in the work place and volunteers to help implement them," said supervisor Debi Olson, Deputy Chief of Contracting in Support of Operations. "She's a really good employee and very conscientious."

Allen is active in the NIMA deaf and hard of hearing community. She established the Committee for the Deaf and Hard of Hearing at NIMA St. Louis last

year and serves as its chairperson. She holds monthly meetings to hear the concerns of the deaf community, and organized the first Deaf Awareness Week at NIMA St. Louis this year. Activities included a hearing dog demonstration, guest speakers and an exposition on technology for the deaf.

Allen also initiated the installation of flashing fire alarms and warning lights throughout NIMA West to aid deaf employees by eliminating barriers in the workplace.

As a procurement technician, Allen prepares simplified purchases for awards and administers a variety of contract actions. She distributes and files contract documents, as well as provides administrative support to her office. Her promotion to Pay Band 2 last year recognized her hard work and potential.

Allen began her employment with the DMA Aerospace Center, now NIMA, in 1994. She has a bachelor of science in business administration from Gallaudet University and is working on her DAWIA (Defense Acquisition Workforce Improvement Act) certification as a contract specialist. The St. Louis Equal Employment Opportunity Office and Federal Women's Program honored her as one of its nine "Outstanding Women at NIMA" this year.

Allen said, "It is my greatest pleasure to help deaf and hard of hearing employees achieve their full potential." She also works to educate supervisors and co-workers on the workplace rights, needs and responsibilities of the person with a disability.

Allen was born profoundly deaf and communicates primarily through American Sign Language, e-mail and writing.

Map Collection in the Desert Tended by 8-Person Team

Mick McKelvey, Chief of Operations at NIMA Depository, Gila Bend, Ariz., and his cheerful, capable eight-person team ship about 6,000 map set job orders each year. The Depository is the historical archive, the hardcopy “memory” of map products that may again have relevance in future operations. In fiscal year 2000, Gila Bend received over 10,000 sets and processed more than 16,000 sets. Located in this truly remote desert location, about 80 miles southwest of Phoenix and 40 miles from the next town, the Depository is the primary topographic and aeronautical map and chart print production storage facility for NIMA.

The site has a total of 21,000 square feet of floor space that houses about 122,000 sets of map film. Mineral Wells, Texas, the other NIMA remote depository, stores about 45,000 sets of film. The Gila Bend site is part of the Barry Goldwater Auxiliary Field, where the U.S. Air Force daily practices its strafing and bombing skills on about two million acres that extend all the way to the Mexican border. NIMA workers often feel the concussion of distant explosions.

The Depository concept began with the U.S. Army’s Corps of Engineers, and the first depository was located in Omaha, Neb. In the early 1980s, the former Defense Mapping Agency wanted to move to a more secure location, and the transfer to Arizona was completed in March 1986. Ten years later, the print support and storage site at Riverdale, Md., was also transferred to Gila Bend, a desert town of 1,700 residents. The size of the map collection makes it one of NIMA’s – and the Department of Defense’s – most valuable facilities.

McKelvey’s “great group of people,” as he describes his team, works in two large buildings on this remote Air Force base. One of the buildings is a converted 13,000 square foot gymnasium. The other storage facility was specifically designed and built to accommodate NIMA’s depository needs.

As for quality of life, Gila Bend offers a dry climate free of urban blight like air pollution, traffic congestion and high-priced real estate. There is never a rush hour, and no one is ever trapped inside a car because the Beltway or other super highway is experiencing a seizure. The locals are friendly, the food is spicy and outside the door is a spectacular wilderness of surpassing beauty and mystery.



Mick McKelvey, left, and his technical support staff include from left, Scott Kather, Lauren Pond, Shannon Vega and John Kridner.





Mick McKelvey, left, Chief of Operations, shows Eric Berryman of NIMA Public Affairs the storage cabinets for some 122,000 sets of map film.



*TEXT BY
ERIC BERRYMAN*

*PHOTOS BY
ROB COX*

The Depository's technical information specialists are, from left, Case Schmidt, Shannon Vega, Maria Evans and Corey Schaan.

A Horrible View from Navy Yard

By PAUL HURLBURT

Gail Betts-Anderson and her staff, Lyndell Walker and Barry Harrelson, have a commanding view from their offices in Building 213 at the Washington Navy Yard.

From some windows on the 6th floor, the U.S. Capitol building dominates the horizon. In Betts-Anderson's office, the view is across a widening Potomac toward America's military center, the Pentagon. As symbols of freedom and power, these buildings normally provide an inspiring and reassuring sight, but the morning of Sept. 11 the view across the river horrified NIMA employees. In the words of Betts-Anderson, Chief of NIMA Research Division Washington operations, what they saw was a sky full of "pitch black smoke."

Earlier that morning, Betts-Anderson was providing feedback to promotion applicants, along with seven panel members, in her role as chairman of the Media Production Occupation Council. Michael Betts, a division chief in the Imagery Analysis Office and her brother, had knocked on her door with the New York news.

"Terrorists have attacked the World Trade Buildings. Keep your eyes open," he said.

It wasn't long before Betts-Anderson's branch chief, Barry Harrelson, knocked. "Look out the window!" he exclaimed.

"Everything fell apart when the black smoke appeared," said Betts-Anderson. "I said, 'Oh, my, what's going on?' Somebody said 'It looks like the Pentagon's been hit!'"

Almost immediately, Harrelson reappeared to report the news the Pentagon had been struck.



PHOTO BY JOHN ILER

Gail Betts-Anderson and her staff, Lyndell Walker, left, and Barry Harrelson, saw a horrible scene from the 6th floor of Building 213 Sept. 11.

Minutes later, employees began evacuating the upper floors, in an orderly fashion, as supervisors notified them. They regrouped on the windowless first two floors, but were soon told they could leave the building. None of Betts-Anderson's people did, she said, except for a worried employee located at a remote site in the Information Services Branch, Reggie Carver. His sister Sharon Carver worked at the Pentagon as an Army civilian. She was missing and later listed as a victim.

"They had the option to go, but we are a family," Betts-Anderson said. With responsibility for the NIMA Map Library at the Pentagon and providing support to imagery analysis operations there, she and her staff were concerned about colleagues across the river. They also knew there was much work to be done. Contacting the Pentagon staff, of course, was top priority but keeping operations going, they knew, would be essential.

When Harrelson finally got through to the Pentagon Map

Library senior team lead, David Armstead, about 4 p.m., he learned that all NIMA personnel were safe.

That afternoon Research Division staff led by Chief David Kraus, who also works at the Navy Yard, met with counterparts from Customer Operations, Imagery Analysis and other NIMA offices to formulate contingency operations. Immediately, the Research Division began a "24/7" schedule for NIMA East sites, with personnel from Bethesda and the Navy Yard supplementing the Pentagon Map Library. The next day Armstead resumed operations at his normal location in the Pentagon after Betts-Anderson determined that there was connectivity and no damage.

A normal workday Sept. 11 turned out to be their last on Earth for many. It turned out to be a long and traumatic day that lasted into the night for Research Division employees and staff. As the crisis continues, many Library personnel continue to work through the night.

NIMA Employees at Pentagon Show Resolve

By PAUL HURLBURT

On a Tuesday morning, two weeks after the attack on the Pentagon, the scene from the outside was anything but routine. Security forces were omnipresent, traffic diversions were everywhere, and volunteers in tents still dispensed food. Here and there, impromptu displays of flowers and flags told of Americans' grief and resolve.

Inside, the pace in the corridors seemed to reflect that resolve. Despite the presence of its officially designated "crime scene," the Pentagon seemed busier than before the attack.

"I've worked every day since the strike, Saturday and Sunday, too," said David Armstead, team lead at NIMA's Pentagon Map Library. Armstead had just

Continued on page 20.

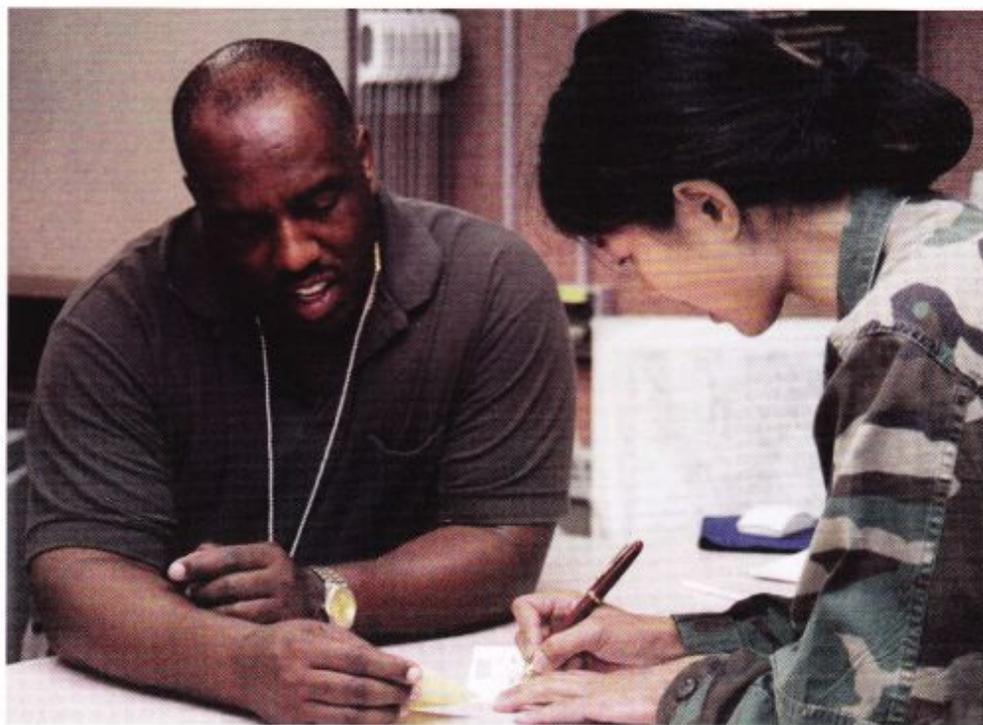


PHOTO BY DICK GONSALVES

David Armstead discusses a map requirement with Air Force Capt. Tara Beedle of Air and Space Operations at Headquarters Air Force.

NIMA Team at Pentagon Moves Into Action

NIMA personnel are located "all over the Pentagon," notes Air Force Lt. Col. Ted Barco, NIMA Liaison to the Office of the Under Secretary of Defense for Policy. As members of the NIMA Support Team Pentagon, led by Navy Cmdr. Roland de Jesus, these personnel provide on-the-scene support to the National Military Joint Intelligence Center (NMJIC), Joint Staff, and Under Secretary of Defense for Policy.

When the hijacked airliner crashed into the Pentagon, the NIMA Support Team immediately moved to a crisis mode, while the tragedy unfolded around them. "Commander de Jesus remained in the building and began calling in personnel [to meet the crisis]," said Andrew Mason, Chief of the NIMA Support Team Pentagon Operations Desk. The NIMA Support Team is made up of the Pentagon Imagery Center (PIC) and Pentagon Support Center (PSC).

Mason said he deployed with elements of the J2 (Joint Chiefs of Staff, Intelligence) to an alternate facility, as a contingency measure, as did NIMA

Technical Representative Jerry Hiller and Imagery Liaison Officers Brent Guernsey and Lyle Schrupf. The Director, J2 and Director of the Defense Intelligence Agency (DIA) remained at the Pentagon.

Says Barco, "The Ops Desk in the NMJIC is one of the best examples of NIMA personnel working together to get the information edge to the customer" -- evident in the Pentagon's response to the terrorists. "This outstanding teamwork and support includes NIMA's Pentagon Map Library, Remote Replication Service and tech reps and imagery analysts" assigned elsewhere in the Pentagon, Barco added. "We are a big closely interrelated team here."

The NMJIC is the central body for the management of national military intelligence operations. With ties to DIA, the NMJIC supports the intelligence needs of the Joint Staff and unified commanders, focusing on global indications and warning, operational intelligence, and national targeting support.



PHOTO BY BOB COX

1st Lt. Bridget Semrau, team lead for the oncoming shift at the NIMA Command Center, briefs teammates (from left to right, Lt. Cmdr. Ed Kaufhold, Semrau, Capt. Medhat Georgy, and Lt. Cmdr. Gregg Bauer) on shift responsibilities.

NIMA Reserve Program Gears Up

By SUE MEISNER

NIMA has hired 46 new employees! Although this may sound like a routine event, these employees mark some of the first arrivals to NIMA's new military reserve unit. (This number includes assignment of individual Army reservists who are not members of the NIMA unit.) Planned for eventual end strength of 361, NIMA's first cadre of reservists began drilling in October.

"I wanted to contribute to NIMA's crisis support and gain experience in NIMA operations," said Lt. Cmdr. Gregg Bauer, who reported for duty early on Sept. 18, along with Lt. Cmdr. Ed Kaufhold. Both members of NIMA's new reserve unit, they volunteered to work at the NIMA Command Center, or NCC (formerly NOC-B).

"We knew NIMA needed imagery liaison officers, and my employer (BAE Systems) is super-supportive of my reserve work," said Bauer. "It would be horrible to sit on the sidelines

and not be able to contribute — we wanted to get in the game."

Reservists provide critical manpower support in time of crisis or in response to surge workloads. All reservists are qualified in their military specialties, and their training time with NIMA further allows them to refine their skills.

"I worked with reservists at Incirlik Air Force Base, Turkey during Operation Northern Watch," said Capt. Medhat Georgy, an active-duty intelligence operations officer and co-worker of the reservists at the NCC. "They impressed me because they had the best experience base and a real breadth of knowledge."

"I worked with reservists in Kosovo," said 1st Lt. Bridget Semrau, NCC team lead. "We really appreciate reservists who can come in during a crisis and help with the workload."

Thirty Navy and 16 Army reservists will drill at the NIMA Operations Center at the Pentagon (NOC-P), as well as Bethesda and Reston locations. While most

will work for the Analysis and Production Directorate (P) NIMA Support Teams, future reservists will branch out to other NIMA directorates and offices, including the NIMA College.

"We will get some really good people with a high level of military skills," said Mike Harris, who was recently assigned to the Office of Business Transformation. Harris worked with reservists as Chief of Mobilization and Plans at the Office of the Secretary of Defense during Desert Storm. "Reservists tend to be top-notch people with years of experience in their specialties."

P's first 12 Navy reservists will be information, operations, and intelligence specialists, who will help with weekend watches at NOC-P, monitoring systems and intelligence operations, and transmissions to customers.

"With our active duty forces shrinking, we really need reserve augmentation," said Harris. "Reservists know our business and our customers and can provide the necessary customer support."

While the Navy reservists supporting P are part of NIMA's new reserve unit, additional "ad hoc" reservists are also providing support.

"I meet weekly with our division chiefs to determine our needs and if reservists can meet them," said Cmdr. Mark DelPiano, who is a reserve liaison for P and executive officer for a new branch, Unified Operations. One of his goals is to develop global strategies for integrating military reserve assets into the NIMA mission. P has brought reservists in for renewable active duty for training tours of 179 days.

"We've had a Navy computer-assisted design specialist working in our special operations division and have two Navy contract officers on the way," DelPiano said. "NIMA is funding attendance for all three at the 18-week National Imagery and Analysis Course."

So, how much will all this military support cost? "Each military Service funds the salary and travel pay of selected reservists serving on weekend tours, thus there is no cost to NIMA for their service," said Cmdr. Mike Yuhas, NIMA's Reserve Manage-

ment Officer. "NIMA only provides office space, training, and administrative support for the reservists, who typically drill two days a month."

The NIMA Reserve Management Office funds most of the 179-day tours. If an office's or directorate's needs exceed the Reserve Office's budget, they can use their own Operations and Maintenance (O&M) funds to pay the bill. NIMA's priority, however, is to drilling reservists serving weekend tours, rather than reservists on extended tours of duty.

"Although our initial reservists are Army and Navy – both officer and enlisted – we have opportunities for members of all Services and grades to participate," said Yuhas. Authorized occupations include cartographers, intelligence specialists, marine information specialists, and database specialists. "As our program grows, it will reach into more areas of the Agency, as well as support our St. Louis-based functions," said Yuhas.

How does your office or directorate get a piece of the reserve pie? "NIMA submits its Joint Table of Mobilization Distribution (JTMD) requirements to the

Joint Staff (J-1) on April 1," said Management Analyst David Kendall of the Financial Management Directorate (FM). The JTMD identifies positions required to augment the peacetime structure and designates organizations where positions will be utilized during times of mobilization. The Joint Staff receives the proposed JTMD and staffs it with each military service for review. The Assistant Secretary of Defense for Command, Control, Communications and Intelligence (ASD, C3I) approves the final document.

Yuhas requests that directorates and offices review their reserve requirements prior to the annual submission. Although the process to change JTMD authorizations can be quite lengthy, Yuhas can request reserve support of short-term projects at any time.

For information on how reservists can support your office or how you or someone you know can join NIMA's new unit, contact Cmdr. Mike Yuhas or Angela Hall at (301) 227-2740 (DSN 287), or SBU e-mail yuhasm@nima.mil.

New Reserve Unit Results from Years of Planning

"On Sept. 17, 2001 Navy Reserve Unit NIMA 0166 (NR NIMA-0166) hit the ground running before it officially stood up," said Cmdr. Pat Warfle, the new unit's commander. "As part of the crisis response to the attack on the World Trade Center and the Pentagon, NIMA activated several reservists ahead of schedule."

"Our service during the current crisis will really help with conceptualizing the new unit," said Lt. Cmdr. Ed Kaufhold, one of the early arrivals, who is assigned to the NIMA Command Center."

Activation of the unit in October was the culmination of several years of planning. Navy Reserve Captains Marilyn Weiss, Fred Vogel and John Stack initiated the program concept and prepared NIMA's reserve manpower documentation, the Joint Table of Mobilization Distribution (JTMD).

Cmdr. Mark DelPiano, now a reservist on extended active duty with the Analysis and Production Directorate, was responsible for getting the Joint Chiefs of Staff to approve the JTMD while he served as the NIMA Reserve Management Officer. Current Reserve Management Officer and Navy reservist, Cmdr. Mike Yuhas, got the JTMD vetted by NIMA and partially funded by the military services. Yuhas, along with administrative officer Angela Hall, completed the administrative actions that made the unit a reality.

Although this initial unit is Navy, plans are for a joint unit including members of all Services. Army reservists currently serving with NIMA are assigned as individuals, rather than members of a coordinated Army reserve unit.

Employees Reach Out to Grieving Americans

By PAUL HURLBURT

Like the construction workers and medical professionals who rushed to last month's disaster scenes, knowing their skills would be useful, two NIMA employees found ways to help by volunteering their counseling expertise. With her master's in pastoral counseling, Betsy Carswell, a cartographer in the Integrated Program Office, answered hotline calls for Washington's Channel 9. Charlene Moore, occupational counselor for the NIMA Research Division, used her skills to help families of the Pentagon crash victims sequestered at a hotel in Crystal City, Va.

Helping Families of Victims

Moore, who has also done Equal Employment Opportunity counseling, holds a bachelor's in psychology and sociology from the University of Maryland and has taken advanced training at the Psychiatric Institute in Washington, D.C. She responded to a Blacks In Government e-mail soliciting volunteers.

"This was such an injustice, I felt a need to do something," Moore said, so she re-arranged her schedule and touched bases with her supervisors. "They were very supportive," she added. On the Monday after the terrorists crashed into the Pentagon in their hijacked plane, she reported to the nearby hotel, where she worked alongside personnel from Walter Reed Army Hospital.

The families gathered in the hotel ballroom twice a day to hear military briefings on the latest information about the missing. The room was full of people whose lives had been "intruded upon and devastated," Moore said, describing the atmosphere as "heavy with grief." Along one wall on tables, family members had set up tributes to lost loved ones. "Particularly striking to me were the newly-widowed parents with young children to care for and the young people on the brink of adulthood who had lost a parent," she said.

The military did "a yeoman's job" of providing the families with services and

Betsy Carswell (left) and Charlene Moore, who helped grieving Americans, say personal issues stemming from the crisis will be with us for a long time. "We will have to help each other heal," says Moore.

PHOTO BY LARRY FRANKLIN

resources, she added. The families had access to chaplains, airline personnel, DoD contractor representatives and others. Child psychologists were present to help children deal with their loss, and specially trained dogs were brought in to provide an emotional outlet. For those who were ready, information was available on death benefits.

Defense Department personnel were needed to accompany family members to the disaster scene. Moore and another counselor accompanied two families in police-escorted vans. A chaplain, his assistant and two physicians also went in the vans.

A deck had been built to view the site. "Normally your focus would be on the disaster scene," Moore said. "I didn't really study it in detail. I knew my focus had to be on the families and their needs."

There were many poignant moments, such as when a family member spotted a computer monitor, revealed by the wreckage, sitting on a desk unscathed. Why couldn't her brother have been sitting at that workstation, a sister intoned. "Sensing she didn't really want an answer," Moore said, "I gently touched her arm and acknowledged her feelings."

More than any words she could say, it was "being there" that counted, Moore said. "A lot of the time, it is just your presence that's needed, your moral support. In spite of all of their hurt, the families were still gracious and appreciative," she said.



"There are no simple solutions to the harm that has been done to the families and to us as a nation," Moore said. "We will have to help each other heal."

Reaching Out Via TV

On Sept. 11, Betsy Carswell was wondering what she could do to help. With her master's in pastoral counseling from Loyola College, she phoned the Episcopal Diocese of Washington to offer her services and was told that Channel 9 was looking for counselors and clergy to respond to callers on a grief hotline.

As a student at Mary Washington College, Carswell double majored in religion and geography

— "the heavens and the Earth." She has also done bereavement work with children and at a hospice, so she sent the TV station her resume.

The Friday following the disaster, Carswell joined five counselors behind a phone bank at WUSA-TV. As the station began to display a 'crawl' announcing the hotline, the phones started ringing.

Every caller was different, Carswell said. One caller was "a woman, who owned a business at National Airport and was having trouble there." Another was a civilian assigned to the Pentagon, who had been on sick leave that Tuesday. "He was having stress and significant anger."

Continued on page 21.

Employee Assistance Program Provides Counseling

“We have provided counseling assistance to dozens of employees experiencing distress in different ways about the terrorist attacks and related issues,” says Michael Nash, licensed counselor and supervisor of the Employee Assistance Program in the Washington, D.C. area, who has been working with Renee Mooneyhan, a licensed graduate social worker.

Area medical pain clinics have attributed a sudden 30 percent increase in the number of people seeking help in managing pain to the stressful psychological effects of the terrorist attacks, Nash said, citing a *Washington Post* article. “In addition, some individuals who have experienced a previous loss of a loved one or a previous traumatic life-threatening incident might re-experience either distressing flashback memories, stronger than usual emotional reactions, or physical symptoms such as sleep-related problems,” Nash said.

“Employees might notice they or family members are having increased difficulty in coping with day-to-day normal stressful problems that they never had difficulty managing,” he added.

According to Mooneyhan, “Parents and their children may notice increased anxiety in being separated from each other for periods of time, especially if long-distance travel is involved. In some cases you might notice your children temporarily regressing in age-appropriate behavior.” While such stress reactions may be disturbing, they are normal human reactions to experiences such as terrorist attacks and ongoing related military/security occurrences, both Nash and Mooneyhan emphasize.

“One of the most effective strategies,” according to Mooneyhan, “for reassuring your children is to model how you want them to handle their feelings of stress.” To do this, she said, parents as well as everyone else, need to take steps to first identify and then relieve their own feelings of stress by:

- having a support group of other adult(s) to talk out stressful thoughts and feelings;
- increasing exercise as approved by your physician (consider taking walks or bike rides with children);
- getting plenty of rest;
- avoiding overuse of caffeine or abuse of alcohol or drugs;
- increasing recreational time with children, family and friends;
- making special efforts to continue normal family routines;
- providing extra hugs and verbal comments of support and/or affection to loved ones (and friends);
- taking time out during the day to check in with your children and encourage them to talk about any concerns they might have.

For more helpful information on coping strategies, contact your NIMA Employee Assistance Program in St. Louis at (314) 263-4848 or for the remaining NIMA Sites call (301) 227-5187 or 1-866-264-4882.

For exercise tips call the NIMA Wellness Program in the East at (301) 227-7866 and in the West at (314) 263-4206.

OUR PROGRAMS

FasTrac Offers Training on Demand

By DEBRA BLANCK

Employees need training right at their desktops, at their convenience. NIMA's response to this challenge is distributed learning programs. The National Imagery and Mapping College manages two: FasTrac and PassKey. Both programs are open to all NIMA employees. In this issue of the "Edge" we'll discuss FasTrac.

Taking the FasTrac to Anytime, Anywhere Learning

Since 1997, NIMA employees have had the chance to take online courses, first through Dispatch II, and now with FasTrac.

FasTrac provides commercially available computer-based training for Information Technology (IT) and professional development skills, right from the desktop. More than 900 online courses are available on SBU, SCEN, Intelink and Internet.

Students can learn at their own pace, when and where they want, with no time restraints.

According to John Stiassney, a team chief in the Americas Office (AMGC2), "FasTrac gave me the opportunity to gain additional skills at a time when my schedule did not allow me access to conventional training."

"Instead of taking FasTrac courses at home, I took mine in one of the NIMC classrooms," said William Bovee of MSWS. "There is also a PC in my office dedicated to taking FasTrac courses."

NIMA employees can easily register and use the FasTrac Program, without coordinating with a NIMC registrar; they can request a password directly from the FasTrac Web site. "FasTrac does not require supervisors and training coordinators to be involved in every training class selection," said Stiassney. "What better way to start managing your own career than to manage your own training?"

Building Your Skills

FasTrac currently leases content from two vendors – the National Education Training group (NETg) and SkillSoft Corporation.

NETg is a leading developer of technology-based training. Stiassney, who has taken several NETg courses, benefits from this

courses and performance-support tools, addressing a vast range of business and professional skills such as briefing and writing techniques, strategic planning and project management.

College Credit

Academic endorsement of FasTrac courseware is an added value; it provides college credit or continuing education certificates. SkillSoft has academic partnerships with the University of Phoenix, Strayer University, Western Governor's University, George Mason University, and the University of Maryland University College (UMUC). The American Council on Education (ACE) accredits many of the NETg Courses provided by FasTrac.

In order to receive college credit, a NIMA employee needs to find out if the college or university will accept the ACE-

accredited courses. Many institutions require that a student first be enrolled in one of their own accepted programs.

"I would recommend FasTrac as a required introductory course for anyone wanting to pursue further college or vendor education courses," said Dennis Mattison of DSN.

Certifications

The trend toward technical certification within the computer industry is growing. NETg courseware provided by FasTrac offers certification-aligned training. NETg has partnerships with professional information technology companies, including Microsoft, Oracle, Cisco, Netscape, Novell, and IBM.



modular learning: "I have discovered that I learn more taking the courses in smaller portions at a time – not trying to learn everything in an eight-hour class."

Raymond Filbey, Chief of Resource Administration at NIMA, took an Excel course. "I liked how the information was broken down in small segments," said Filbey. "Each segment was then linked to the previous segment – it made learning a complex topic easier."

Gregg Badger, NPAP, took a Microsoft Access course. "The exercises helped me become familiar with the software," said Badger. "Also, the ability to retake the exams helped me see how I had improved."

SkillSoft offers a library of web-delivered, self-directed learning

Course content is organized around the vendor's certification exam objectives; therefore, students can use their study time appropriately.

Train at Home

Once you have registered online from the NIMC Home Page on any of the systems, you can use your UserID and Password at home over the Internet, as well as on any of the systems found at work (SBU, Intelink-TS, Intelink-S, or SCEN).

"If done at work, I had to wait until 1600 to start, and even then there were work-related problems that interrupted my course work," said Mattison, voicing a common detractor to computer-based training at your desk. For this reason, many NIMA employees choose to take FasTrac courses at home or after hours in their office.

"FasTrac courses were useful in providing convenient access to technical information needed to perform my current job tasks and

to get exposure to other areas of interest," said Steve Baker, DSNW. "I don't have a computer at home, but if I did, I would definitely hope that FasTrac, or a similar training tool, was available to me at Agency expense."

And FasTrac is available to all employees at no expense.

How to Get Started

To obtain more information and a FasTrac account, visit the following FasTrac Home Pages:

<http://osis.nima.mil/NIMC/fastrac> – SBU

<http://www.nima.ic.gov/NIMC/fastrac> – Intelink-TS

<http://www.nima.smil/NIMC/fastrac> - Intelink-S through the SCEN.

About the Author

Debra L. Blanck is a NIMA Staff Officer in the Training Management and Plans Directorate, National Imagery and Mapping College (NIMC). Previously, she was the Advanced Distributive Learning Program Manager within the Technology and Training Development Center at NIMC, where she ran the FasTrac and PassKey training programs. Blanck holds a bachelor of science from Western Illinois



University in geology, and a master of science in strategic intelligence from the Joint Military Intelligence College.

NIMA People Address Conference in U.K.

G*I News*, a business and technology magazine for the geographic information industry in the United Kingdom, cited two presentations by a trio of NIMA employees to a recent Laser-Scan Users Conference in Wyboston, Bedfordshire, England.

Monica Mroz and Jeff Perry copresented a paper on NIMA's Vector Product Format development project with Laser-Scan and BAE Systems. Software developed by the two firms is being studied as a solution to NIMA's efforts to reduce labor hours spent creating digital three-dimensional Feature Foundation Data.



From left, Monica Mroz, Jeff Perry, Patty Mims of Laser-Scan and Adam Bailey.

Adam Bailey discussed the NIMA HydroVision and the utility of the new Laser-Scan/BAE Systems Bridge for Digital Nautical Chart updates.

The presentations were cited in the May/June issue of *GI News*.

The conference was attended by representatives from Denmark, France, India, Iran, South Africa and Switzerland.

NIMA Employees at Pentagon Show Resolve

Continued from page 13.

walked a mile or more without complaint to escort this writer and the photographer from a checkpoint far removed from the building.

Supplemented by staff from the Washington Navy Yard, the Pentagon Map Library had gone to "24/7" operations, handing out maps and CD-ROMs to an insatiable military community. On this day, the Navy Yard's senior geographer, Glenda Johnson-Walker, was assisting. Normally, the library is only open weekdays till 4:30 p.m., and Armstead and two military assistants handle the customers.

On Sept. 11 Armstead had gone to the mailroom just before the terrorists crashed into the Pentagon in the airliner they had hijacked. He remembers telling a friend in the hall, as they discussed the earlier attacks in New York, "You know, the same thing's going to happen to the Pentagon." If he hadn't stopped to chat, he might have been killed, he said, since he needed to cross the area that was struck to complete his errand. Moments later, as he walked down the hall he felt a jolt so strong it made him stumble. "I took a few more steps," he said, and met "people running towards me and yelling, 'Get out of the building!'"

A Vietnam combat veteran, Armstead said his reaction was to stay calm. "I didn't go in the direction of the crowd," he said. "Instead, I took off running to my office." The Map Library is two flights of stairs below ground level, and Armstead wanted to warn co-workers about the disaster, in case the news hadn't reached them. He found Navy Quartermaster Petty Officer 2nd Class Chris Clark in the Map Library watching TV coverage of the New York disaster. NIMA



PHOTO BY DICK GONSALVES

David Armstead and Glenda Johnson-Walker respond to customer calls in NIMA's Pentagon Library two weeks after terrorists attacked the Pentagon.

imaging specialist Leona Jones, who operates NIMA's Remote Replication System (RRS) next door, was also on duty. The three were fortunate enough to escape harm, along with all of NIMA's people at the Pentagon.

Leona Jones's office is directly below the Pentagon's Mall entrance.

"I was checking voice mail, when I heard a thud," she said. "It shook the room and the hall. I thought, 'Oh! Something's not quite right! I called my supervisor in Bethesda - Dennis Osborne, branch chief in the Data Services Management Division - and told him I was going to leave the area.'" While she was talking to Osborne, Air Force Lt. Col. Ted Barco, NIMA Liaison to the Under Secretary of Defense for Policy, phoned on another line. "He said 'Get out! The building's being evacuated!'" Jones said. Armstead appeared and the three made their way through the narrow basement halls and up two flights of stairs to daylight.

The day after the attack, Leona Jones reported for work at the Pentagon as usual, but her area had not been declared safe, so

she joined NIMA's liaisons in the NJMIC, responding to requests from the Defense and Intelligence Communities. "It was kind of hectic," she said. "For one thing, we weren't sure the fires [resulting from the attack] had been brought under control."

Two days after the attack, she was back to work at the Remote Replication site. The only employee assigned to the Pentagon RRS, Jones uses COTS (commercial off the shelf) software to scan and custom produce and print maps from hardcopy or softcopy sources.

"I've been here every day since the strike except one, including Saturday and Sunday," she said. "I've worked between 9- and 10-hour days including weekends." She added, "It's OK. At least I can stand here and talk to you. There are some who worked in this building who cannot."

In fact, Jones said, she was glad there was something she could do. "I feel it's my contribution to this situation, so I don't mind the hours. It's the least I can do." Others have a similar attitude, she noted. "The spirit of community has been really good."

ACCOLADES

Liebsch, Symmes Get Top NIMA Awards; 8 Others Honored at Quarterly Ceremony

Several individuals and teams were recognized during the Director's Quarterly Awards Ceremony in Bethesda Oct. 10. Among individuals receiving awards, **John Liebsch**, leader of the Technical Director's Outsourcing Study Implementation Team, and imagery analyst **Ralph Symmes**, Chief of the NIMA Command Center, were honored for Distinguished Civilian Service.

Five employees were honored for Meritorious Civilian Service. They are **Joseph Drummey**, Chief of the Intelligence Division in the Americas Office; **Michael Harris**,

Chief of the Readiness and Assessments Division in the former Directorate of Plans and Customer Operations, now assigned to the Office of Business Transformation; **Robert Schilpp**, Deputy Chief of the Security Program Division; **Robert Seebald**, liaison officer to the U.S. European Command from 1997 until his recent assignment as a systems engineer in the Systems Engineering Office; and **Leslie Vandivere**, contracting officer in the Office of Procurement and Contracts.

Military honors went to the Junior Officer of the Quarter — Air Force 1st Lt. **Allison Del Grande**, geospatial information instructor at the Defense Mapping School, now assigned to the 607th Air Intelligence Squadron, Osan Air Base, Korea; Senior Enlisted Person of the Quarter — Army **Sgt. 1st Class Timothy Penton**, geodetic surveyor in the Geospatial Sciences Center; and Junior Enlisted Person of the Quarter — Air Force **TSgt. John D. Heard**, system integration manager in the Acquisition Office's Storage Programs Division.

Employees Reach Out to Grieving Americans

Continued from page 17.

Carswell's counseling was "like triage," she explained. "I tried to see if there was anything that could be done to mitigate the acute issue. In several cases, I gave out a referral."

Despite the variety of callers, Carswell said she and the other counselors noticed "a common denominator" in many of the calls. "A lot of the callers were isolated, living on their own, and spending hours watching the TV coverage," she said. "So my counsel was — ironically, since I represented a TV station — to stop watching TV! I'd suggest that they go for a walk or call friends."

A woman expressed an urge to attend church but feared that once she got there, she would feel like a hypocrite. "Further questioning indicated that what she really wanted was to be with people," Carswell said. "It was a strange kind of grief. People were grieving the loss of people they didn't know, and also a loss of innocence. They felt the need to connect and to feel they were part of a community."

The Pentagon civilian feared losing his clearance if he sought counseling, even though he had received counseling before and found it helpful, Carswell said. She assured him she didn't think it would be an issue.

"Trying to process grief doesn't make someone a detriment to national security," Carswell said. "In fact, not treating this kind of thing can be more dangerous." She added, "Grief denied is grief delayed. You can't put grief away forever. It's going to come."

NIMA Policy on Counseling

NIMA encourages all its employees to seek whatever counseling they need to remain healthy and to appropriately process their stress, grief or anxiety, says NIMA Personnel Security Program Manager Dottie Garrison. "Counseling of this type will not have an adverse impact on a security clearance," Garrison said. "Employees are encouraged to call Personnel Security at (301) 227-2161 with any questions regarding counseling and clearance implications. I think they'll be pleasantly surprised with our response to their clearance concerns."

Both Moore and Carswell say that personal issues stemming from the crisis will be with us for a long time. Like Moore, Carswell also believes that effective counseling comes down to "walking with people." It involves "listening without an agenda," she said, "allowing people to tell their stories, because they hold the answers to their own issues, the key to their own health."

Deaf St. Louis Employee Teaches Motorcycle Safety

by WELLS HUFF

How does someone who is deaf get to be a certified motorcycle safety instructor? For Madonna Reppell, it was step by step.

"I've been in love with motorcycles since I was a little girl," says Reppell, who works in Human Resources in St. Louis. She always enjoyed being a passenger, but has owned a bike of her own for just a few years. Because she wanted to be sure this was something she really wanted to do, Reppell bought a used 1995 Kawasaki Vulcan 500cc. to learn on.

"A friend taught me how to operate it," she says. "I wasn't really comfortable." She had also heard that in the first six months of driving, about 70 percent of motorcycle accidents happen to people who are self-taught or taught by a friend.

Then someone told Reppell about a riding skills class being taught at a community college. She and a friend signed up. She felt so much more confi-

dent after taking the class that she signed up for the intermediate and then the experienced riding skills classes.

After the training, Reppell knew she was ready to make a more permanent choice and bought a 2000 Suzuki Intruder, 800cc.

In August 2000 she joined Women of Wheels. WOW is a nationwide group of women and families who ride, and who want the public to know that there are many women who ride and enjoy it.

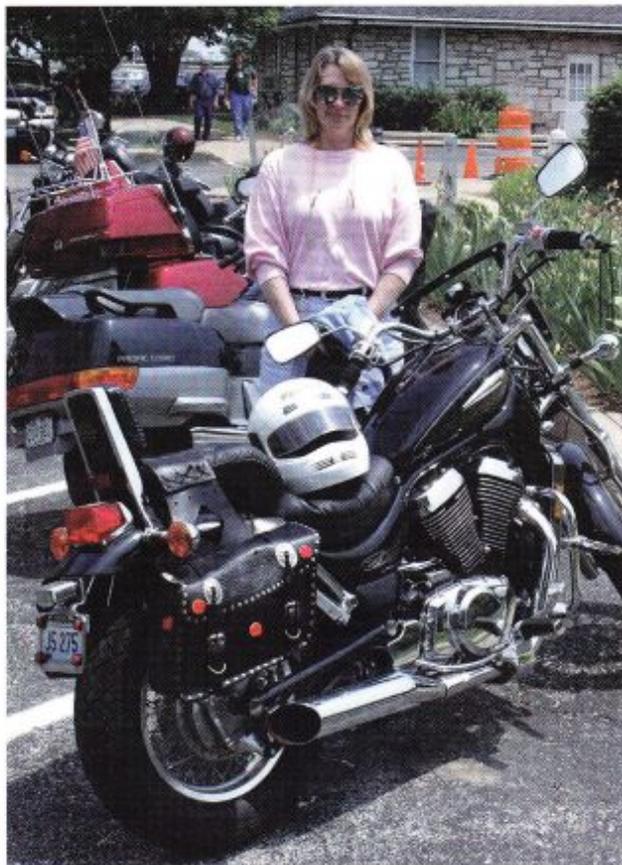
"I love to ride year round," she says, and she tries to make a "getaway" any time the temperature is 55 degrees or above. "I know now why so many people say they love riding the back roads. It's just beautiful: you feel so close to nature and the many things God wants you to see and enjoy."

While riding, she began to notice others who, in her estimation, needed to take a riding skills class. "That's when I decided I wanted to help."

In the spring of 2000 a small group from WOW rode to Osage Beach in the Ozarks for a weekend. Reppell met the Missouri State Ambassador for Women on Wheels, Elaine Miller of Kansas City, Mo. Miller is also a certified Motorcycle Safety Instructor.

"When she heard I was interested in becoming an MSI, she encouraged me. In the fall, she put me in touch with the chief motorcycle safety instructor at Missouri Central State College in Warrensburg." As it turned out, there were 24 applicants for the Instructor Preparation Course. Only 12 applicants a year are chosen, and Reppell was one. She later learned that in the past 12 years she is the only deaf person trained to be an MSI.

As a certified instructor, Reppell is already teaching, when needed, at Forest Park Community College, St. Louis, and at Jefferson College in nearby Hillsboro, Mo. To Edge readers she says, "I hope to see you in one of my classes!"



Madonna Reppell shows off her 2000 Suzuki Intruder. "I've been in love with motorcycles since I was a little girl," she says.

PHOTO BY GERALD GOODIN

OURS...to fight for

In his State of the Union speech Jan. 6, 1941, President Franklin D. Roosevelt described "four essential freedoms," which later were illustrated by Norman Rockwell in a series for the *Saturday Evening Post*. They were also produced as a series of posters under the banner "Ours...to fight for."

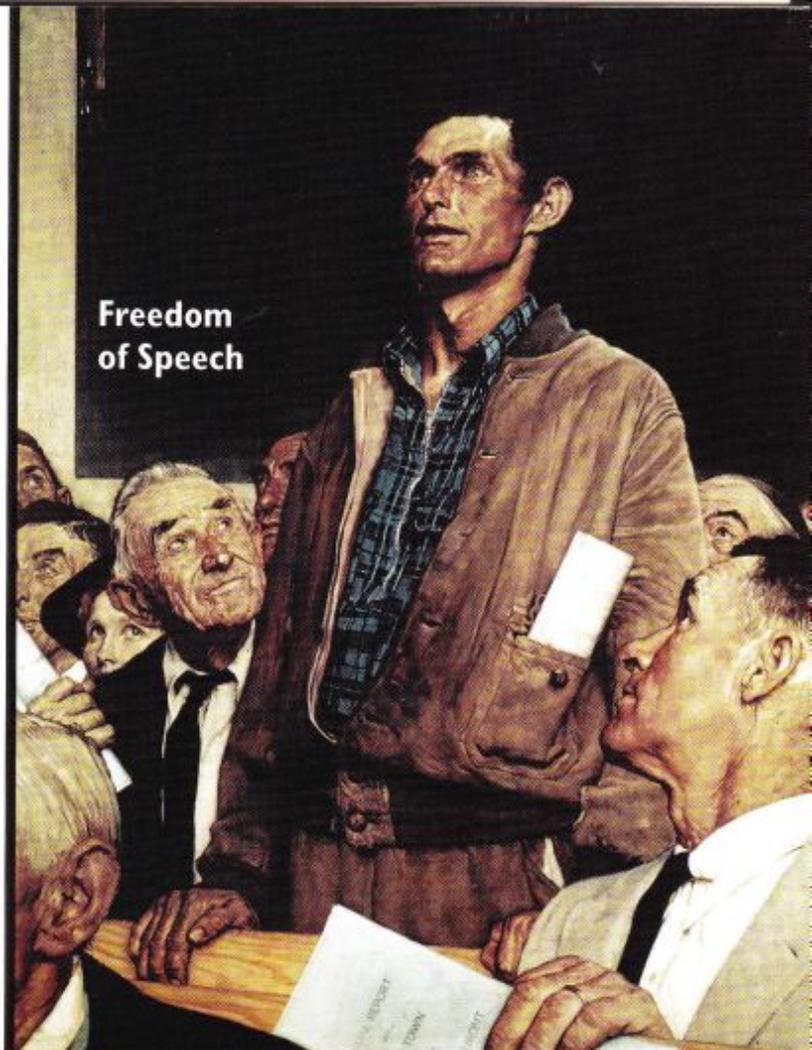
The *Edge* has given special prominence, on the back cover, to "Freedom from Fear," which seems especially relevant to our current crisis.

Concluding his address, Roosevelt said, "The nation has placed its destiny in the hands, heads and hearts of its millions of free men and women, and its faith in freedom under the guidance of God.

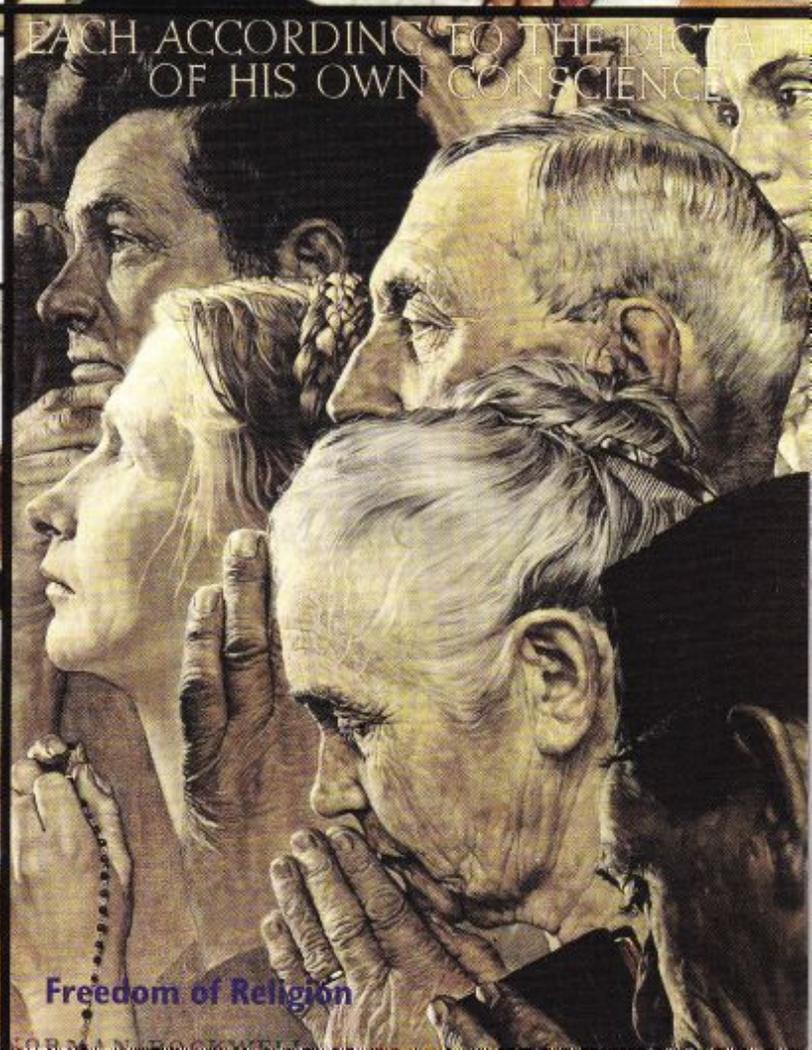
"Freedom means the supremacy of human rights everywhere. Our support goes to those who struggle to gain those rights and keep them. Our strength is our unity of purpose. To that high concept there can be no end save victory."

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Freedom of Speech



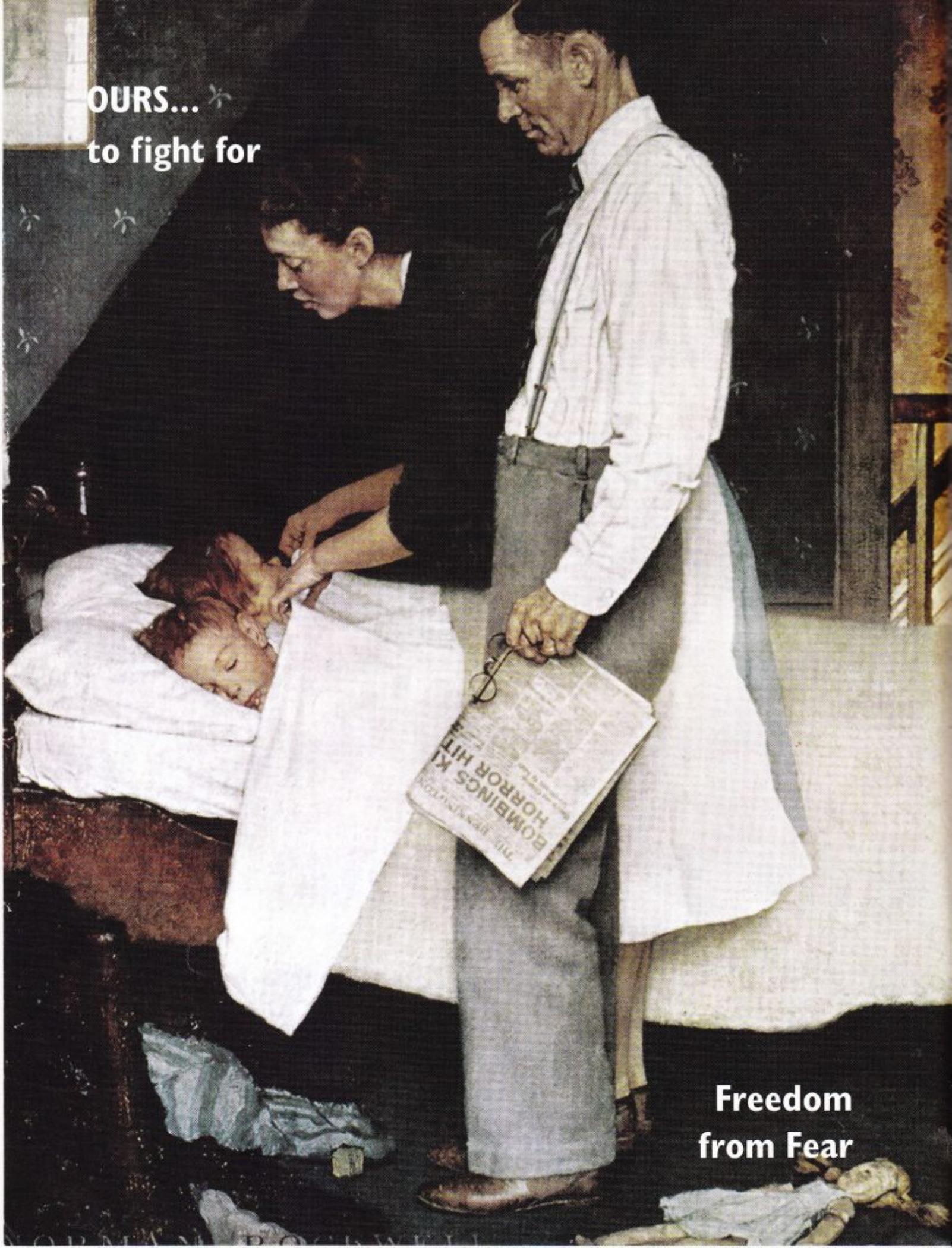
Freedom from Want



EACH ACCORDING TO THE DICTA OF HIS OWN CONSCIENCE

Freedom of Religion

**OURS...
to fight for**



**Freedom
from Fear**